

# BOLLORE

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2013 CORPORATE SOCIAL RESPONSIBILITY REPORT



## CONTENTS

<b>MESSAGE FROM THE CHAIRMAN</b>	<b>01</b>
<b>OUR CORPORATE SOCIAL RESPONSIBILITY STRATEGY</b>	<b>02</b>
<b>THE BOLLORÉ GROUP WORLDWIDE</b>	<b>04</b>
<b>THE BOLLORÉ GROUP IN BRIEF</b>	<b>06</b>
<b>BUSINESS ACTIVITIES</b>	<b>08</b>
TRANSPORTATION AND LOGISTICS	10
Bolloré Logistics	11
Bolloré Africa Logistics	21
Bolloré Énergie	30
COMMUNICATIONS	36
ELECTRICITY STORAGE AND SOLUTIONS	42
AGRICULTURAL ASSETS	48
<b>EMPLOYEES' SOCIAL COMMITMENT: TWO ACTION GROUPS</b>	<b>51</b>
FONDATION DE LA 2 <sup>e</sup> CHANCE	52
EARTHTALENT PROGRAM	53
<b>CROSS-REFERENCE TABLE</b>	<b>60</b>

## MESSAGE FROM THE CHAIRMAN



“Building a long-term presence in a territory means reconciling economic performance with social, societal and environmental commitments. It means developing our business activities while managing their impact. This belief is held by the Group both in France and abroad and is built on the involvement of everyone.”

VINCENT BOLLORÉ,  
CHAIRMAN

Over the course of 2013, our Group opened a new Blue Solutions factory in Brittany. Within a difficult economic context, this investment is a clear signal of the trust we have in the future and in our employees.

The Bolloré Group is proud to employ more than 53,600 people worldwide. Based in 154 countries, our employees work in a wide range of business lines: transportation and logistics, communications, and electricity storage along with the many associated innovations. Using their dynamic approach, they all participate in the development of ambitious projects and create long-term value.

Building a long-term presence in a territory means reconciling economic performance with social, societal and environmental commitments. It means developing our business activities while managing their impact. This belief is held by all our subsidiaries both in France and abroad, and builds on the involvement of everyone.

What could illustrate this better than the development of Blue Solutions? To meet this ambitious challenge, we knew to call upon the technologies and know-how within the different entities of the Group. A true synergy began and resulted in the creation of the car-sharing system. In 2013, three French cities (Paris, Lyon and Bordeaux) adopted this system, and it will be rolled out in Indianapolis and London next year. Within this dynamic, other eco-responsible solutions are being developed and may be deployed throughout all our subsidiaries.

Clearly, when we work together, we can take up new opportunities and really move in the direction of progress.

## OUR CORPORATE SOCIAL RESPONSIBILITY STRATEGY



Our CSR strategy rests on four drivers which make up its common basis and which were elaborated upon in the registration document.

### THE STRATEGIC DRIVERS

- Sharing common values.
- Developing and revealing talents.
- Producing and innovating in a sustainable manner.
- Taking action for local development.

### CORPORATE CITIZENSHIP MILESTONES

**2000**

Group Ethics Charter.

**2003**

Membership of the Global Compact.

**2005**

Creation of the network of sustainable development correspondents.

**2008**

Business Code of Conduct for the companies in the two Transport divisions.

**2009**

Group Values Charter.

**2010**

Introduction of CSR action plans by the divisions.

**2012**

Mapping of the challenges for each division.

## OUR CORPORATE SOCIAL RESPONSIBILITY STRATEGY

The CSR report details the specific commitments taken by the divisions as well as the associated action plans. This report illustrates the diversity of the Group's business lines. The Group's CSR policy is set out in detail in chapter 17 of the registration document.

In 2013, the Bolloré Group developed a structure for its corporate social responsibility strategy by establishing common social, environmental and societal commitments to each one of the Group's business activities.

### SOCIAL

- Ensuring safety and looking after the health of all employees.
- Anticipating changes in the business lines, developing skills and promoting local talents.
- Supporting organizational changes and encouraging mobility within the Group.
- Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers.
- Encouraging dialog with the workforce, employee involvement and engagement.

### ENVIRONMENT

- Integrating environmental performance in the Group's overall strategy.
- Preventing and reducing the impact of our activities.
- Innovating to anticipate new environmental requirements.

### SOCIETAL

- Establishing a relationship built on trust with stakeholders.
- Strengthening the local presence of the Group's activities.
- Promoting the joint commitment of the Group and its employees.

### 2014 FOCUS AREAS

- Deploying an analysis of the local socio-economic footprint of our activities.
- Mapping stakeholders.

### GROUP GOVERNANCE

The Group's internal control system is based on the following principles:

- separation of the operating and finance functions to ensure independent control;
- independent divisions which have established an appropriate control and risk management system for their specific needs;
- a reference framework with clear accounting, financial and control procedures, available to all operating divisions on the Group intranet.

The Board of Directors and senior management of the Group's parent company ensure the effectiveness of the internal control and management systems implemented within the various divisions. They are supported by the results, audit and risk committees (see registration document, page 72, for details on the governance bodies and for Board member profiles [inside front cover]).

## THE BOLLORÉ GROUP WORLDWIDE

### 2013 INDICATORS

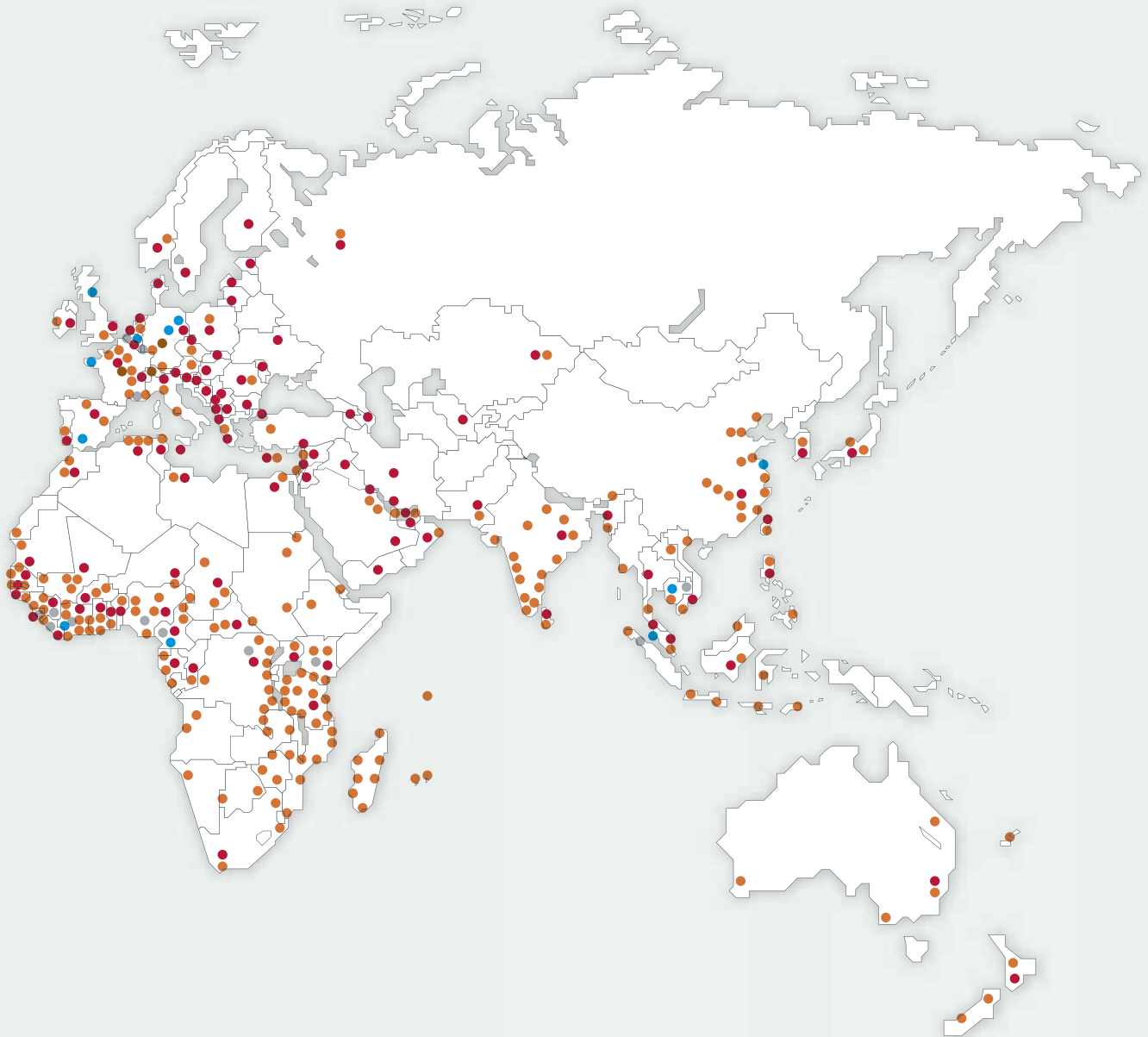
MORE THAN **53,600** EMPLOYEES  
IN **154** COUNTRIES

TURNOVER:  
**€10.8 BILLION**

NET INCOME:  
**€450 MILLION**



## THE BOLLORÉ GROUP WORLDWIDE



- Transportation and logistics
- Oil logistics
- Communications
- Electricity storage and solutions
- Agricultural assets

## THE BOLLORÉ GROUP IN BRIEF

Founded in 1822, the Bolloré Group is among the 500 largest companies in the world. Listed on the stock exchange, it is still majority controlled by the Bolloré family. The stability of its shareholding structure allows it to make investments for the long term. On the strength of its diversification strategy based on innovation and international growth, it is firmly positioned in its three business activities: transportation and logistics, media and communications, electricity storage solutions.



## THE BOLLORÉ GROUP IN BRIEF

### ○ TRANSPORTATION AND LOGISTICS

Bolloré Africa Logistics is the leading ports and integrated logistics company in Africa, Bolloré Logistics is one of the leaders in freight forwarding across the five continents, and Bolloré Énergie is a key player in oil logistics in France and Europe.

### ○ COMMUNICATIONS

The Communications segment comprises Havas, one of the leading worldwide groups in advertising and communications consultancy, the free daily newspaper *Direct Matin*, holdings in research, audiovisual logistics and cinema as well as a presence in telecoms. The Group also has a 5% interest in Vivendi, following the sale of the Direct 8 and Direct Star DTT channels to Canal+, and additional purchases on the market.

### ○ ELECTRICITY STORAGE AND SOLUTIONS

Bolloré has made the storage of electricity a major growth driver. From its worldwide leading position in films for capacitors, Blue Solutions has developed a unique technology for lithium metal polymer (LMP®) electric batteries and solutions to manage their use. Blue Solutions' Initial Public Offering was in October 2013. Today, it is present in mobile (buses and electric cars, Autolib', autosharing) and stationary applications of electric batteries. Through IER, it also holds a leadership position in car-sharing systems (charging stations, onboard software) as well as in terminals and entry and identification systems for public transportation.

### ○ AGRICULTURAL ASSETS

The Bolloré Group owns three wine-growing estates in the south of France, including the Domaine de La Croix (a "cru classé") and the Domaine de La Bastide Blanche. These estates produce about 550,000 bottles a year. Until 2013, via SAFACAM, the Group also owned a rubber tree and an oil palm plantation in Cameroon.

## BUSINESS ACTIVITIES

<b>TRANSPORTATION AND LOGISTICS</b>	<b>10</b>
ETHICS	10
<b>Bolloré Logistics</b>	<b>11</b>
GUARANTEEING THE HEALTH AND SAFETY OF EMPLOYEES	12
DEVELOPING SKILLS, PROMOTING TALENTS AND ENCOURAGING MOBILITY	13
ENVIRONMENTAL STRATEGY	14
PROMOTING SOCIAL COMMITMENT	18
<b>Bolloré Africa Logistics</b>	<b>21</b>
ENSURE THE HEALTH AND SAFETY	22
BEING AN EMPLOYER OF CHOICE	25
LIMITING THE ENVIRONMENTAL FOOTPRINT OF BUSINESS ACTIVITIES	26
CONTRIBUTING TO SOCIO-ECONOMIC LOCAL DEVELOPMENT	28
<b>Bolloré Énergie</b>	<b>30</b>
CONTINUOUS ENFORCEMENT AND IMPROVEMENT OF HEALTH AND SAFETY PROCESSES	30
PROMOTING THE DEVELOPMENT OF SKILLS AND THEIR INTER-GENERATIONAL TRANSFER	31
MANAGING THE ENVIRONMENTAL IMPACT OF BUSINESS ACTIVITIES	31
CASE STUDY: THE MAI NDOMBE REDD+ PROJECT IN THE CONGO	34
PROMOTING SOCIAL COMMITMENT	35



## BUSINESS ACTIVITIES

<b>COMMUNICATIONS</b>	<b>36</b>
PROMOTING DIVERSITY	37
DEVELOPING SKILLS, PROMOTING TALENTS AND ENCOURAGING MOBILITY	38
REDUCING ENVIRONMENTAL IMPACT	39
ROLLING OUT A RESPONSIBLE PURCHASING POLICY	39
FOSTERING RESPONSIBLE COMMUNICATION	39
PROMOTING SOCIAL COMMITMENT	40
<b>ELECTRICITY STORAGE AND SOLUTIONS</b>	<b>42</b>
A UNIQUE TECHNOLOGY FOR A NEW FORM OF MOBILITY	44
AN ELECTRIC CAR-SHARING VEHICLE	44
INNOVATIVE PRODUCTS	45
INTEGRATED SOLUTIONS TO SUPPORT DEVELOPMENT	46
GUARANTEEING THE HEALTH AND SAFETY OF EMPLOYEES	47
SUPPORTING THE DEVELOPMENT OF NEW SKILLS	47
<b>AGRICULTURAL ASSETS</b>	<b>48</b>
<b>Plantations</b>	<b>48</b>
GUARANTEEING THE HEALTH AND SAFETY OF EMPLOYEES	48
PROMOTING LOCAL TALENTS	49
IMPROVING ENVIRONMENTAL PERFORMANCE	49
PROMOTING SOCIAL COMMITMENT	50
<b>Vineyards</b>	<b>50</b>
<b>EMPLOYEES' SOCIAL COMMITMENT: TWO ACTION GROUPS</b>	<b>51</b>
FONDATION DE LA 2 <sup>e</sup> CHANCE AND THE EARTHTALENT PROGRAM	



# TRANSPORTATION AND LOGISTICS

## ETHICS

Sharing the same business ethics is the foundation of the CSR strategy of the Transportation and Logistics divisions. These two divisions have a common ethics and anti-corruption management system which is described in this document.

### A common ethics and anti-corruption management system

Bolloré Logistics and Bolloré Africa Logistics refer to the provisions of the General Code of Business Conduct for Transportation division companies of the Bolloré Group, which sets out behaviors to be adopted in the following areas: safety of transportation operations (in terms of logistics chain safety); health and safety of employees; combating corruption; adherence to competition rules; respect for and protection of the environment.

The Ethics and Compliance Department of the two Transportation divisions has obtained about a dozen certifications from TRACE, a non-profit organization set up in 2011 by anti-corruption experts (offering an ethical compliance service to multinationals and to their commercial intermediaries). It also participates actively in the Afnor focus areas of compliance and anti-corruption (the future ISO 37001 standard). This allows Bolloré Logistics and Bolloré Africa Logistics to ensure the best level of ethics expertise.

In 2013, the divisions were subject to “client” audits for the first time, in order to verify that ethical guidelines were being applied properly. Following these external interventions, completion of the audit procedure and the internal audit exercises to be performed in the course of 2014 are now all the more relevant.

### An ethics policy implemented internally

This requirement is met through the dissemination of procedures and training modules covering ethical challenges and the launch of a website to raise employee awareness.

#### • Dissemination of procedures

The transportation divisions have made concrete arrangements that complement the Group’s commitments. Thus, starting from July 2013, the following ethics procedures have been distributed (paper or e-book manuals): risk assessment; awareness raising; training; gifts, spending on commercial relationships and donations; evaluation and selection of suppliers (due diligence).

Two further procedures are to be added: accounting transparency and fairness; audit procedure.

#### • Four training modules

In 2013, around 4,000 employees benefited from training related to ethics:

→ the training module on anti-corruption laws was completed by 2,600 employees. Nearly 77% of those registered passed their training successfully (receiving a certificate following a quiz test);

→ the module on the Bolloré Group Ethics Charter, delivered as an internal e-learning training course, was completed by over 1,250 people. Nearly 56% of those registered passed their training successfully;

→ the “specific technical trainings” module enabled 14 training sessions to be provided to 123 people from the “ethics” correspondents’ network;

→ finally, the module on the General Code of business conduct for companies in the Transportation and logistics divisions of the Bolloré Group was created at the end of 2013 and will be fully rolled out in 2014.

To date, more than 170 presentation sessions have been carried out, involving 2,000 employees.

#### • Creation of a website to raise employees’ awareness

During 2013, the “ethics” intranet was adapted to meet the operational needs of the division. It will be made available to Bolloré Logistics in January 2014 and to Bolloré Africa Logistics in February 2014.

A module will be specifically developed for the regional and country directors and for their “Ethics and compliance” correspondents. They will have access to several risk assessment IT tools (input screen, calculation matrix), support forms for training and awareness-raising, supplier assessment questionnaires (due diligence), etc.

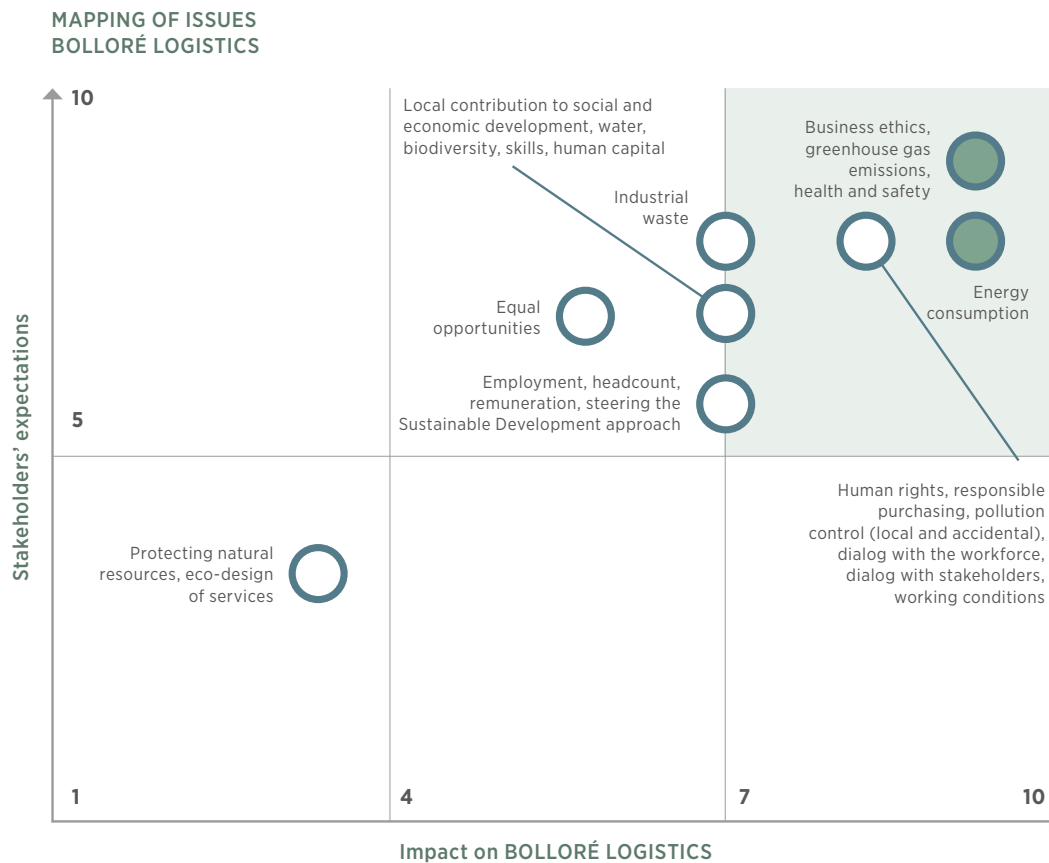
Raising client awareness on ethics best practices is also one of the objectives of the Transportation division. In 2013, clients were given a presentation of the “Ethics and compliance” management system of the two Transportation divisions: these meetings enabled sharing of best practices.

The two Transportation divisions are undertaking the following ethical commitments for 2014: continue and develop the training modules started in 2013; implement specific training actions with regard to compliance with competition rules; start applying formal anti-corruption procedures throughout the entire network.

## TRANSPORTATION AND LOGISTICS

### BOLLORÉ LOGISTICS

Through its various brands, Bolloré Logistics carries out air, sea and land freight forwarding, warehousing and distribution, industrial logistics, port operations, safety and quality control. An important player in the globalization of trade, the division has made responsible growth a major driver for its development.



The mapping set out above allows us to visualize the priority CSR issues confronting Bolloré Logistics and the corresponding expectations of stakeholders (who were consulted on certain issues).

This graphic was produced by methodically measuring the importance of each CSR issue and by awarding a score of

between 1 and 10 to each one, according to the following criteria:

- impact on costs and/or turnover (company performance);
- probability and importance of the impact;
- regulatory pressures;
- associated risks.

## TRANSPORTATION AND LOGISTICS

This methodology is also applied in this report to other Group business activities. It constitutes a first attempt at producing a hierarchical list of CSR actions which will be updated and refined in 2014.

This mapping illustrates the importance of issues as diverse as the fight against corruption, the impact of climate change on our business activities, and employee health and safety. The prioritization of action plans is an initial response to these expectations.

The mapping will also be completed as part of the ISO 26000 certification process commenced by the division in 2013.

The ISO 26000 standard evaluates the level of maturity of an organization in the area of corporate social responsibility (CSR). By the end of 2014, nine branch offices in six different countries (France, England, Italy, United States, Singapore and India) will have carried out this evaluation and it will be continued throughout the division in the years to follow.

In 2013, the success of this evaluation process was already illustrated by the various certifications obtained for health and environmental matters and for client expectations:

At division level:

→ 160 sites hold at least one certificate: Quality (ISO 9001), Environmental (ISO 14001), Safety (OHSAS 18001) or International transportation safety (the Authorized Economic Operator [AEO] standard).

At subsidiary level:

→ four sites have received triple certification (9001/14001/18001): SDV USA, Saga in Le Havre, Marseille and Nantes;

→ SDV Logistique Internationale obtained ISO 14001 certification for five new branch offices (Le Havre, Marignane, Marseille, Fos and Colombes) and obtained GDP (Good Distribution Practice) certification for its Luxembourg platform;

→ SDV Taiwan was awarded full AEO certification in January 2013;

→ SDV Singapore obtained ISO 13485 certification (regulatory requirements for medical devices).

Bolloré Logistics also began an evaluation of its local socioeconomic footprint in two pilot sites: one in France (Toulouse) and one abroad (India). This is one of the objectives of the division's CSR policy which is aimed at defining the added value it brings to the various territories in which it operates, in priority areas such as local employment, purchasing of local goods and services, enhancing the skills of local suppliers and providing aid for local development.

## GUARANTEEING THE HEALTH AND SAFETY OF EMPLOYEES

In 2013, Bolloré Logistics aimed to focus on developing access to a healthcare/insurance system for its employees, of ensuring their safety regardless of the context in which they operate, and on developing their skills.

### Health protection

The implementation of an effective health system available to all employees is a major concern of Bolloré Logistics.

#### • Workplace health initiatives

Bolloré Logistics has endeavored to analyze occupational risk factors and take them into account to ensure optimized workplace conditions for its employees.

In 2013, a specific study was conducted at two SDV LI pilot sites (Roissy and Le Havre) to identify psychosocial risks in the workplace and to define a methodology for analyzing those risks. The site at Le Havre conducted the study in partnership with ANACT (the French National Agency for the

Improvement of Working Conditions) to identify difficult working conditions and to suggest remedial measures. The methodology developed at these sites will be rolled out to all subsidiaries in France in 2014 and will be described in the next CSR report.

In France, the measures set out in the agreement on professional equality have been implemented. They allow for a better work-life balance while endeavoring to reduce workplace stressors.

#### • Standardizing health and retirement policies for all employees

One of the objectives set by the division in 2013 concerned the standardization of health and retirement benefits policies for expatriate employees of Bolloré Logistics.

Until then, individual coverage depended on the statutory requirements existing (or not existing) in the respective employee's country of assignment.

## TRANSPORTATION AND LOGISTICS



Transportation of wind turbines  
– SDV Logistique Internationale  
at Rouen.

As of this year, all expatriates benefit from a global health-care/insurance package (health insurance, medical assistance, repatriation, death or disability insurance) without limitation (pre-existing medical conditions, exclusions, etc.). Bolloré Logistics also initiated a comprehensive review of the healthcare packages offered to employees under local law in each one of the countries of the network in order to determine a common basis for the protection of its employees worldwide in 2014.

The Bolloré Logistics division also launched an optional retirement scheme for employees under local law (75 employees benefited from it for the first time in 2013). It will be rolled out in 2014.

### Guaranteeing employee safety

Endeavoring to guarantee the safety of all employees means training them in prevention policies and preparing them for risk situations.

#### • Training and raising awareness

Bolloré Logistics has developed a safety training policy both in France and abroad. In France, many actions are taken to decrease the frequency and seriousness of industrial accidents:

- regular inspections or audits performed by the Operational Safety Department (1,300 in 2013, compared against 450 in 2012);
- workplace accident prevention measures taken (with the assistance of occupational physicians).

#### • A prevention policy

The business activities of Bolloré Logistics are performed in certain “at-risk” countries. To ensure maximum safety for its employees, Bolloré Logistics has implemented a procedure of travel validation and follow-up. Employees are informed in advance of the security conditions in the countries where they may be called upon to work (maps of at-risk countries, safety network access to country fact sheets). They receive constant and ongoing information on the security developments of the country they operate in (automatic and systematic communication of real-time information). They are geolocatable in sensitive zones.

## DEVELOPING SKILLS, PROMOTING TALENTS AND ENCOURAGING MOBILITY

Due to the nature of its business activities and the internationalization of its teams, Bolloré Logistics must see to it that its employees’ skills are promoted. To ensure that this objective is met, the division works both on identifying and developing skills.

#### • Identifying skills

In France, two tools are used to identify key jobs and their evolution at Bolloré Logistics:

- the jobs observatory meets annually and is made up of

operational staff as well as members of the Human Resources Department. This body develops action plans which are matched to changing skills requirements and which address sensitive issues;

- the annual review process undertaken by Bolloré Logistics allows the identification of employees’ skills and aspirations.

This process will be standardized in the next few years: launched in 2013 in the United Kingdom and Benelux, the program will be rolled out in Malaysia and Canada in 2014.

## TRANSPORTATION AND LOGISTICS

### • Developing the skills identified during career and talent review committees

The increasing internationalization of the division's business activities has led it to implement synergies in approaches to training in the different countries and regions (educational programs, methods and tools).

The division has an internal training center, the Institut de Formation Logistique (Logistics training institute, or IFL). Based in France, it specializes in transportation and logistics training and also develops cross-functional training. In 2013, 93 training modules were offered and around 27,000 training hours were provided.

The training involves the participation of expert employees as trainers (43% of training actions are provided by trainers who are company employees) and uses appropriate teaching methods, such as e-learning which is frequently used by non-French subsidiaries (15% of training hours are provided in this way).

In 2013, the Institut de Formation Logistique organized a training program consisting of 210 hours delivered three days per month over a ten-month period, for young managers in the field of stevedoring.

Talent management is another important focus in the area of skills development. It is represented, in particular, by:

- Career and Talent Review committees which collect and analyze the career development aims expressed by employees and/or managers during their annual reviews;
- the inclusion of more than ten "high potential individuals" in the Group's "talent" program. The objectives of this program for the division are to encourage the personal development of participants, to promote visibility within the Group of participating managers, to encourage the sharing of experience and to foster collective professional intelligence.

## ENVIRONMENTAL STRATEGY

### Reducing our carbon footprint

The main environmental commitment for the Bolloré Logistics division is the reduction of greenhouse gas emissions.

#### • Greenhouse gas reporting

Calculating our greenhouse gas emissions allows us to start making progress in this area. Going beyond the legal requirements (article 75 of the Grenelle II act – three-year realization), Saga France (representing approximately 7% of the turnover for the Bolloré Logistics division) carried out a further greenhouse gas emissions (scopes 1 and 2) assessment in 2013 for its mainland France locations. In 2012, 1,848 metric tons of CO<sub>2</sub> equivalent were generated, compared against 2,050.5 tons in 2011, representing a reduction of Saga France's greenhouse gas emissions by around 11%.

Greenhouse gas reporting has been extended internationally: in 2013, the first greenhouse gas report produced outside France was completed at SDV Singapore; the emissions generated by this subsidiary were reported to be in the region of 2,270 metric tons of CO<sub>2</sub>. This international spread will be continued in 2014, and aims to carry out at least 20 new assessments.

In France, the division is one of the pilot companies

experimenting with a greenhouse gas management system. This experiment, under the egis of the Bilan Carbon Association (Carbon accounting association), aims to define the features of a national framework of greenhouse gas emissions assessments, in accordance with international standards ISO 9001 and 14001.

The Saga agency at Petit-Couronne joined the Ademe (French Environment and Energy Management Agency) CO<sub>2</sub> Charter in 2013. The implementation of this program should enable the agency's fleet to reduce its CO<sub>2</sub> emissions by around 6% over a three-year period, representing about 56 tons of CO<sub>2</sub>.

#### • Bolloré Logistics, a pioneer in carbon footprint awareness

On June 11, 2013, Bolloré Logistics received a Verification Statement certifying its CO<sub>2</sub> emissions calculation tool for air and sea transport operations, issued by Bureau Veritas Certification France. As such, Bolloré Logistics has become one of the first freight forwarders to have a verification statement of its CO<sub>2</sub> emissions calculation tool, demonstrating its transparency and fairness to its clients in the results and methodology it uses.



## TRANSPORTATION AND LOGISTICS

This tool also allows the regulatory obligations to be fulfilled (Grenelle II act – article 228-II) in the area of CO<sub>2</sub> display for transportation services. To improve the communication of this information, new computing tools have been made available to clients (tracking website, smartphone application), informing them of their CO<sub>2</sub> emissions in real time.



### Controlling energy consumption

Monitoring and reducing its environmental footprint are real challenges for Bolloré Logistics. They are managed by the division and by employees in the form of action plans and an evaluation of results.

#### • The Save Program

SDV Logistique Internationale logistical solution, the “Save Program” has gained a new client. The goal of the agreement is to reduce CO<sub>2</sub> emissions over a three-year period. For 30% of air shipments, it aims to reduce CO<sub>2</sub> emissions by 25% and by a further 20% during the pre-shipment transportation stages.

Within the scope of a Save Program agreement, in February 2013 SDV GEIS put its first hybrid truck into service designed to handle the routes between the client factory and the Munich airport hub, or about 60,000 km a year. In addition to reducing CO<sub>2</sub> emissions by about 15%, this hybrid truck will also reduce noise pollution and limit particle and pollutant emissions in compliance with the EEV anti-pollution standard.

#### • Choosing the least polluting vehicles

Within its entities, Bolloré Logistics applies a policy defined at the Bolloré Group level for reducing fuel consumption and air pollution generated by the vehicle fleet, whether by service vehicles or heavy trucks. This policy is applied in advance through a vehicle selection process that takes fuel consumption (l/100 km) and air emissions (g CO<sub>2</sub>/km) into account. As such, more than 50% of the service vehicles in use throughout the division are in compliance with Class B (101 g to 120 g CO<sub>2</sub>/km) of the energy/CO<sub>2</sub> classification applicable to new vehicles (with reference to the European Directive of December 13, 1999).

At a division level, SAGA France and SDV Logistique Internationale are also continuing their efforts to limit pollutant emissions from their fleet of heavy trucks. As such, in 2013, out of 66 vehicles weighing over 3.5 tons, nearly 60% (whether owned or rented) meet the Euro 5 standard. Within the SDV Logistique Internationale fleet, 2014 will also see the arrival of the first trucks that comply with the Euro 6 standard, which is the highest standard currently in force.



Hybrid truck SDV – GEIS.

## TRANSPORTATION AND LOGISTICS

### • Continue modal shift operations

In 2013, Bolloré Logistics Portuaire continued its exemplary modal shift operations (shifting from road transport to rail transport). As such, every month, the La Rochelle agency conveys three trains (20 freight cars per train) loaded with wood pulp from the sea port of La Rochelle to Saint-Romain-en-Gal, in the Rhône-Alpes region. This rail traffic represented a volume of nearly 41,000 tons over 2013, reducing the strain on the road network by over 1,000 trucks per year. In addition, traffic from the Rhône-Alpes region bound for the Poitou-Charentes region was rerouted to reduce non-revenue kilometers. As such, nearly 14 trains were routed from the Rhône-Alpes region to Cognac in 2013.

### Constructing buildings which follow the strictest environmental construction standards and preserve biodiversity

The division's commitment is also reflected by the way it protects its direct environment.

### • Buildings

On a site of nearly a million square meters, Bolloré Logistics undertook the construction of several buildings (offices and warehouses) which follow the strictest environmental construction standards. After Singapore in 2012 (40,000 sq.m. with Leed - Leadership in Energy and Environmental Design - Gold and BCA Green Mark), the sites at Nantes (2014) and Roissy (2015) will be endowed with new Leed and HQE (High Environmental Quality) certified buildings.



Beehives - Saga / SDV  
Logistique Internationale /  
Bolloré Logistics at Roissy.

### • Biodiversity

Growing urbanization, increased pollution, deforestation, etc. all pose a threat to biodiversity and are at the center of global concerns about protection of biodiversity. Bolloré Logistics is a service sector company and does not directly depend on living resources, biodiversity or ecosystem services. However, the division's many locations - whether on land or at port facilities - are all points of contact with the earth's biodiversity. Therefore, in 2013 Bolloré Logistics initiated a program to integrate biodiversity into its CSR strategy.

As a founding member of CIBI (International Council for Biodiversity and Real Estate), Bolloré Logistics has contributed to the creation of the BiodiverCity™ label, the first international label designed to take biodiversity into account during building construction and renovation projects. The aim of this label is three-fold: the first goal is to build the protection of biodiversity into real estate design projects in a more organized manner. The second objective is to promote more environmentally-friendly construction which contributes to improving living conditions, thanks to the reintegration of life in cities. Third and final objective: to create a framework of competition for all real-estate players, as in the case of other general certifications.

Finally, several beehives have been installed at the SDV and Saga Roissy sites as well as the Cergy site, with outreach sessions for employees of these sites to raise their awareness of the importance of preserving biodiversity.

## TRANSPORTATION AND LOGISTICS

### Internal environmental initiatives

The environmental commitment is also fostered internally through training and concrete initiatives.

#### • Training in CSR challenges

In 2013, Bolloré Logistics developed its first e-learning module, delivering it to 220 people. Awareness sessions were run by the Bolloré Logistics Sustainable Development Department in the different subsidiaries abroad: Singapore, Italy, Belgium, Portugal, the Netherlands and Canada. More than 300 people participated in these sessions.

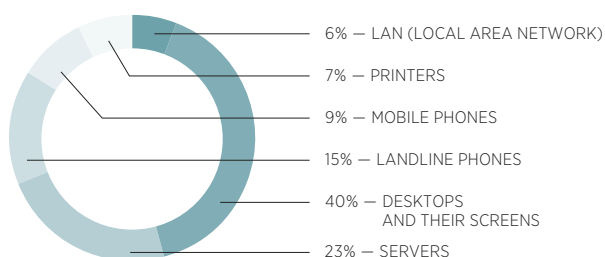
#### • Reducing work-related travel

Due to its many international sites, work-related travel is a significant source of greenhouse gas emissions, costs and lost time for Bolloré Logistics. With this in mind, several videoconferencing rooms have been set up since 2012. In 2013, a new videoconferencing center was established at the Cergy site (after Puteaux, New York and Singapore) and nearly 350 hours of videoconferencing have taken place, reducing the amount of work-related travel of employees. A follow-up study of the reduction in travel will be performed in 2014.

#### • Managing paper consumption

Paper consumption is one of the activities with the greatest environmental impact for Bolloré Logistics; in 2013, nearly 479 tons of paper were used. SDV Logistique Internationale is participating in the “e-Freight” initiative launched by IATA, which aims to reduce the use of paper documents in the air freight documentation chain, opting for a paper-free environment. A number of benefits are expected: reduced costs, quicker transport times, increased traceability and a reduction in negative external consequences for the environment (paper, wood, electricity consumption). In December 2013, nearly 13.5% of the AWBs (the most important type of document in the air cargo transport sector) sent to airlines by SDV Logistique Internationale and adhering to the e-Freight initiative were digitized. This reduces the amount of paper used per file by 90%.

Breakdown of the IT inventory energy consumption



#### • Acting at the IT inventory level

According to a study published in 2008 by the European Union, NICT (New Information and Communications Technologies) represented 2% of the total greenhouse gas emissions in Europe in 2005. With an IT inventory of more than 8,000 computers worldwide, Bolloré Logistics has set itself an objective to reduce the energy consumption of this inventory. To this end, a “Green IT” experiment was launched by SDV Logistique Internationale in 2013. This project aims to measure the energy consumption of a sample inventory of 2,500 computers (both desktops and laptops), and in the second stage, to implement optimization scenarios for reducing it. According to a projection based on a first study of 250 computers, the energy consumption of SDV Logistique Internationale and Saga France amounts to nearly 1,394,000 kWh/year. The implementation of optimization scenarios should reduce their consumption by 1 million kWh in 2014.

## TRANSPORTATION AND LOGISTICS

### PROMOTING SOCIAL COMMITMENT

This means joining together at all levels of the company and giving each employee the opportunity to be a player. Beyond its primary vocation as an economic agent, the company also aims to foster by its own means and, thanks to its employees, the progress of humanist values in the areas of healthcare and natural and cultural heritage.

#### Strong leadership

Since January 2013, Bolloré Logistics and all of its brands have been supporting the Ready Fund by donating monies. It enables the French Red Cross (FRC) to fund disaster preparedness programs and to continue to support highly vulnerable communities post-crisis until they are able to manage alone once again. This represents an unrivaled tool to be used in emergencies little known to the general public. The Ready Fund currently has four partners (the Total Foundation, Technip, the Sanofi Espoir Foundation and Bolloré Logistics).

In 2013, it was used three times:

- in March, it enabled the funding of repairs following the damages caused by flooding in Mozambique and to reinforce the capacities of the Red Cross in Seychelles, the Comoros and Madagascar to be prepared for potential natural disasters;
- in October 2013, the French Red Cross was able to estimate the water and care needed by Syrian refugees in Iraq, Lebanon and Jordan;
- lastly, in December 2013, the Ready Fund enabled the FRC to provide health support (through two health centers and by putting in place a mobile clinic) for the communities affected by violence in Bangui in the Central African Republic.

This private fund collection tool allows the FRC to launch a global response, providing sustainable humanitarian aid. By getting involved with the FRC in a meaningful project, all the employees of Bolloré Logistics can work in partnership, increase the impact of their company's support and create a common bond with all of their colleagues, both in France and abroad. SDV Caribbean and SDV Canada also support the Red Cross.



Bolloré Logistics has maintained its partnership with the Food Bank for the third year as a supporting company of the French Food Banks.

The division continues to contribute to the Fondation de la 2<sup>e</sup> chance (Second Chance Foundation), both financially and with the aid of employees at the stages of the submission of case studies, the selection and the assistance of people benefiting from a "helping hand".



#### Active employee participation

For example:

→ Bolloré Logistics participated in the mobilization of the international movement of the Red Cross and Red Crescent following Typhoon Haiyan, which struck the Philippines in November 2013, by enabling its employees around the world to make donations using a dedicated platform. Bolloré Logistics matched every euro donated by its employees. The total amount collected from employees came to more than 9,000 euros (52% from employees based in Asia, 45% in Europe and 3% in the rest of the world), over 18,000 euros were transferred to the Red Cross.

→ Every Friday, the employees of SDV Canada organize a collection to support various non-profit organizations – among others, the Canadian Cancer Society, for which SDV Canada also participates during the "Shaved Head Challenge".

→ Starting two years ago and as part of its commitment to the Fédération des Banques Alimentaires (French Federation of Food Banks), over 120 employees in the French branches have, in addition to the donations made by the division, taking part in the national food collection drive organized every year by FFBA in November (12,500 tons of food were collected throughout France by the FFBA).

## TRANSPORTATION AND LOGISTICS



→ Sports are also an excellent vehicle for social cohesion, strengthening the feeling of belonging to a Group as well as team spirit and solidarity. Bolloré Logistics organized Marathon Day, in which a worldwide human chain, begun in Auckland and completed in Papeete, was formed in 24 hours. In each country where the division has a location, the teams of employees ran or walked a pre-defined course. This event was a great success, with over 1,500 employees participating, and enabled Bolloré Logistics to make a contribution of 15,000 euros, or 10 euros per entrant, to an international humanitarian organization.

### A civic action

For a period of four years, Bolloré Logistics has established introductory first aid training for all employees who volunteer. This introductory training, delivered by trainers from the French Red Cross, enables employees to learn what to do when faced with an unconscious person, a heart attack or a case of choking. In 2013, almost 600 employees benefited from this introductory training on the SDV sites in Nice, Marignane, Toulouse, Nantes, Cergy, Orly, Ris-Orangis, Rungis, the Saga sites in Dunkirk and Martinique, as well as the Sogetra and Dewulf sites in Dunkirk.



### Supporting employee initiatives

The Corporate Sponsorship Committee, supported by senior management since 2012, invites all employees to propose a project related to their professional or personal lives. Non-profit associations have received financial aid in this way, and many initiatives have developed worldwide in various areas of solidarity.

A few examples:

#### • Humanitarian aid to education and the disabled

→ The non-profit organization Burkina Parrainage works in close collaboration with the Sœurs de l'Immaculée Conception (SIC) of Ouagadougou. Its main objective is to help the poorest families to support themselves so that their children can go to school. The SICs build and manage schools, health centers, pharmacies and orphanages. The help provided by Bolloré Logistics will enable the administration building in the Stella Yasura de Léo secondary school to be fitted out, the construction of the school having been recently finished.

→ "Handisup", located in Upper Normandy, gives specific support to students with Asperger syndrome to secure their inclusion in the job market. Within the division, all jobs within the company are open to disabled persons. The division takes part in recruitment forums offering positions to both able and disabled persons and contributes to the retention of employees working in sheltered and adapted workshops through making certain purchases.

→ La Voûte Nubienne promotes an ancient construction technique that gives access to quality, suitable and sustainable housing to as many people as possible in Africa. The support provided by the division will enable the organization to continue its work while developing its new project focused on passing on the skills required by future construction workers to young people through on-the-job training.

→ Haïti Futur supports different kinds of educational projects for all grade levels. Today, 6,000 students are concerned by the organization's projects which, thanks to the division's donation, will be able to continue its work: vocational training for teachers, installing highly-efficient equipment, electrical installation work in buildings, creating digital school content.

## TRANSPORTATION AND LOGISTICS

### • Medical research assistance

Bolloré Logistics supports two non-profit organizations fighting alongside families whose children are suffering from diseases such as cystic fibrosis or lysosomal storage disorders: CA ZO LA, which raises money to improve daily life of children suffering from cystic fibrosis, and VML-Vaincre les Maladies Lysosomales, which helps with medical research and supports families. The contribution made by Bolloré Logistics in particular enabled Christmas gifts to be handed out to children in hospital as well as paying for disabled children and their families to stay in vacation villages or specially-adapted facilities.

SDV Argentina combines responsible waste management and local solidarity by contributing to the financing of medical equipment at the Garrahan hospital (Buenos Aires) via the sale of used paper. SDV Uruguay does the same in support of Repapel by recycling paper to supply schools in the region free of charge. SDV Nantes supports the SEED Foundation, an organization working for food security in Africa.

### • Preservation and perpetuation of cultures through consideration, understanding and respect of cultural heritage

Bolloré Logistics supports the efforts of Regards sur le Cinéma du Monde, a non-profit organization encouraging the distribution of short and feature-length films and documentaries by quality directors. Throughout the year, this organization runs film creation workshops with elementary, middle and high schools across Upper Normandy.

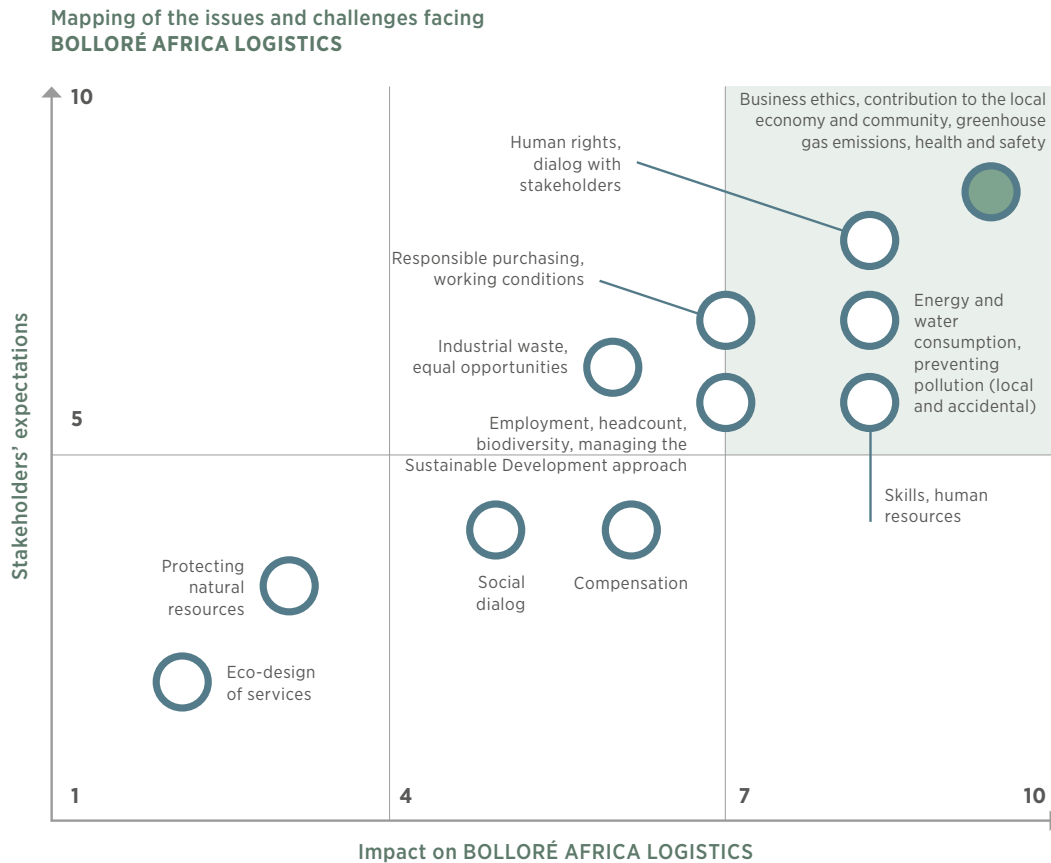
Bolloré Logistics mobilized to organize the first "Festival des Talents" (Talent Festival) which brought together employees from all over Europe to take to the stage, putting on a musical comedy, two plays and more than 20 concerts.



## TRANSPORTATION AND LOGISTICS

### BOLLORÉ AFRICA LOGISTICS

An important player on the African continent, Bolloré Africa Logistics fully integrates the social, environmental and societal commitments of the Bolloré Group and ensures their deployment within its subsidiaries.



This mapping shows the expectations of the stakeholders of the Africa Logistics division in terms of ethics and the prevention of corruption, health and safety and contributing to the local economy and community.

#### Recognized certification systems

- 62 companies are ISO 9001-certified (versus 60 in 2012). The subsidiaries in Nigeria and the Congo have just obtained certification.
- 60 subsidiaries have at least one certification: Quality (ISO 9001), Environmental (ISO 14001), Security (OHSAS 18001)

or ICMI (International Cyanide Management Institute). The audits enabling these certificates to be renewed were organized successfully.

- Four environmental audits were conducted by Bureau Veritas in the following companies: MPS, DIT, Abidjan Terminal and Congo Terminal.

These certifications are recognition of the work undertaken by the Bolloré Africa Logistics teams supervised by the QHSE Managers in terms of product safety and employee health and safety.

## TRANSPORTATION AND LOGISTICS

### ENSURE THE HEALTH AND SAFETY

#### Health

Access to healthcare for all employees and their families is the key priority in all the countries where the division operates. Bolloré Africa Logistics offers high rates of health coverage to its employees and their dependents thanks to an adapted medical cover system.

The quality of this medical coverage is guaranteed by specific insurance contracts signed with companies renowned throughout the continent and worldwide. Healthcare is provided via the subsidiary care centers, with dedicated medical personnel, or via partnerships entered into with private clinics in the countries where employees are established. By combining these two approaches, Bolloré Africa Logistics can contribute to the medical expenses of its 25,000 employees and their families.

In-house occupational health services have been established in order to offer quick and high-quality healthcare access to employees. Occupational physicians and nurses, who give medical exams to new hires as well as annual exams, can provide first aid.

The subsidiaries participate directly in the purchase of medication to enable these health care centers to provide quality services. Senegal, Republic of Côte d'Ivoire, Sierra Leone, Cameroon, Kenya, Angola, Mali, Guinea-Conakry, Madagascar and the Central African Republic have introduced this type of internal health centers. Where such centers are not available, the company calls on outside partners, either via multi-company clinics, doctors or nearby hospitals located near the operating sites.

In the area of pandemics, Bolloré Africa Logistics has shown particular commitment in the fight against HIV-AIDS. Policies have been implemented in the majority of subsidiaries which have initiated several actions, such as:



Cardiovascular screening center Camrail in Cameroon.

→ the organization of anonymous and voluntary screening sessions along with advice provided by doctors specialized in the fight against the pandemic;

→ preventive actions aimed at employees and their families via educational programs organized by committees of peer educators;

→ the coverage of antiretroviral treatments for employees. Beyond the fight against HIV-AIDS, Bolloré Africa Logistics raises the awareness of its employees and their families on the pandemics and diseases affecting the African continent. The partnership with the Entreprises & Santé (Companies Health) non-profit organization is very much consistent with this process.

The Group has been a member since September 2003. This organization is involved in prevention and fighting chronic diseases (HIV, malaria, diabetes) and helps companies to act in the countries where they operate.

This partnership enabled health personnel working in the company's subsidiaries in Burkina Faso and Senegal to be trained on different modules between 2008 and 2010: screening and treating people with STIs, HIV and tuberculosis.

This partnership has also enabled the health programs deployed to be analyzed: in Mali (2007), Cameroon (2007, 2011), Togo (2009), the Central African Republic (2010), Gabon (2010) and Burkina Faso (2011).



SITARAIL medical centre in Burkina Faso.



## TRANSPORTATION AND LOGISTICS



Camrail Workshop in Cameroon.

### Safety

For Bolloré Africa Logistics, occupational risks are linked to the wide variety of tasks carried out in particular port handling, logistics and railways.

The priority objectives for safety set by Bolloré Africa Logistics for 2013 have mostly been met. They focused on:

- systematic analysis of occupational risks for all installation alterations or new projects;
- increasing the number of energy-efficient driving training hours for drivers;
- the expansion of the annual review to include the main subcontractors, who are subject to strict safety rules on the site(s) where they operate.

The integrated management system, launched almost fifteen years ago, is certified by the Det Norske Veritas (DNV), Bureau Veritas (BV) certification organizations or by the Société Générale de Surveillance (SGS) depending on the country in question.

The Corporate Quality, Hygiene, Safety and Environment (Q-HSE) department is entrusted with deploying this system by means of a network of six regional Q-HSE coordinators and 293 Q-HSE country or subsidiary coordinators.

All the African subsidiaries are concerned by this integrated management system. This process has been strengthened further, as evidenced in the Republic of Côte d'Ivoire, where the number of industrial accidents decreased by more than 83% between 2012 and 2013.

Achieving these objectives:

- member of Sedex since 2013, Bolloré Africa Logistics has introduced the system defined by this organization in some pilot subsidiaries such as Kenya, Angola and Mozambique. SEDEX is a non-profit organization promoting responsible and ethical improvements in the supply chain practices in force. The objective is to successfully pass SMETA audits, based on the ETI (Ethical Trading Initiative) Code. This



Training day on safety at Douala International Terminal.

initiative, in addition to the requirements of OHSAS 18001 and ISO 14001, strengthens companies' compliance with local and international requirements, particularly with regard to safety;

- the CHSCTs (workplace health and safety committees) or their equivalent following the applicable laws of each country where the division has a presence are consolidated;
- the Pan-African Training Center of the Republic of Côte d'Ivoire has developed new specialized training courses, in particular a module concerning the safety of port facilities in accordance with the ISPS Code and a module focusing on authorization for drivers with regard to transporting hazardous goods such as cyanide.

## TRANSPORTATION AND LOGISTICS



Bolloré Africa Logistics safety cage.

→ Due to the Pedestrian Free Yard in the terminals and Inland Container Depot (ICD), QHSE training hours, which passed the 57,000 mark in 2012, increased to 93,000 in 2013.

Since mid-2012, Bolloré Africa Logistics has put in place the Pedestrian Free Yard in its container terminals in order to enhance its safety performance, in addition to the safety management systems already in place. Pedestrian Free Yards at port terminals are introduced to improve the safety of all authorized staff on site by:

→ reviewing all access control and personnel management procedures;

Abidjan Terminal.



Safety instructions at Abidjan Terminal.

→ reviewing the operating conditions in the yards to ensure the employees benefit from the best safety conditions;  
 → making all personnel aware of the risks;  
 → providing emergency transport to protect people and their safety.

This concept has been developed in inland container depots. In 2013, three new container terminals were classified as Pedestrian Free Yard Terminals: DIT, MPS and Abidjan Terminal.

## TRANSPORTATION AND LOGISTICS

### BEING AN EMPLOYER OF CHOICE

The ramp up of investments on the African continent immediately generated new job opportunities. In 2006, the Bolloré Group directly employed 17,000 people; today, the number of permanent employees stands at 25,000. Less than 400 of them are expatriates.

Action plans have been introduced in three areas:

- the deployment of a comprehensive professional recruitment process both inhouse and outhouse;
- the implementation of a training program tailored to business requirements and their development;
- the proposal of a professional career to all employees.

#### The implementation of a comprehensive professional recruitment process

The promotion of diversity and the growing internationalization of the workforce are development priorities for Bolloré Africa Logistics.

In concrete terms, this means:

- taking part in specialized fairs and forums (AfricTalents, Careers in Africa, Elite Careers, etc.) in order to meet applicants matching its needs;
- enhancement of sourcing via increased visibility of its needs (partnerships with schools and universities, professional social media, etc.);
- as an example: for some ten years, within the scope of a partnership with ISTAC (Institut supérieur de technologie d'Afrique centrale), Bolloré Africa Logistics Cameroon and Congo have been assisting students in obtaining their engineering degrees and technician diplomas in industrial maintenance. In 2013, Bolloré Africa Logistics Congo sponsored five students. This sponsorship will last until 2016.



Starail Workshop in Burkina Faso.

The students will benefit from educational funding for their studies and a three-year internship for those who are following a work-based learning program;

- the involvement of local Human Resources Departments in the search for and selection of applicants;
- the identification, development and internal promotion of talents with the required skills and potential;
- the implementation of recruitment tools allowing for positions to be filled quickly and in a lasting manner.

As at December 31, 2013, managers represent a total of 2,639 people out of the Group's 25,000 employees:

- 83% of them working in Africa are African and 39% hold the position of an Executive Officer of a country or subsidiary;
- 23% of expatriate managers are African;
- in 2013, 81% of managers recruited externally are African. These figures demonstrate the determination of Bolloré Africa Logistics to contribute to hiring and helping local managers.

#### Retaining skills

Retaining skills means investing in training and implementing internal programs for business line expertise and development.

A few examples:

→ In 2013, the Shipping and Transit Relevant Training (START) program enabled 3,900 employees in 34 countries to be trained. This program, monitored by a pilot committee, was backed by a team of seven internal trainers. The internal Pan-African Training Center is in charge of educational organization and deployment.

→ The Client Operations Manager program, which has as its objective the acquisition and improvement of knowledge in the area of business relations.

Managerial training includes development programs established within the Bolloré Group:

- the Managers for Tomorrow program (113 managers trained since 2011) aims to increase the understanding of Bolloré Africa Logistics' strategy and challenges, enhance managerial skills and create a network;
- the Managing and Leading for Higher Performance program (278 managers trained since it was launched in 2013) delivers the fundamentals of managing people and teams.

## TRANSPORTATION AND LOGISTICS

### LIMITING THE ENVIRONMENTAL FOOTPRINT OF BUSINESS ACTIVITIES



Subcontractors approved by Sitarail.



PK 57 railroad section - Sitarail.

Bolloré Africa Logistics is determined to limit its environmental footprint and works continuously on deploying action plans tailored to its activities. In line with the CSR policy, the Bolloré Africa Logistics Quality, Health, Safety and Environment (Q-HSE) managers have set multi-annual objectives, in particular with regard to reducing waste as well as water and energy consumption. Eco-responsible management solutions have been introduced, particularly the re-treatment of waste oil used in road or rail logistics operations. To implement these solutions, partnerships with local structures meeting international standards have been entered.

#### A few examples of good practices

- **Re-treatment of waste oil**

In Cameroon, Bolloré Africa Logistics is working with Bocam, an ISO 14001 certified waste treatment company, for the recovery of its waste oil. It is incinerated in exchange for certification awarded by Bocam. Camrail, the rail transport concession, has entered into a partnership with Total, which collects waste oil in order to re-process it via its Écolube program, which treats waste oil from industrial engine oil changes. In Burkina Faso, a similar partnership in 2013 with Total was signed resulting in 2,500 liters of oil being re-processed.

In Senegal, the recovery of waste oil by specialist companies (SRH, Société de raffinage des huiles, and Total). In addition, retention tanks were installed to prevent diesel fuel tanks from spilling into pipes.

## TRANSPORTATION AND LOGISTICS

### • Treatment of hazardous waste

In Gabon, a policy for treating hazardous products was introduced for the prevention and reduction of air, water, and soil emission of waste oil, acid and solvents. With regard to filters and batteries, a contract was entered into with the specialized company IEG, which is in charge of the recovery, recycling and destruction of these products. In 2013, 85% of this waste was recycled.

In Cameroon, Douala International Terminal implemented on-site waste sorting. Several types of waste (liquid and solid) are produced by the terminal. They are entrusted to specialized service providers and approved by the Ministry for the Environment and Nature Conservation which deals with the reprocessing. For example: filters and waste oil are treated by Bocam. An approved organization is entrusted with electrical and electronic equipment waste (WEEE). Finally, printer ink and toners are returned to be recharged for a certain period of time before being recycled. In 2013, 21,220 kg of metals were recycled in Cameroon.

### • Waste recycling

In South Africa, two subsidiaries of Bolloré Africa Logistics committed themselves to waste recycling. SDV signed a contract with Enviroserv, an ISO 14001 certified South African company, to manage its consumer waste, paper, plastic and glass in a more environmentally-friendly way. Recycling bins were set up in offices to institute sorting, and monthly reporting was implemented.

White Horse, a South African transport company, subsidiary of Bolloré Africa Logistics, has joined forces with a national specialist company, to create a system for returning used batteries. Electronic and computing equipment is collected and recycled by Desco Electronic Recyclers (ISO 14001 certified). Finally, oil is collected and treated every month by the specialized company Independent Service Station.

In the Republic of Côte d'Ivoire, the Sitarail HSE department has implemented the sorting of consumer waste, soiled oil/grease rags, used filters, drainage oil and sawdust; it has these treated by service providers accredited by the Centre ivoirien anti-pollution (CIAPOL). These companies provide the subsidiary with a waste removal statement.

### • Reduction of energy and water consumption

In Republic of Côte d'Ivoire, Bolloré Africa Logistics has implemented indicators to measure and monitor its consumption. In 2013, the consumption of road diesel fuel decreased by 12% compared with 2012.

As for Sitarail, it has taken all the measures required to reduce water consumption by making its personnel aware of the importance of not wasting water and the need to repair all leaks. In addition, wells were installed in the train stations to recover rainwater and reuse it in the dry season.



Bobo Dioulasso Station, Burkina Faso, refurbished by Sitarail.

## TRANSPORTATION AND LOGISTICS

### CONTRIBUTING TO SOCIO-ECONOMIC LOCAL DEVELOPMENT

#### **The socio-economic effects of the company's activities**

Bolloré Africa Logistics employs 25,000 people directly and operates in 55 countries throughout the world including 45 in Africa. Covering such a large part of Africa results in Bolloré Africa Logistics being a major economic player on the African continent. This position enables the company to make a direct contribution to local socio-economic development. This contribution is currently being analyzed in particular in Cameroon.

This impact is significant in two fields: employment and the local purchasing policy.

#### → Local employment

In 2013, out of 216 new managers recruited in Africa, 176 were from Africa. Recruiting local people with the necessary skills is a key strand of the human resources policy. This will continue to be the case in the coming years.

#### → Local purchasing policy

Bolloré Africa Logistics actively promotes a policy of local purchasing and subcontracting. In all of the subsidiaries in Africa, the division forges partnerships with thousands of subcontractors. This is particularly the case with African trucking companies. Bolloré Africa Logistics owns less than 2,000 trucks; otherwise, at least 6,000 annual round trips are made thanks to partnerships with local companies. This is the case in Kenya, Republic of Côte d'Ivoire, Cameroon, the Democratic Republic of Congo, etc.

In Cameroon, when Camrail decided to replace 1,000 kilometers of track (switching from railroad ties made of wood to bi-block ties), it chose to make the bi-block ties in situ even though this technology and the necessary know-how were new to Cameroon. Thanks to the help of financial backers such as the World Bank, a rehabilitation program has been carried out in a quarry located in Ebaka in central northern Cameroon, in a particularly disadvantaged area. Ebaka quarry represents an investment of 3.5 million euros.

In total, almost a hundred jobs have been created, along with a genuine transfer of skills to secure employment locally and promote the development of railroad industry know-how in Cameroon.

For example, in Burkina Faso, local purchases represent 70% of total purchases.

#### **A strong social commitment to young people**

In 2013, Bolloré Africa Logistics decided to become involved with young people in the territories in which it conducts business. It has achieved this goal primarily through support for education, cultural projects and sports.

In the field of education, the various subsidiaries are financing the renovation of schools in the working-class neighborhoods of large cities, or in cities that only have one school.

This is the case in the Republic of Côte d'Ivoire where, following the end of a conflict with politico-military dimensions, Bolloré Africa Logistics committed to a three-year partnership with the Fonds d'Action Saint-Viateur, a State accredited NGO. Thanks to funding totaling over 150 million euros, the only high school in the country's far north, the Collège Charles-Lwanga of Ferkessédougou, was able to build six new classrooms, thereby enabling it to welcome around fifty new students. It was also able to set up fully-equipped rooms entirely dedicated to computer science.

In 2013, this partnership was renewed for Bouaké and Abidjan, with an investment of 91 thousand euros (60 million CFA francs).

Bolloré Africa Logistics Côte d'Ivoire also financed the renovation of the largest primary school in Abidjan. This school is located in the city's historical quarter, Treichville, and educates 3,000 students.

## TRANSPORTATION AND LOGISTICS



Another example of educational assistance is the regular distribution of school kits (notebooks, fully-stocked pencil cases, slates, etc.) throughout the schools located in smaller cities. In Burkina Faso, the street children of Bobo Dioulasso, the country's second largest city, receive the support of Bolloré Africa Logistics' local subsidiary, via a partnership with the NGO Repta. Fifty street children were sponsored in 2013 through literacy and healthcare efforts, as well as awareness-raising activities. The program's budget was 7 thousand euros (4.6 million CFA francs).

In Guinea, Bolloré Africa Logistics established a literacy center through a public-private partnership focusing on the country's ports. To date, roughly one hundred dock workers have been able to take advantage of the literacy courses for adults, which are run according to a method officially recognized by Unesco.

In Cameroon, Bolloré Africa Logistics launched the Youth and Clean Energy project in partnership with the Institut français of Yaoundé. This program is intended to raise awareness among the high-school students of the Cameroonian capital, especially regarding renewable forms of energy.

This awareness-raising effort centers around a creative competition on the subject: 20 posters, out of 155 submissions, were awarded prizes and are currently part of traveling exhibit, within the Cameroonian school system. The campaign budget was 4.6 thousand euros (3 million CFA francs) and resulted in the publication of a booklet. Thanks to the participation of the entirety of the port's businesses, the Women's Association of Douala International Terminal (DIT Ladies) was able to collect 35 million CFA francs in order to build a foundation for children with CP (cerebral palsy).

### Aid provided to local populations

Several subsidiaries (Mali, Senegal, the Republic of Côte d'Ivoire, the Democratic Republic of Congo, etc.) have formed partnerships with the NGO La Chaîne de l'Espoir, which implemented the "1,000 hearts for Africa" program. Accordingly, Bolloré Africa Logistics RDC in Kinshasa contributed to the funding of the work and equipment provided in order to improve the technical and sanitary working conditions for the medical and surgical teams in the Ngaliema clinic. The program budget was 7.3 thousand euros (10,000 US dollars).

Congo Terminal supports the Samu Social (social welfare organization) of Pointe-Noire. A partnership contract was signed in 2013 to provide assistance for street children.

Although this program does not constitute a form of corporate sponsorship, it should be noted that Bolloré Africa Logistics, thanks to its professional expertise in terms of logistics and the secure management of warehouses, is the preferred partner of the largest charitable organizations working in Africa. The teams from Cameroon and the Central African Republic took part in routing humanitarian aid intended for the inhabitants of the Central African Republic's capital.

## TRANSPORTATION AND LOGISTICS

### BOLLORÉ ÉNERGIE

Environmental issues are of crucial importance to Bolloré Énergie, which endeavors to manage any environmental impacts associated with its activities, just as it ensures the health and safety of its employees.

## CONTINUOUS ENFORCEMENT AND IMPROVEMENT OF HEALTH AND SAFETY PROCESSES

Bolloré Énergie is well aware of the dangers inherent in its activities, and therefore strives to control the risks associated with the handling of oil products.

The division develops risk prevention tools and relies on a training program that places particular emphasis on health and safety issues.

In 2013, an accredited organization provided training on the requirements for the transportation of hazardous goods. These training courses focused on an ADR recycling program (regulations specifically intended for the transportation/loading/unloading or storage of hazardous goods), as well as on asbestos risks.

In addition, training was provided by the APTH (Association for the Transportation of Hydrocarbons), as a necessary prerequisite for the renewal of the "Safety Advisors" certificates. The division's desire to focus on the safety of drivers and third parties led to the 2009 launch of a driver safety training course in France. This training program ended in 2013 and facilitated the training of 258 employees. This figure includes all of Bolloré Énergie's delivery drivers, as well as all its agency managers, thus raising their awareness of the dangers of driving.

This three-day training course was broken down into four workshops:

- eco-driving;
- braking on wet surfaces;
- braking on wet downhill roads;
- reversing an oil truck around a traffic circle.

In Germany, Calpam Mineralöl trained 20 truck drivers in 2013.



ADR Training.



Training of 20 Calpam Mineralöl drivers through safety training courses by an accredited expert.

As soon as they are hired, employees are systematically informed and made aware of health and safety issues, primarily through the distribution of a manual entitled "Movements & Posture" customized to their particular occupations. The overall effect of these prevention measures has been a reduction of more than 19% in workplace accidents between 2012 and 2013 (i.e. from 31% to 25%).



## TRANSPORTATION AND LOGISTICS

### PROMOTING THE DEVELOPMENT OF SKILLS AND THEIR INTER-GENERATIONAL TRANSFER

Based on its desire to integrate young people into the workforce, Bolloré Énergie maintains its support for the BTS in sales and customer relations (two-year technical diploma), and has thus enabled 25 young trainees to acquire significant professional experience, and three of them to apply for jobs and join the division.

In France, Bolloré Énergie has signed an agreement with the trade unions, a “Generation Contract” whose objective is to keep older employees within the workforce, promote the hiring of young people, and facilitate the transmission of knowledge from one generation to the next.

This agreement provides for the development of “school/business relations” in order to make oil logistics occupations more attractive.

Bolloré ensures skills development in its employees through the implementation of customized training programs, as well as professional career development. It also assists its employees in managing their careers in order to have ad hoc skills available when needed. This translates into improved professional expertise for position incumbents and the implementation of customized training programs.

The annual review process was expanded to the Caron and Charbons Maulois subsidiaries in 2013 for this very purpose, and will become effective in four new companies in 2014. In total, eight entities will initiate this process in 2014.

### MANAGING THE ENVIRONMENTAL IMPACT OF BUSINESS ACTIVITIES

#### Complying with regulatory requirements

Environmental risk management is a key component of the division’s management process. For this purpose, over the course of 2013:

→ SFDM has continued the work on its storage facilities to meet compliance requirements (fire protection, waterproofing of tank seals, tank testing, etc.) and the inspection of a portion of the line;

→ Bolloré Énergie, LCN, Caron and DME have continued their site inspections and their work to meet compliance requirements. This has resulted in:

- the testing of several ICPE sites by an external entity,
- the testing of 15 ICPE sites by an internal security consultant,
- the testing and inspection of the vertical storage tanks located in warehouses that are subject to disclosure,
- the testing and inspection of simple casing underground pipes located in warehouses subject to disclosure;

→ CICA and Satram (Switzerland) have also continued their testing and the work on their storage facilities;

→ Calpam (Germany) has continued the monitoring and testing of its sites.

In addition to the management and prevention of environmental risks, the entities of the Énergie division have performed environmental monitoring activities:

- monitoring of the water tables at regular intervals on the ICPE warehouse sites, subject to disclosure and authorization;
- testing of waste water expelled by separators on the ICPE warehouse sites, subject to disclosure and authorization;
- testing of leak detectors for underground storage tanks on the ICPE warehouse sites, subject to disclosure and authorization.

The various audits and tests performed did not bring any non-compliance issues to light (see ICPE table/registration document page 102).

## TRANSPORTATION AND LOGISTICS

### Energy Efficiency Certificates (EEC) system

This system is one of the flagships of the policy for managing energy requirements.

In 2013, Bolloré Énergie modified the scope of its approach to EECs by pooling together the entirety of the obligations incumbent upon each of its subsidiaries. In order to sustain the performance levels recorded in 2011, the division has continued its efforts and they have culminated in savings of 1,045,085,568 cumulative discounted kWh as of December 31, 2013 (versus 835,811,821 cumulative and discounted kWh).

These results were obtained from division clients who were convinced by the agencies network to replace their heating equipment with more efficient materials (high technology boilers, regulating probes, wood-pellet stoves, etc.). A renewable energy specialist partner is managing the process of converting the work performed into energy-efficiency certificates and ensures the accurate tracking of the case-work. This partner is supported by a network of installers and craftsmen specializing in insulation work (roofs, attics, walls, windows), who work in the residential, services and industrial sectors.

The Énergie division covered the entirety of its obligation for the second phase ending on December 31, 2013, and amounting to 3 TWh.



The Bolloré Énergie fleet.

### The optimization of equipment and services offered

#### • Equipment that reduces environmental impact

Bolloré Énergie, LCN, DME, Caron and Charbons Maulois have also renewed their fleet of oil transportation vehicles. Over the course of 2013, the division again acquired over 20 vehicles with Euro 5 compliant engines. All these vehicles were equipped with automatic transmissions. As an offset, the same number of vehicles that were over ten years old was removed from the lot.

Calpam Mineralöl purchased a new Euro 5 compliant vehicle equipped with a rear-view camera, GPS, a truck surveillance system and a lateral accident protection system.

SFDM, for its part, placed a stronger focus on regulatory monitoring procedures for line instruments and for storage (valves, detectors, etc.).

## TRANSPORTATION AND LOGISTICS

### • Green products and services

The Énergie division rapidly found ways to make more energy-efficient products available to its clients.

→ Condensing boilers are providing 30% to 40% in savings by reducing greenhouse gas emissions by the same amounts. These extremely low consumption boilers or “condensation boilers” recover the energy contained in the water vapor produced by fuel combustion, which normally goes up in smoke in a classic boiler. This heat, added to that produced by combustion, provides a yield on LHV of over 100% (lower heating value, heat quantity as a direct result of fuel combustion).

→ The burners for efficient boilers provide yields of 95%. The low NOx burners reduce nitrogen oxide emissions to levels well below those required by the most stringent regulations.

→ Since 2011 and the acquisition of LCN, the Énergie division offers pellet stoves (or wood-pellet stoves). A pellet is a small cylindrical stick of compacted wood, often made of sawing residue, with a better environmental profile than fossil fuels. The technology behind pellet stoves and boilers is the most efficient in existence for wood combustion. Yields vary between 80% and 95% depending on the appliance and its operation.

### Compensation for greenhouse gas emissions

In addition to eco-driving training and the optimization of its delivery routes, Calpam Mineralöl initiated efforts to reduce greenhouse gas emissions. In 2013, the company published an assessment of its carbon footprint and chose to participate in a project intended to offset its emissions.

→ Direct emissions (fuel): 922 tons of CO<sub>2</sub> (87% of direct greenhouse gases emissions).

→ Indirect emissions (electricity): 129 tons of CO<sub>2</sub> (12% of indirect greenhouse gases emissions).

→ Other forms of travel (plane, train): 4 tons of CO<sub>2</sub> (1% of travel).

It purchased certificates from Forest Carbon and, thereby financed a “Mai Ndombe REDD+” reforestation project in the Democratic Republic of Congo.

The organization also offered its clients the option of offsetting their own emissions of greenhouse gases by contributing to the project.



## TRANSPORTATION AND LOGISTICS

# CASE STUDY: THE MAI NDOMBE REDD+ PROJECT IN THE CONGO

This UN REDD+ (United Nations Reducing Emissions from Deforestation and Degradation) project is validated and certified by Det Norske Veritas. Its purpose is to protect 300,000 hectares of tropical rainforest in a zone inhabited by 50,000 people who live in 26 villages.

The REDD project transforms logging concerns into conservation areas. In August 2011, the Congolese government granted a conservation area to Offsetters Climate Solutions Inc. for a duration of twenty-five years. One of the crucial components of this project is the ongoing consultation process with all the villages involved for the duration of the project.

The partner company, Offsetters Climate Solutions Inc., works in collaboration with local individuals and communities to implement this project.

### Ecological benefits

The project's goal is to preserve the integrity of the ecosystem, the rich soil, the water reserves, the fish stocks

and the wild animal habitats. It will prevent the total loss of the forest canopy due to the practices associated with the legal and illegal use of land and non-durable forest resources.

### Social and economic benefits of the project

Until now, the 50,000 inhabitants of the Mai Ndombe region have earned their living from fishing, crop rotation and the production of charcoal. The project will create new jobs: forest wardens, tree carers, security teams, construction workers to build schools, wells, hospitals, etc.

Thirty people currently work on this project, and around 100 additional workers will be needed to achieve further progress.

This program is considered to be a pilot for the United Nations' REDD program, which aims to establish REDD+ norms within the provinces of the Democratic Republic of Congo.



© Forest Carbon Group AG

TRANSPORTATION OF PLANTS FOR THE AGRO-FORESTRY SITES.

## TRANSPORTATION AND LOGISTICS

### PROMOTING SOCIAL COMMITMENT



A truck being loaded with fuel in Strasbourg.

The division is working with the Fondation de la 2<sup>e</sup> chance and participates in the achievement of its objective. It does this by funding its activities and by involving its employees in assisting individuals between the ages of 18 to 60 who find themselves in particularly vulnerable situations due to severe hardships and demonstrate a real desire to improve their lots. For 2013, Bolloré Énergie made contributions in the range of 220,000 euros to the Fondation de la 2<sup>e</sup> chance.

Bolloré Énergie is very involved in the local life of the region and has continued the activities it initiated with the association Solidarité Fioul in the Champagne-Ardenne region. For Bolloré Énergie, this initiative consists in paying dues of 25 euro cents per m<sup>3</sup> of fuel sold within the regional territory. All dues paid by members are converted into vouchers worth 300 euros in fuel. These vouchers are then distributed to the poorest fuel consumers by the Restaurants du Cœur.



# COMMUNICATIONS

The Havas Group has established the following priorities:

- promoting diversity;
- reducing the environmental impact of its activities;
- implementing a communication strategy that is better suited to sustainable development.

TABLE OF INDICATORS

Our commitments	Activities	Indicator	Unit	2013 Performance	NRE	GC	GRI v3 //
							ISO 26000
Reduce the environmental impact associated with our communications efforts	Office paper: limit printing, use two-sided printing whenever possible, promote the use of lower basis weights	Quantities of office paper used (tons) and difference from the objective of -40% between 2010 and 2015	t/kg per employee/%	Office paper consumption totaled <b>362 tons, or 28 kg per employee</b> (-10% in comparison to 2012)	148.3.1	8	EN1 6.5 6.5.4
Reduce the environmental impact associated with our communications efforts	Include proposals measuring the environmental impact of our communications efforts within our recommendations	Number of recommendations (design/production or media plan) accompanied by a proposal for the measurement of the environmental impact	n	<b>281 proposals</b> for measuring environmental impact were included within recommendations to clients <b>231</b> came to fruition	148.3.1	8	EN26 6.5 6.5.4 6.6.6 6.7.5
Promoting diversity with an emphasis on disabilities	Recruit individuals with disabilities (employees or interns)	Number of individuals with disabilities working for the Havas Group	n	The Group employs <b>72 individuals</b> with disabilities throughout the world	148.2.7		LA13 6.3.7 6.3.10 6.4 6.4.3
Promote a communications strategy that is better suited to sustainable development	Integration of skills and tools dedicated to sustainable development within the Group's agencies	Monitoring of the initiatives of all the group agencies	n	Proprietary tools for the measurement of the environmental impact of communications efforts were set up within some agencies. Others have adopted charters or internal procedures guides. In 2013, <b>22 campaigns</b> were designed with the assistance of sustainable development experts (internal or consultants)		8/9	EN26 6.5 6.5.4 6.6.6 6.7.5
	Develop procedures, as preliminary step to the design of communications campaigns, requiring a greater involvement from the stakeholders within the client company	Number of times stakeholders were consulted prior to the design of the campaign of communications	n	<b>18 consultations with stakeholders</b> took place during various communications campaigns			PR6 6.7 6.7.3 6.7.6 6.7.9
	Reinforce our societal commitment through Corporate skills sponsorships (pro-bono)	Number of pro-bono campaigns achieved and number of corresponding work days		The Group's agencies achieved <b>105 pro-bono campaigns</b> . Nearly <b>3,349 days</b> were dedicated to these campaigns			

## COMMUNICATIONS

### PROMOTING DIVERSITY

The Havas network strives to ensure diversity and fights against any form of discrimination. This aspiration translates into three commitments: promoting equal opportunity in the recruitment process, guaranteeing gender equality, and increasing employment opportunities for disabled workers.

#### **Promoting equal opportunity in the recruitment process**

In accordance with federal and local laws, the agencies of the Havas Worldwide network work to ensure equal opportunity in the recruitment process and in the day-to-day management of their human resources. Employment offers are provided to local job boards, websites promoting diversity, as well as websites specializing in senior citizen employment.

In addition, under the terms of the “Generation Contract” signed in September 2013 with its social partners, the Group committed to implementing measures aimed at promoting the sustainable integration of young people within the workforce, promoting the continuing employment of older employees, and ensuring the transmission of knowledge and skills between these two age groups.

#### **Guaranteeing gender equality**

The Havas network enforces fair practices in terms of the hiring and training of men and women, without distinction as to gender. All these values were developed within a specific Equality Plan. The group Women at Havas also aims to promote the professional development of women and their place in management.

In 2013, 56% of the Havas Group’s employees were women, and 33% were members of the Executive Committee (a percentage that has grown slightly since 2012). Internal communication regularly reinforces the importance of diversity and the place of women within the Group. Furthermore, the Media network companies ensure that an appropriate work-life balance is maintained.

The Group also intends to promote parental responsibility. It has therefore endeavored to adjust the leave policies of all its subsidiaries to account for fatherhood, and more particularly compensation for paternity leave.

#### **Increase the hiring of disabled workers**

The Havas Group is well aware the employment of disabled workers represents one of the major challenges of corporate social responsibility. The Group has therefore implemented a responsible, coherent and sustainable policy promoting the hiring of individuals suffering from disabilities. As of the end of 2013, disabled workers represented 1.33% of employees at the Group level.

## COMMUNICATIONS

### DEVELOPING SKILLS, PROMOTING TALENTS AND ENCOURAGING MOBILITY

Havas' human resources policy is to identify employee skills in order to better develop them and to promote internal job mobility.

#### Developing skills

The Havas network has determined the skills that are key to its activities at the international level: nine job skills and three transferable management skills. An assessment of the networks' digital skills is also currently underway.

These skills are very closely monitored: evaluation of the levels of expertise and implementation of training programs. A jobs guide was created in 2011. This guide is part of the Strategic Workforce Planning (SWP) agreement signed with the social partners on July 8, 2009. The SWP committee is responsible for monitoring the implementation of this agreement whose primary objective is to reconcile the Group's collective growth needs with its employees' professional development aspirations.

This jobs guide was updated in 2013 to account for recent changes in occupations. The new version of this guide will form the basis for the 2014 creation of a set of benchmarks and a skills mapping effort that will facilitate a definition of all the potential paths between occupations.

#### Developing the CSR strategy internally

Raising employee awareness and providing training are critical steps in the dissemination of the Group's CSR strategy within the agencies. In 2013, 38 agencies, representing 19% of the Group's headcount, created internal communication tools or materials intended to raise their employees' awareness of sustainable development. Some also organized dedicated events (seminars, internal training); others started blogs, newsletters or workshops. In 2013, 361 hours of training on sustainable development and responsible communication were provided, and 176 employees were trained at least once on these subjects.

The sustainable development week project initiated in France will be duplicated in other countries in order to increase knowledge and awareness regarding sustainable development among the agencies' workforce. Best practices will be presented such as BETC's Sustainable brand program or the various environmental impact calculators (environmental, societal) created by the agency Ignition and the Havas Sports & Entertainment network. Prior to creating their communication campaigns, the agency offers its clients:

- an assessment of their contributions to sustainable development;
- the identification of stakeholders (suppliers, consumers, etc.) with whom it can work;
- an assessment of the relevance of the efforts to be undertaken.

#### Promoting internal mobility

Training programs will be created to better adapt employees' skills to the various employment opportunities. The training policy focuses on three priorities:

- the development of leadership and managerial skills;
- the strengthening of communication skills;
- continued occupational skills training, particularly on technological integration and adaptation to changes in new technologies.

On-site training programs and e-learning courses are being developed for this purpose, both in France and internationally.

In 2013, talent evaluation modules were developed for the Marketing, Strategy, and Design departments of several agencies. These facilitate the identification of the most talented individuals who can then be offered challenges and development opportunities. These modules will be offered to all network agencies in 2014. The Havas Worldwide agencies also use social networks and work closely with local schools and universities in order to recruit new talent.



## COMMUNICATIONS

### REDUCING ENVIRONMENTAL IMPACT

The Havas Group has a dual environmental commitment: it involves the reduction of the environmental impact associated with the operation of the agencies and the communication campaigns.

For example, the total consumption of office paper within the agencies for 2013 totaled 362 tons (measured over 84%

of the employees), or 28 kg per employee, which represents a decrease of 12% from 2012. The goal is to achieve a 40% reduction by 2015.

A total of 281 proposals for measuring the environmental impact of communication campaigns were integrated into client recommendations, and 231 were adopted.

### ROLLING OUT A RESPONSIBLE PURCHASING POLICY

The Havas Group endeavors to effectively influence its agencies to use suppliers who have adopted a responsible approach. The creation of a database listing the most responsible suppliers is one option under consideration.

Certain global suppliers are already aware of the Group's corporate social responsibility efforts via its CSR reporting, which is heavily based on our purchasing data. Meetings have been held with all the suppliers associated with the Group through a framework agreement. They have been

informed of the Group's environmental and social commitments (particularly regarding the use of the ESAT [work reintegration facilities for the disabled] any time it is possible to do so).

The inclusion of environmental, social or ethical criteria in the product selection process can now be considered a norm. The Purchasing department now automatically includes a social responsibility clause in all contracts signed with suppliers following calls for bids.

### FOSTERING RESPONSIBLE COMMUNICATION

Havas continues its responsible communication program within all its agencies. In 2013, nearly 45% of the Group's employees were made aware of the current laws and ethical regulations governing the field of communication.

Over 3,300 design projects were submitted to the existing regulatory authorities prior to distribution (in France, Spain, Canada, Australia, China, United States, etc.). Only 5% were deemed non-compliant or received an unfavorable rating. By comparison, in 2012, and in France only, 9% of the designs from the entire advertising sector that were examined by the regulating authority had to be modified.

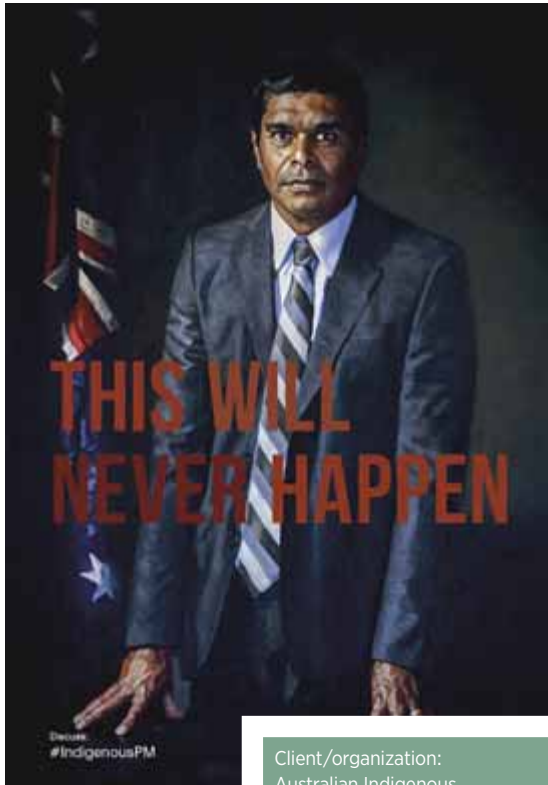
In 2013, Havas Media Group published the fourth edition of its global barometer, "Meaningful Brands", which measures consumers' perception of various environmental, social and societal issues in relation to each of the brands studied. This study facilitated the ranking of the brands' strong and weak points in the public's eyes. It was performed through 134,000 interviews regarding 700 brands studied in 23 countries. The results confirmed that brands must take social, environmental and societal considerations into account in their communication efforts, since these increasingly inform the choices made by consumers.

## COMMUNICATIONS

### PROMOTING SOCIAL COMMITMENT

#### **A shared planning effort to meet the challenges of tomorrow**

Havas commits to giving meaning to its projects and to its brand. The One Young World initiative is an event with an international scope intended to create a platform for young talent from all over the world. It enables them to work together on creating solutions to the problems currently facing society, and to make their voices heard by important world leaders.



Client/organization:  
Australian Indigenous  
Education Foundation  
Campaign: Indigenous.  
PM Agency: Host Sydney  
with the Glue Society

In October 2013, the fourth edition of the One Young World summit was held in Africa for the first time, more specifically in Johannesburg. More than 1,300 young people from 190 countries attended. As in previous years, counselors from among the most influential and respected executives and leaders in the world came to speak with the young delegates and to formulate concrete solutions to the most vital issues for their generation.

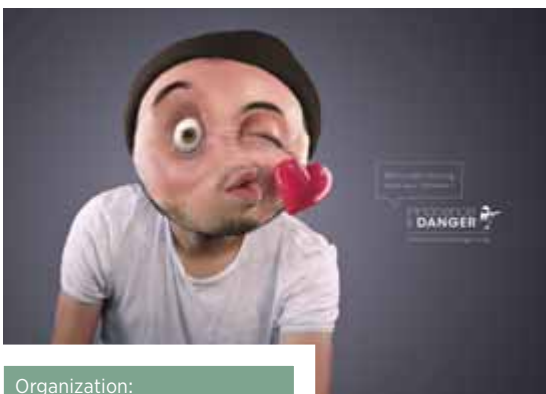
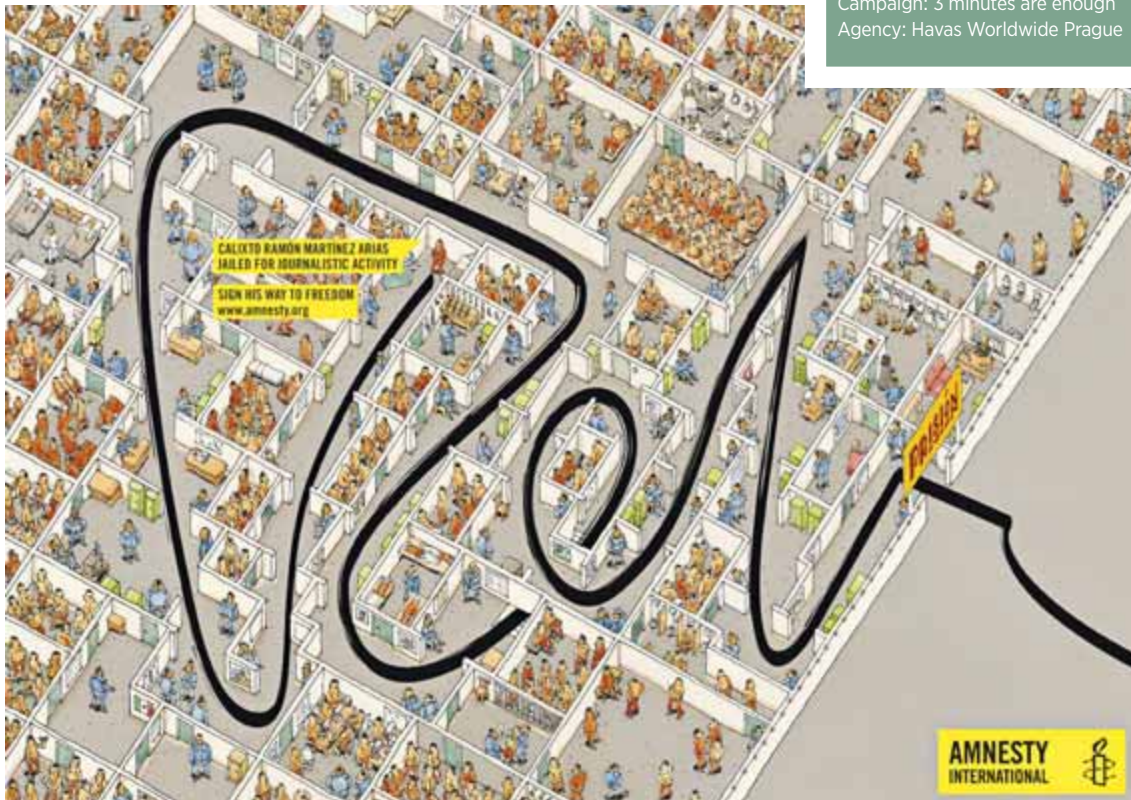
Over 400 sustainable development projects have been launched throughout the world thanks to this unique platform.

Havas also continues to fund numerous charitable and humanitarian organizations. This support is partly provided in the form of direct donations: in 2013, 59 agencies representing 42% of the Group's staff provided financial support to approximately one hundred organizations or NGOs, among them Care, Unicef, France Alzheimer, Make a Wish and the Heart Foundation. Corporate skills sponsorships are also well developed. In 2013, 37 agencies (representing 23% of Havas' staff) performed pro-bono work for charitable organizations and 105 campaigns were completed. Nearly 3,349 days of work were dedicated to these campaigns (1,000 more days than in 2012).

For more information: [www.havas.com](http://www.havas.com).

## COMMUNICATIONS

Client/organization:  
Amnesty International  
Campaign: 3 minutes are enough  
Agency: Havas Worldwide Prague



Organization:  
Innocence en Danger  
(Innocence at Risk)  
Campaign: Emoticons  
Agency: Rosapark

# ELECTRICITY STORAGE AND SOLUTIONS

**Electric vehicle**  
Manufactured by Bluecar®

**Battery**  
Manufactured by Blue Solutions

**Embedded Technology**  
Manufactured by IER

**RECYCLING OF BATTERIES**  
PERFORMED BY BLUE SOLUTIONS

**MANAGEMENT OF SUBSCRIPTIONS**  
DEVELOPED AND PERFORMED BY POLYCONSEIL

**IT SUPERVISION**  
DEVELOPED AND PERFORMED BY POLYCONSEIL

**Charging stations**  
Manufactured by IER

**Rental terminals**  
Manufactured by IER

**Subscription terminals**  
Manufactured by IER

**blueely**

**autolib'**  
ALL THE SAVOIR-FAIRE AND EXPERIENCE OF BLUE SOLUTIONS AND BLUE APPLICATIONS

**bluecub**

The September 2013 opening of the Blue Solutions factory in Ergué-Gabéric, near Quimper (Finistère), speaks to the Bolloré Group's loyalty to its region of origin. The Group's significant investment translates into a strong local presence, which has resulted in the doubling of the annual battery production capacity (thereby increasing from 2,500 to 5,000 batteries) primarily intended for the Bluecar® electric vehicles.

This new factory, which employs 160 workers, will increase its staff to a total of 300 to 400 individuals, thereby providing employment opportunities to the Brittany region. This is progress for green vehicles in a region that would like to become a model in matters of renewable energy.

The new alternative mobility solution developed by the Bolloré Group was achieved through the pooling together of the knowledge and technology of three Group divisions: Blue Solutions, IER and Polyconseil. Blue Solutions manufactures and sells the batteries. IER is in charge of the subscription, rental and recharging terminals, the embedded information, the opening of the vehicle doors by RFID and the equipment for mobile personnel. Finally, Polyconseil provides computer-aided engineering for the car-sharing software, the system architecture, the global telecom network, the mobiles applications, etc.

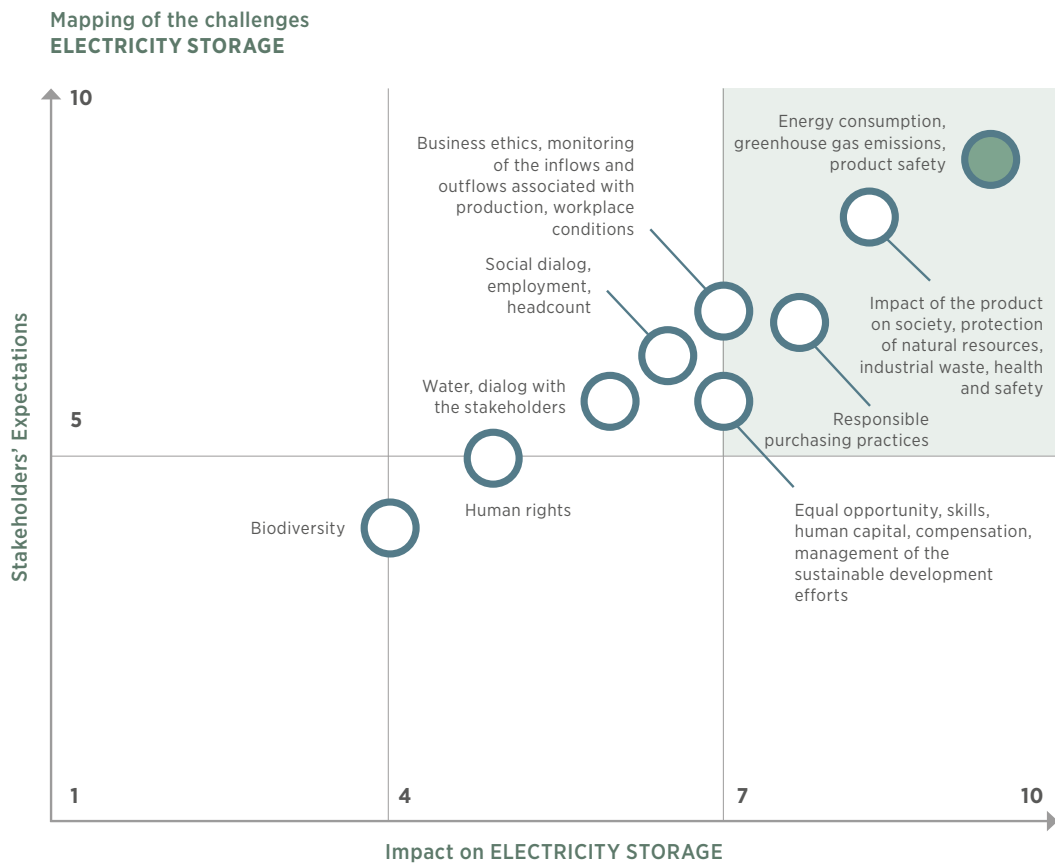
## ELECTRICITY STORAGE AND SOLUTIONS

This integration and cooperation, among the various companies involved, facilitate the management of the entirety of the electrical vehicles' value chain used for car-sharing (Autolib', Bluely and Bluecub).

Although the mapping of the challenges confirms that the environmental component is the most important aspect of the division's CSR strategy, along with energy, climate change and eco-design, the contribution to development is also very important to the support and creation of local jobs. This new activity, which may provide a solution for environmental concerns in industrialized countries and for access to energy in developing countries, requires the commitment of

the entire workforce. The synergy among the various companies within the Group, the cooperation and the symbiosis of the technical and industrial skills are all factors in promoting a creative dynamic.

The employees' commitment is evidenced by their active participation in the implementation of the car-sharing solutions, but also in the choices they make in their personal lives: to be the first users of these new services. The development of this technology will bring about a change in societal behavior leading to more responsible consumption habits. This innovation is a step in the prevention of the consequences of climate change.



## ELECTRICITY STORAGE AND SOLUTIONS

### A UNIQUE TECHNOLOGY FOR A NEW FORM OF MOBILITY

Blue Solutions manufactures batteries and supercapacitors that are well suited to mobile and stationary energy storage solutions. The manufacturing site voluntarily completed the formalities to become compliant with the ISO 14001 international environmental certification.

#### **LMP® batteries: incorporating the environmental assets of lithium in metallic form**

Lithium is the lightest metal known to mankind and has a particularly high electrochemical potential: all these elements conspire to make it the material of choice for electrodes. Unlike LMP® batteries, lithium batteries used in electronic devices intended for general use do not contain lithium in its metallic form, but rather in the form of lithium ions incorporated into another material to the detriment of its energy density.

The LMP® battery does not contain any toxic liquids or heavy metals, and its components are completely recyclable, including the electrolytes. This battery was made possible by the expertise developed by the Group during the creation process for ultra-thin paper. These thin films constituting the anode, electrolyte and the cathode, produced using extrusion, are assembled and connected to form a battery.

Under normal use condition, the LMP® battery life exceeds 3,000 cycles. Although it incurs a loss of 20% of its power, or its energy, during its first use in mobile applications, the LMP® battery may be reused for stationary applications, which have lower power requirements.

Given the dual environmental and economic objectives, the recycling of the manufactured products is planned during the design stage. A research and development program, partly supported by the European Community, was implemented and has analyzed a recycling process reclaiming a large portion of the metallic lithium, the iron phosphates and the lithium salts.

This recycling process consists in dismantling the battery in order to recover the re-usable packaging as well as the electrical components. The electrochemical components are then recycled to retrieve the metals (aluminum, copper and lithium). A portion of the by-products of the recycling process are recovered in the form of calorific energy.

### AN ELECTRIC CAR-SHARING VEHICLE

#### **Air quality protection**

Greenhouse gas emissions have continued to increase as demonstrated by the numbers presented in the National Oceanic and Atmospheric Administration study. In May 2013, the atmospheric carbon dioxide level (CO<sub>2</sub>) surpassed 400 parts per million, in comparison to a level of 316.91 parts per million in 1960 (source: National Oceanic and Atmospheric Administration).

Atmospheric pollution may also have an impact on public health over the long term. The Agence Française de Sécurité Sanitaire de l'Environnement et du Travail (AFSSET) considers that a non-negligible portion of lung cancer and cardio-respiratory disease deaths may be caused by chronic exposure to fine particles (source: Institut Français de l'Environnement, according to AFSSET, *Health Impact of Urban Atmospheric Pollution*, May 2004).

Electric vehicles seem to provide a promising solution to these issues by reducing air pollution, and thereby reducing health risks.

#### **Car-sharing, a new mobility alternative**

The car-sharing system integrated and operated by Autolib', a Bolloré Group company, offers a unique answer to the problems associated with mobility within cities. Indeed, this short-term car rental service could decrease the number of kilometers driven by automobile drivers by roughly 40% (source: *National Car-Sharing Investigation 2012*) along with the associated CO<sub>2</sub> emissions.

In 2013, thanks to Autolib', over 24 million kilometers were driven in electrical cars in the Île-de-France region, and 60,851 persons were able to have access to low-cost electrical automobile technology.

Since the October 2010 opening of the Bluely service in Lyon, 33,733 kilometers have been driven in electrical vehicles by 627 persons.

With over 4,000 charging stations throughout the Île-de-France region as of January 31, 2013, and 250 in Lyon and Villeurbanne, the Bolloré Group is a major player in the recharging infrastructure for electric vehicles. This expertise will soon be available in London and Indianapolis.

## ELECTRICITY STORAGE AND SOLUTIONS



Autolib' car-sharing system in Paris.

## INNOVATIVE PRODUCTS

IER relies on proven technological know-how to develop new business processes and to deploy innovative concepts in five types of environments: warehouses, vehicles, retail outlets, public places and roads.

In 2013, IER extended its geolocation solutions and their remote monitoring in order to abide by its environmental commitments. Over 7,000 mobile devices have been deployed this year, facilitating an optimization of travel generating CO<sub>2</sub> emissions.

At the same time, very tangible progress has been made. These facilitate the operator's work while respecting the environment.

→ Computer software was created to enable the tracking of the vehicles and to provide the ability to offer environmentally-friendly driving modules. Since these modules are intended to minimize abrupt acceleration or braking, they have also had an impact on safety and accidents.

→ An information system offering solutions for the optimization of delivery routes has also been developed. This

system permits the optimization of the use of the fleet in traveling the fewest possible number of kilometers, while ensuring that delivery deadlines are met.

→ Mobile applications have been made available to drivers in order to optimize transportation planning, the monitoring of packages, and to facilitate the conversion of a maximum number of documents to an electronic format.



Autolib' badge.

## ELECTRICITY STORAGE AND SOLUTIONS

### INTEGRATED SOLUTIONS TO SUPPORT DEVELOPMENT

The Bolloré Group's strategy for electricity storage is to develop mobile or stationary solutions and to operate them. These development priorities may be combined to give rise to innovative projects that meet the needs of any given region.

Accordingly, Blue Solutions and its partners pooled their resources in order to develop the first 100% clean public transportation system using locally produced renewable energy.

The Bolloré Group and its partner, Total, developed and implemented a 100% electric shuttle service on the campus of the University of Cocody in Abidjan, Republic of Côte d'Ivoire. This was accomplished by using the expertise acquired during the design and manufacturing of 100% electric buses and the creation of electricity storage.

The energy produced by 360 sq.m. of solar panels installed on the campus of the university of Cocody is converted into electricity. This electricity is then stored in the stationary LMP® batteries developed by Blue Solutions. These batteries store the energy produced during the day in order to recharge two Bluebus overnight, when they are no longer circulating.

Bluestorage offers a house that is entirely modular and energy-independent since it produces its own electricity thanks to 120 sq.m. in solar panels and 45 kWh in LMP® batteries. This solution could present an opportunity for some developing countries. These Bluehouses could be used as resource centers for access to healthcare, school, energy and to treated drinking water.



Bluebus in the Republic of Côte d'Ivoire.



Solar panels in Abidjan.



## ELECTRICITY STORAGE AND SOLUTIONS

### GUARANTEEING THE HEALTH AND SAFETY OF EMPLOYEES

All the electricity storage companies of the Bolloré Group share a commitment to ensuring employee safety. This commitment extends to production as well as to the development of solutions. Overall, it translates into: safety training, regular assessments of professional risks and measures to reduce them.

More specifically, Blue Solutions has achieved compliance with the ATEX (explosion risks) norms and has incorporated the REACH (registration and authorization of existing chemical products) requirements into its practices.

In terms of risk prevention, IER initiated a 2013 audit on the arduousness of working conditions on its sites in Nantes, Suresnes, Buc and Besançon. Two prevention programs were implemented on:

→ the risks associated with the handling of materials and the lifting of object: a targeted training program regarding the risks associated with physical activity enables the

foremen and team leaders to conduct training sessions, provide information and raise awareness among the various individuals involved;

→ the chemical risk: an exhaustive survey of the existing chemical products, and their usage by work stations, was commissioned by the Suresnes, Besançon, Buc and Nantes sites in order to analyze employee exposure to these products.

IER also created a task force consisting of personnel representatives, managers and human resources directors with the mission of identifying and preventing situations that could negatively affect working conditions, whether at the individual or collective level.

Autolib' has implemented procedures and measures intended to ensure the health and safety of its employees.

A document that transcribes the results of risk assessments and lists the solutions to be implemented was adopted in 2013.

### SUPPORTING THE DEVELOPMENT OF NEW SKILLS

For Blue Solutions, IER, Polyconseil and Autolib', the strategic priority in terms of human resources management is to create, preserve and develop jobs and skills over the long term.

This strategy centers around two broad priorities:

- a compelling recruitment policy;
- skills development.

#### **A dynamic recruitment policy**

In 2013, the subsidiaries dealing with electricity storage took on the challenges of creating and developing local employment, as was done in Brittany with the new battery factory, promoting diversity, like Autolib' and Polyconseil, and enabling young people to find their first jobs.

Promoting internal professional development is the second priority in Polyconseil's human resources policy. When faced with a hiring need, Polyconseil's management team first investigates the possibility of filling the position internally through a departmental or company transfer, prior to proceeding with external recruitment. In 2013, 6% of the staff was able to successfully transfer to a new position internally, either within the Telecom division or from a Group entity.

#### **Skills development**

The development of employee skills is primarily ensured by a constantly evolving training policy. Polyconseil organizes annual external and/or internal training sessions in order to develop employees' skills, but also to transmit knowledge within the division. Organizational and skills audits are performed to guide changes in products and occupations. IER was thus able to determine what training courses its engineers needed in order to understand some new tools.

In order to support changes in its strategy and in its products, IER commissioned a 2012 audit of its organization, and of its research and development capabilities.

This audit established the technical training needed to optimize its employees' skills level. It included the training of sales representatives in complex sales techniques and of software engineers in new programming language tools (USB drivers, JAVA, Agile methodology).

Autolib' formed partnerships with apprenticeship centers for the specific needs of its maintenance center.

# AGRICULTURAL ASSETS

## PLANTATIONS

The Bolloré Group owns an oil palm and rubber tree plantation covering 9,800 hectares: the Société Africaine Forestière et Agricole du Cameroun (SAFACAM).

The production and processing of palm oil currently involves a complex, worldwide agro-industrial network and multiple stakeholders. This business represented less than 0.2% of the Bolloré Group's total revenue for 2013. The Group is a simple minority shareholder (approximately 9%) in another plantation, Socapalm. This plantation had been the subject of particular interest from non-governmental organizations (NGOs). A jurisdiction referral regarding this plantation was filed with the OECD's French National Contact Point in 2010. The Bolloré Group entered into a dialog with the plaintiffs in order to resolve the concerns they had raised. As a result of this mediation process, an action plan was approved by all the interested parties in 2013 and will be implemented during the course of 2014 by Socapalm.

For more information, please refer to the registration document (page 103).

For its part, SAFACAM has followed a sustainable development policy for several years. This policy has been integrated into its agronomic, industrial and social investments and translates into:

- managing the risks inherent in the activities of the plantation;
- increased worker safety;
- strengthening communication efforts with workers and neighboring communities;
- continuous improvement in environmental performance;
- contributing to local development;
- the establishment of collaborative efforts with local partners, particularly with the company Socapalm, in order to implement this CSR policy.

In 2013, SAFACAM's Executive management presented these commitments as operational directives. A complete CSR report is available upon request.

## GUARANTEEING THE HEALTH AND SAFETY OF EMPLOYEES

### Guaranteeing access to healthcare

All of SAFACAM's workers, as well as their beneficiaries, have medical coverage and access to healthcare via SAFACAM's facilities, including the coverage of 75% of their medical expenses. As of December 31, 2013, this represents approximately 4,500 individuals (workers and beneficiaries included).

In an effort to be inclusive of the surrounding communities, in 2012 SAFACAM built a new medical center for the population of the neighboring village of Koungué Somsé. In 2013, all the equipment necessary to its operation was donated to the center and, in early 2014, it will be officially transferred to the Government of Cameroon for its operational start-up.

### The diagnosis and treatment of illnesses

Since 2008, SAFACAM has endeavored to organize health prevention campaigns in the plantation villages. These campaigns intensified in 2013, and focused on the following areas: the fight against tuberculosis, the fight against drugs and alcoholism, the fight against anemia, scabies prevention, identification and fight against infantile malnutrition and finally, the fight against HIV/AIDS. Given their success, a new schedule was set up for 2014.

## AGRICULTURAL ASSETS

### PROMOTING LOCAL TALENTS

#### Recruitment of locals

For the past few years, SAFACAM's employment policy has emphasized the recruitment of young educated people for the Dizangué plantation. Priority is given to individuals from the neighboring village's plantation who are aged from 20 to 35, with or without professional experience and with equal skills. In 2013, young people between 20 and 30 years of age constituted 35% of the entire integrated workforce.

#### Social housing

In 2013, a new village was created in order to bring workers closer to their work. Seventy-two employees and their families will move into 72 houses as early as the end of January 2014. The following internal and collective types of infrastructure have been planned for the village in order to meet the needs of the population: a shop, a first-aid station, a borehole and a water tower offering round-the-clock access to water. Electrification work will be finalized in early 2014. In 2013, SAFACAM invested nearly 450 million CFA francs (684,000 euros) in the development of this twelfth plantation village.

### IMPROVING ENVIRONMENTAL PERFORMANCE

#### The environmental management system

In 2013, SAFACAM finalized the creation of its environmental management program (EMP). The EMP's role includes compliance with regulations, the fight against pollution and the implementation of a forum for the dialog with neighboring communities.

SAFACAM operates within an exceptional natural environment, and therefore does not neglect environmental concerns. In 2011, it launched a QHSE program (Quality, Hygiene, Security, and Environment) and started the ISO 14001 certification process. SAFACAM will become the second palm oil producer in Central Africa to be ISO 14001 certified. The training program associated with this project was implemented and enabled nearly 500 employees to be trained in various fields such as best practices, knowledge and mastery of regulations, risk prevention and risk management, etc.

A reduction in pollution of the water table has been made possible by the use of organic fertilizers and the construction of a treatment center (lagoon) to handle factory industrial waste.

#### To preserve biodiversity

In 2013, on the heels of a partnership formed in 2012 with the Agence nationale d'appui au développement forestier (Anafor), SAFACAM launched the first phase of reforestation for certain zones of the plantation starting with the planting of 670 trees throughout all the schools. Cameroon's public services were involved in this reforestation project through the active participation of conservation officials from the Lake Ossa Reserve.

This project aims to achieve several objectives, namely:

- a social objective involving the creation of a recreational area for young schoolchildren, while making the school grounds more attractive;
- an education of the population objective since this project will only succeed with the cooperation of the educational community;
- an environmentally-friendly objective involving the preservation of the environment.

## AGRICULTURAL ASSETS

### PROMOTING SOCIAL COMMITMENT

SAFACAM is well-aware of its role as a major player in local development and intends to launch a variety of health and education campaigns.

SAFACAM wishes to maintain the good neighbor relations that were established in 2011 and that have continued to improve over time.

In 2013, the granting of sub-contracting contracts to some VSBs (very small businesses) was valued at an amount of

nearly 437 million CFA francs. It is now customary during the recruitment process to give priority to the candidates who are residents of the neighboring communities, assuming equal qualifications. Since these very small businesses primarily employ locals, and SAFACAM recruits candidates from Dizangué, the good neighborly relations that reign in Dizangué are becoming stronger every year.

### VINEYARDS

The Domaine de la Croix, a wine-producing property founded in 1882, now extends over 190 hectares within a protected littoral zone located on the Saint-Tropez peninsula. The vineyard occupies an area of 88 hectares and the *espaces boisés classés* (conservation wooded areas) 90 hectares. The property was classified among the Crus of the Côtes de Provence in 1955, in recognition of the qualities of its terroir. The Group acquired the Domaine in 2001. The rehabilitation of the Domaine is the result of a policy that prioritizes the preservation of the natural environment, the rebuilding of the wine-making landscape and the introduction of a local sustainable development dynamic.

The cultivation of the vineyard, now 95% renovated, meets the criteria of the “well-reasoned agriculture” certification and the criteria of the “Côtes de Provence” label, controlled by the INAO<sup>(1)</sup> and the AVPI<sup>(2)</sup>.

Among these features:

- the exclusion of any chemical disinfection process of the soil;
- restrictions on the phytosanitary treatment of vines and the mechanical maintenance of the soil;

→ the treatment of waste water and the possibility of recycling it to water green spaces around the wine cellar;

→ the certiphyto professional training, size, security and first aid;

→ the traceability of the cultivation operations, of the input such as commercial products (Hazard Analysis Critical Control Point, HACCP).

The conservation of the rural landscape, particularly with the decision to place the Domaine cellar (3,700 sq.m.) underground, constitutes an asset for the commune of La Croix-Valmer. Furthermore, the maintenance of the conservation wooded areas reduces fire hazards and promotes biodiversity, while conserving open spaces.

Finally, the rehabilitation of the vineyard, starting in 2002, led to the creation of 30 jobs, including 20 permanent jobs, and led to fifteen or so families relocating to the property: the Domaine de la Croix is once again the primary focus of communal agricultural activity. By combining enotourism with cultural events centered around wine, the Domaine has confirmed its place in the local economic and social fabric, a sign of sustainability.



(1) INAO = Institut national de l'origine et de la qualité (National institute on origin and quality).

(2) AVPI = Association viticole provençale d'inspection (Provence wine-making inspection association).

# EMPLOYEES' SOCIAL COMMITMENT: TWO ACTION GROUPS

FONDATION DE LA 2<sup>e</sup> CHANCE  
EARTHTALENT PROGRAM  
Case study: Earthtalent Africa  
Case study: Earthtalent Asia



## EMPLOYEES' SOCIAL COMMITMENT: TWO ACTION GROUPS

### FONDATION DE LA 2<sup>e</sup> CHANCE

#### Presentation

In France, the Fondation de la 2<sup>e</sup> chance was created in 1998 by Vincent Bolloré, who has always held the position of President. The Foundation was State-accredited as a charitable organization in 2006. As its name indicates, the Foundation promotes new starts in life, particularly in the form of qualifications-based training and business start-up projects. The Foundation received the IDEAS label on October 13, 2011. This label informs and reassures donors that the charity concerned follows best practice in terms of governance, financial management and efficiency monitoring. The Foundation is able to assume this role thanks to approximately one hundred corporate partners, the European Social Fund, the State and some private individual donors.

Over the fifteen years of its existence, the Fondation de la 2<sup>e</sup> chance has provided assistance to over 6,000 individuals who were able to become involved in new projects thanks to the financial assistance provided. The aid totals 25 million euros.

This assistance is intended for individuals from 18 to 62 years of age who have suffered from severe hardships, yet demonstrate a real desire to start over. In this spirit, the Foundation's assistance is not only financial, but also human.

In 2013, as a demonstration of its overall activities, the Fondation de la 2<sup>e</sup> chance launched a major retrospective entitled *Mémoire vivante* (Living Memory) to illustrate the Fondation's accounting reports from 1998 to 2010:

→ out of 100 businesses created, 61 have lasted more than five years;

→ out of 100 former candidates interviewed, 65 stated they are no longer in a vulnerable situation.

→ finally, out of 100 former candidates who received training, 68 said they found employment.

In 2013, the Foundation continued to support 500 new candidates. The average aid provided per case is 3,300 euros. Out of 502 candidates, 77% were assisted through the completion of a training program and 23% were helped in creating a business. Candidates between 25 and 44 years old represent 58% of the projects supported.

#### Principles

The Foundation which has 58 relay offices assists the candidates in achieving their projects via qualifications-based training, or the creation, or resumption, of a business.

In order to effectively support these projects, candidates are selected based on four eligibility criteria:

→ the candidate has experienced a major life trauma in the past;

→ the candidate is currently in a very vulnerable situation;

→ co-financing is available (or at least being sought);

→ the project is realistic and sustainable.

The selection procedure lasts between two and three months. Instructors (volunteers from the Foundation's economic partners



Pom'Fraise Boutique.

– independent volunteers or volunteers from associations) meet with the candidates and carefully review their projects.

The relay offices are split into five large regions throughout France. Each of these regions is the responsibility of a coordinator, from the Foundation's headquarters. The 58 relay offices are managed by local representative who leads the local training and sponsor team. The Bolloré Group directly provides housing to four of them. Sponsorship therefore always takes place within a regional context: The beneficiaries are always in close proximity to the volunteers.

The decision to support a project is taken by the regional Approval Committee, whose ruling is strictly compliant with the conclusions of the instructors. In the event of a disagreement, the final decision is passed up to the Board of Directors. The foundation's continued activities are supported by a team of permanent employees and volunteers:

→ 11 employees in the Bolloré Group's registered office coordinate the efforts of all of the participants;

→ 1,000 working volunteers act as on-site delegates, instructors and sponsors.

In 2013, the four relay offices hosted by Bolloré Group directly contributed to 56 life-changing events, thanks to the involvement of 35 volunteers, Group employees or retirees, who perform the functions of local representatives, assistant instructors and sponsors.

#### Some examples of a helping hand

Cindy, 29 years old, was a 2013 Foundation candidate from a small village in the Lubéron region. Her business start-up project involved women and children's ready-to-wear clothing and accessories.

This young woman, whose life experiences met the Foundation's funding eligibility requirements, was able to open her own clothing store, named Pom'Fraise in 2013, thanks to the support of her sponsors and 8,000 euros in financial assistance.

## EMPLOYEES' SOCIAL COMMITMENT: TWO ACTION GROUPS

### THE EARTHTALENT PROGRAM

#### Human People for Human Project

Earthtalent was created in 2008, by a few Bolloré Group employees, based on the concept that social networks are a hotbed of creativity and international solidarity. Earthtalent is a Web solidarity project that has facilitated the support of 21 social entrepreneurial projects. These led to the creation of 137 jobs within the structures that support the projects and are providing broader benefits to nearly 4,300 individuals in 8 African, Asian and Latin American countries.

#### Developing the business' talents through their commitment

This program's ambition has grown based on the initial success generated by its calls for projects, which invite local employees to show their commitment to their local communities.

Earthtalent by Bolloré has seen the number of its volunteers grow and it currently counts among its ranks nearly one thousand employees originating from 47 of the countries in which the Bolloré Group has a presence. Eighteen ambassadors are responsible for managing and finding local potential.

#### Contributing to local development in a united manner

Each year, this networking effort facilitates the selection of the best local entrepreneurial projects proposed by employees. The objective of these projects is to provide a unified contribution to local development.

The best projects each receive a financial grant of 4,500 euros and customized assistance (on-site or remote, team building from our employees, our partners, sponsor NGO). Their accomplishments are measured according to roughly one hundred criteria associated with management, the traceability of funds and societal impact. Financial grants are renewed every two years, subject to a favorable evaluation of the project's management, local impact and quest for autonomy.

#### Making women autonomous, an economic and social stepping stone

Since its inception, Earthtalent has endeavored to promote the empowerment of women in the countries in which the Group has a presence. The wide variety of projects makes it possible to address other issues:

- 100% of the projects support the empowerment of women (Millennium Development Goal [MDG] no. 3);
- 80% of the projects contribute to the reduction of extreme poverty (MDG no. 1);
- 45% of the projects contribute to the fight against diseases such as HIV and malaria (MDG no. 6);
- 25% of the projects contribute to environmental conservation (MDG no. 7);
- 20% of the projects help ensure primary education for all (MDG no. 2).

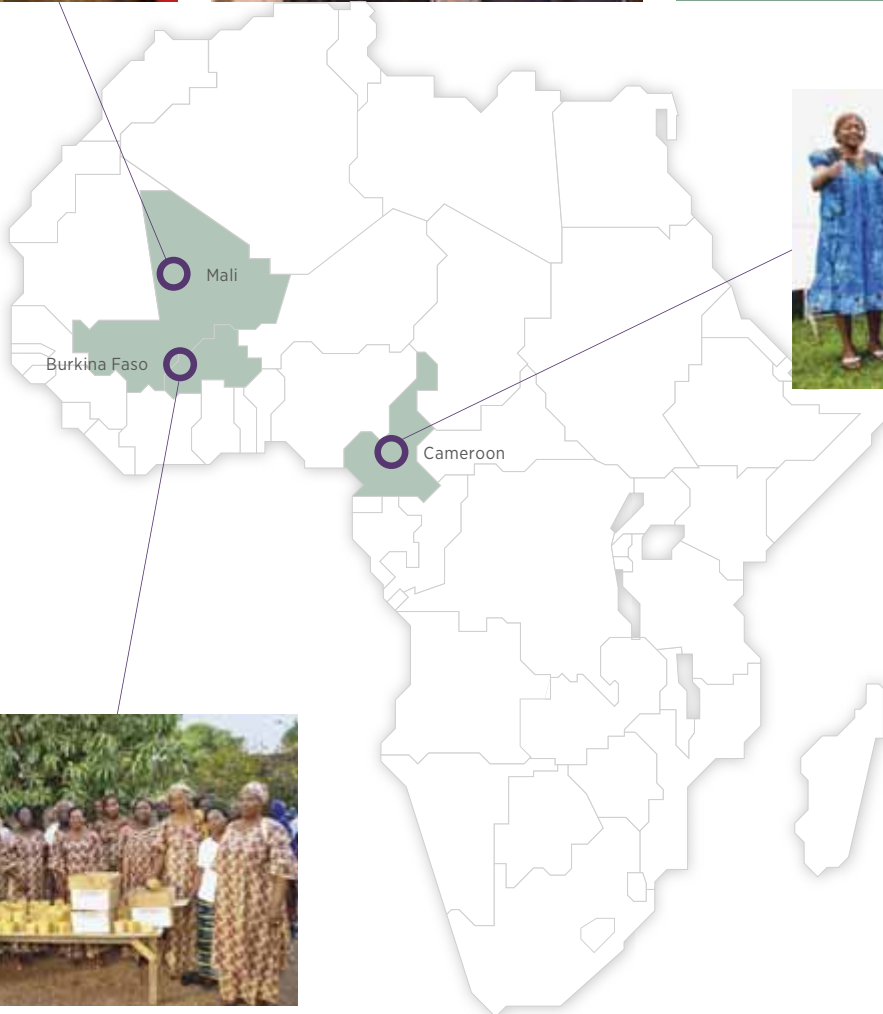
The implementation of this program fostering creativity and sustainable development was made possible by the involvement of all the Group's entities, as well as the support of management in fostering the growth of an internal initiative promoting the local and united involvement of the company. In 2013, the goal is to ensure the sustainability of the projects and to measure their true impact in order to expand the program's operations and to find new partners. Since the program's inception, 63% of the projects supported have demonstrated responsible project management and sustainable results.



## EARTHTALENT / AFRICA



FARA AND FINA



NÉKRÉ, L'ÉVEIL DES FEMMES (AWAKENING OF WOMEN)

### 5 COMMUNITY PROJECTS SUPPORTED IN AFRICA IN 2013

#### IN BURKINA FASO

- Nékré, l'Éveil des Femmes (Awakening of Women)  
(supported since 2010)

#### IN CAMEROON

- Un Conte pour Tous (A Tale for All)  
(supported since 2010)  
- Femme pour la Femme (Women for Women)  
[www.afef-vision.org](http://www.afef-vision.org) (supported since 2010)  
- Alpha Éducation (supported since 2010)

#### IN MALI

- Fara and Fina - [www.fara-fina.com](http://www.fara-fina.com)  
(supported since 2010)



ALPHA ÉDUCTION



## EARTHTALENT / AFRICA

### MILLENNIUM DEVELOPMENT GOALS 3 AND 7 (UN)

Goal 3: Promoting gender equality and empowering women  
Goal 7: Ensure environmental sustainability

### PROJECT ACTIVITIES

Child development and contribution to education: exposing children to science, to Bambara, and to the African identity.

### BENEFITS OF THE PROJECT

Prevention and awareness-raising; education and literacy; artistic expression and practice; promotion of local know-how.

### HUMAN PROJECT

#### WHY DO AFRICAN CHILDREN ONLY PLAY WITH LIGHT-SKINNED DOLLS?

Haoua Toe Konate was already asking this question in 2008. Her response was to create the boy and girl dolls Fara and Fina. In the beginning, Haoua used her own capital. In 2010, she was able to finance new accessories and use different communication approaches with a grant from Earthtalent.

The purpose of these two life-like boy and girl talking dolls is to promote African culture in Mali and throughout the world. The dolls are handmade by a small team of young African artisans. The manufacturing process involves various talents, particularly in making the braids, putting the final touches on the faces, recording the dolls' voices, sewing and making the body in cotton, the fashioning of the accessories, painting and the cutting out of puzzles, etc.

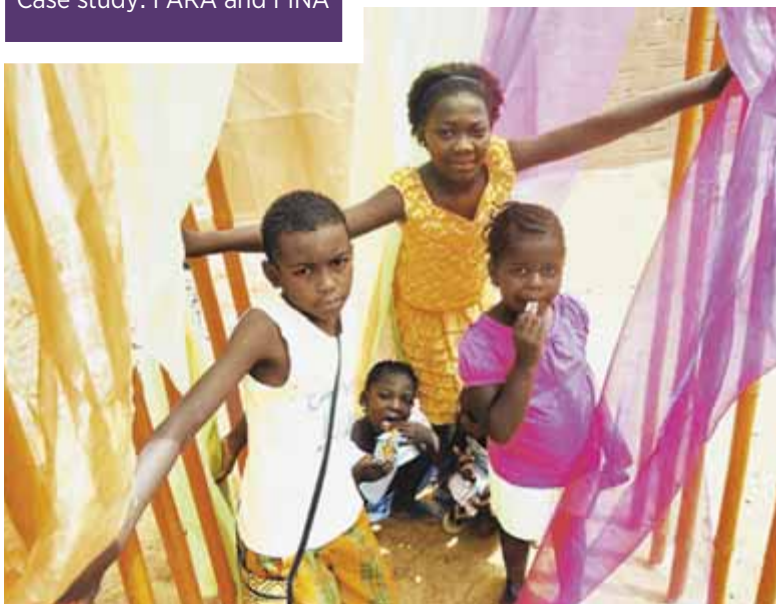
To date, the association has sold approximately 700 dolls, which are primarily distributed through local supermarkets. She received an order from Unicef in 2011.

One of the main aims is to supply toys to a maximum number of African children, but production costs are too high to offer attractive prices.

The association's partners include: ECPAT, Unicef, SIJINYATON, NYETA CONSEIL and SANIA.

### MALI

Case study: FARA and FINA



### RESULTS

**1<sup>st</sup>** opening of the cité des sciences Fara and Fina

**7** employed craftsmen

**700** dolls sold

**500** families affected

Purchasing of raw materials from small local producers

Haoua Toe Konaté is in charge of shipping and marketing for Bolloré Africa Logistics Mali, and is also one of the founding members of the Saoura Association and the Fara and Fina project. She dedicates the majority of her free time to this project (roughly three times per week) and manages the entire sales effort for the project, as well as the monitoring of production and the quality control of the products.

Now, satisfied with the progress made, she wants to start working at the international level. She wants to create cartoons to further promote her culture and its traditions.

## EARTHTALENT / ASIA



BLESS - SWABHIMAN



JAGRITI - A PIONEERING SOCIETY

### 8 COMMUNITY PROJECTS SUPPORTED IN ASIA IN 2013

#### IN INDIA

- AIMS Awareness Campaign on Abortion (supported since 2012)
- AIMS Promoting the education of girls (supported since 2012)
- Blooming Life Education and Social Service (BLESS) - Swabhiman (supported since 2012)
- Jagriti - A Pioneering Society (supported since 2012)
- ÉcoPro Association (disclosed in 2013)

#### IN THE PHILIPPINES

- Safe house for young unmarried mothers - Norfil Foundation (supported since 2012)

#### IN PAKISTAN

- Wise Voice of Women (disclosed in 2013)

#### IN BANGLADESH

- Paribartan (disclosed in 2013)



## EARTHTALENT / ASIA

### MILLENNIUM DEVELOPMENT GOALS 1 AND 3 (UN)

Goal 1: Eradicate extreme poverty and hunger  
Goal 3: Promoting gender equality and empowering women

### PROJECT ACTIVITIES

Professional training in food preparation and packaging.

### BENEFITS OF THE PROJECT

Income-generating activity, professional training, promotion of local know-how.

### CASE STUDY

#### UNLOCK WOMEN'S POTENTIAL AND INCREASE THEIR CONTRIBUTION TO NATIONAL GROWTH

In 2012, thanks to Bolloré's support for Earthtalent, the scope of BLESS's activities was expanded to include the empowerment of women from impoverished rural and urban areas, with the objective of teaching them professional know-how and instilling them with an entrepreneurial spirit. Swabhiman's goal is to become a professional and entrepreneurial training center for the women of the village.

### HUMAN FOCUS THE SPONSOR

Prashant Sharma, SDV India, decided to take advantage of the opportunity presented by the Earthtalent call for projects by Bolloré India in 2012 to become involved in social projects. He heard about the BLESS project from his brother-in-law who lives in Nangloi. Prashant regularly travels to the site to contribute and monitor the project's progress. He is happy to be able to "increase his social commitment and donate his time to the community through Earthtalent".

### SOCIAL IMPACT

These entrepreneurship development workshops offer a nutrition course to a class of 35 women who undergo theoretical and practical training on nutrition, hygiene norms and the preservation of food. They are also trained in the making of preserves from organic and homegrown products (jam, squash, fruit pickling and chutneys). These preserves are then sold in local markets with the profits going to the participating women.

### INDIA Case study: Swabhiman (BLESS)



### The founders of BLESS

Abhay Kumar and his wife, Ruby, inhabitants of Nangloi, a rural area of Delhi, created BLESS a few years ago and launched the project with a small school created to provide primary education to impoverished young girls. By setting up a training workshop for women, the association intends to assist in instilling women with an entrepreneurial spirit so as to contribute to their empowerment and their access to equal opportunities.

The association also leads awareness raising campaigns on health and nutrition.

### RESULTS

**35** women trained in preserving food

Introduction to the preparation of organic and homemade products

Sales in local markets with the profits going to the participating women

## EARTHTALENT / NETWORK

### THE COLLABORATORS



**Thérèse Ouedraogo / Ambassador**

Head of Communications and Sustainable Development, Bolloré Africa Logistics Burkina Faso, Earthtalent ambassador in Burkina Faso.

“I was already aware of the conditions for women in Burkina, particularly the illiteracy and the problems associated with work. Here, women cannot own land. The land is cultivated for the benefit of the husband, or the family from a broader perspective. I did not think that women could set up projects for the community and this is what I have discovered through Earthtalent.”



**Muhammad Azam Khan / Ambassador**

Manager of Finance and Administration SDV Pakistan (Pvt) Ltd, ambassador. Earthtalent in Pakistan. Project Leader for Wise Voice of Women.

“Progress cannot occur in a country without the existence of an educational system anchored in society and available to all, men and women, as well as the guarantee of access to a quality healthcare infrastructure. This platform facilitates social involvement in this great cause by adopting it as a component of social responsibility.”



**Haoua Toe Konaté / Project Leader**

Head of Shipping Department, Bolloré Africa Logistics Mali. Leader of the “Fara and Fina” project in Mali.

“We are no longer a bunch of employees, our individual qualities are recognized and I am very proud of this. I am proud that the Bolloré Group seeks to uncover talent.”



**Prashant Sharma / Project Leader**

Assistant Manager – Business Development SDV India. Leader of the Swabhiman project.

“Thanks to Earthtalent, SDV offered me a platform to increase my social commitment and to give more of myself to the community.”

### THE BENEFICIARIES

**SWABHIMAN PROJECT**

**Shanti Devi**, 45, married, five children, housewife, lives in Kirari Suelman Nagar, Delhi

“In our community, most women are illiterate and completely dependent on their families in their daily lives. This project facilitates their training and their ability to earn their own incomes.”

**Raj Bala**, 42, married, four children, housewife, lives in Prem Nagar, Delhi

“I have become more confident and independent because the project allows women to find an alternate source of income.”

**A TALE FOR ALL**

**Solange Ndamé**, 45, married, four children, teacher, lives in Bonapris, Cameroon

“Since I took this workshop on public speaking, I approach my work as a teacher differently. With the children, I use other methods that the trainer taught us. Women must be helped to exceed expectations, to interact, to exist in society.”

## EARTHTALENT / NETWORK

### INVOLVEMENT OF BOLLORÉ'S SENIOR MANAGEMENT

**Dominique Lafont**

President of Bolloré Africa Logistics

“Earthtalent was introduced in Africa in 2009, most notably in three countries: Mali, Burkina Faso and Cameroon. It had great success in these three countries where projects were developed. I want this to develop throughout the rest of Africa, in the Anglophone parts. Earthtalent needs to experience growing success, perhaps on a more consistent basis. I call on all the various managers, at least within Bolloré Africa Logistics, to encourage Group staff to become actively involved with Earthtalent.”

**Thomas Duplan**

Chief Executive Officer SDV South Asia

“The contact with employees takes place in a very professional context. Yet, relatively strong personalities could have been overlooked, but they have truly revealed themselves (thanks to the call for projects) through their sincerity, their humanity and their humility in bringing up the subjects involved.”

**Jérôme Petit**

Chief Executive Officer SDV Asia-Pacific

“The projects in the Philippines opened our eyes to the more complex and less obvious problems experienced, for example, by those who live in slums or by street children in Manila. In addition, we saw the importance, both in their numbers and their territorial coverage, of these micro-NGOs, which are very active in the field thanks to the personal involvement of their members.”

## CROSS-REFERENCE TABLE

	Information required under the Grenelle II Act	Information published in the registration document 2013	Information published in the CSR Report 2013	Scope covered by the indicator
<b>Social information</b>	Total workforce and distribution of employees by gender, age, geographical area	See 17.3.5.1.2 "Headcount at December 31, 2013" workforce indicators in "Social reporting", pages 105, 106		Group (registration document)
	Hiring and departures	See 17.3.2.4 "Integrating diversity of all forms and guaranteeing equal opportunity throughout employees' careers", pages 99, 100 See 17.3.5.1.2 "Recruitment and departures" workforce indicators in "Social reporting", page 107	"Being an employer of choice" in Bolloré Africa Logistics, page 25 "Recruitment of locals" in Plantations, page 49	Group (registration document) CSR Report: Bolloré Africa Logistics and Plantations
	Compensation and changes in compensation	See 17.3.5.1.2 "Compensation (in euros)" workforce indicators in "Social reporting", page 108		France (registration document)
	Organization of working time	See 17.3.5.1.2 "Organization of working time" workforce indicators in "Social reporting", page 108		Group (registration document)
	Absenteeism	See 17.3.2.4 "Integrating diversity of all forms and guaranteeing equal opportunity throughout employees' careers", pages 99, 100 See 17.3.5.1.2 "Organization of working time" workforce indicators in "Social reporting", page 108		France (registration document)
	Organization of dialog with the workforce (in particular the procedures for informing and consulting staff as well as negotiation procedures)	See 17.3.2.5 "Encouraging dialog with the workforce; employee involvement and engagement", page 100		Group (registration document)
	Collective agreements	See 17.3.2.5 "Encouraging dialog with the workforce; employee involvement and engagement", page 100 See 17.3.5.1.2 "Professional relationships and collective agreements" workforce indicators in "Social reporting", page 108	"Workplace health initiatives" in Bolloré Logistics, page 12 "Promoting the development of skills and their inter-generational transfer" in Bolloré Énergie page 31 "Develop skills" in Communications, page 38	France (registration document) CSR Report: Bolloré Logistics Bolloré Énergie Communications
	Occupational health and safety conditions	See 17.3.2.1 "Ensuring safety and looking after the health of all employees", pages 98, 99	"Guaranteeing the health and safety of employees" in Bolloré Logistics, page 12 "Ensure the health and safety" in Bolloré Africa Logistics, page 22 "Continuous enforcement and improvement of health and safety processes" in Bolloré Énergie, page 30 "Guaranteeing the health and safety of employees" in Electricity storage and solutions, page 47, and in Plantations, page 48	Group (registration document) CSR Report: Bolloré Logistics Bolloré Africa Logistics Bolloré Énergie Electricity storage and solutions SAFACAM
	Workplace accidents (in particular their frequency, their severity and work-related illnesses)	See 17.3.2.1 "Ensuring safety and looking after the health of all employees", pages 98-99 See 17.3.5.1.2 "Healthcare, working conditions, health and safety" workforce indicators in "Social reporting", page 108	"Safety" in Bolloré Africa Logistics, page 23	Concerning the frequency and severity of industrial accidents and occupational illnesses, the Group has taken steps to improve the communications of news for the 2014 financial year. France (registration document) CSR Report: Bolloré Africa Logistics Republic of Côte d'Ivoire

## CROSS-REFERENCE TABLE

Information required under the Grenelle II Act	Information published in the registration document 2013	Information published in the CSR Report 2013	Scope covered by the indicator
Report of agreements signed with trade unions or staff representatives regarding occupational health and safety	See 17.3.2.5 "Encouraging dialog with the workforce, employee involvement and engagement", page 100 See 17.3.5.1.2 "Professional relationships and collective agreements" workforce indicators in "Social reporting", page 108		France (registration document)
Training policies	See 17.3.2.2 "Anticipating changes in the business lines, developing skills and promoting local talents", page 99	"Developing skills, promoting talents and encouraging mobility" in Bolloré Logistics, page 13 "Being an employer of choice" in Bolloré Africa Logistics, page 25 "Promoting the development of skills and their inter-generational transfer" in Bolloré Énergie, page 31 "Developing skills, promoting talents and encouraging mobility" in Communications, page 38 "Supporting the development of new skills" in Electricity storage and solutions, page 47	Group
Total number of hours of training	See 17.3.5.1.2 "Training" workforce indicators in "Social reporting", page 108		France (registration document)
Measures taken to improve gender equality	See 17.3.2.4 "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 99, 100	"Guaranteeing gender equality", in Communications, page 37	Group (registration document) CSR Report: Communications
Measures taken to encourage the employment and integration of disabled people	See 17.3.2.4 "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 99, 100 See 17.3.5.1.2 "Professional insertion and people with disabilities" workforce indicators in "Social reporting", page 108	"Increase the hiring of disabled workers" in Communications, page 37	France (registration document) CSR Report: Communications
Policy to combat discrimination	See 17.3.2.4 "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 99, 100	"Promoting equal opportunity in the recruitment process" in Communications, page 37	Group (registration document) CSR Report: Communications
Respecting freedom of association and the right to collective bargaining	See 17.3.2.5 "Encouraging dialog with the workforce, employee involvement and engagement", page 100		Group (registration document)
Elimination of discrimination in respect of employment and occupation	See 17.3.2.4 "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 99, 100	"Promoting diversity" in Communications, page 37	Group (registration document) CSR Report: Communications
Elimination of forced or compulsory labor	See 17.3.1 "Sharing common values", page 98	"Ethics" in Transportation and logistics, page 10	Group (registration document) CSR Report: Bolloré Africa Logistics and Bolloré Logistics
Effective abolition of child labor	See 17.3.1. "Sharing common values", page 98	"India Case study: Swabhiman (BLESS)" in Earthtalent program, page 57	Group (registration document) Earthtalent program

## CROSS-REFERENCE TABLE

	Information required under the Grenelle II Act	Information published in the registration document 2013	Information published in the CSR Report 2013	Scope covered by the indicator
<b>Environmental information</b>	Organization of the company to respond to environmental issues and, where applicable, environmental evaluation and certification processes	See 17.1 "Presentation of non-financial performance", page 95 See "Table of environment-related industrial risks", in 17.2 "Non-financial risks", pages 95, 96, 97 See 17.3.3 "Promoting eco-responsibility and innovation", pages 100, 101 See 17.3.5.2 "Environmental and societal reporting", page 109	"Environmental strategy" in Bolloré Logistics, pages 14-17 "Limiting the environmental footprint of business activities" in Bolloré Africa Logistics, pages 26, 27 "Managing the environmental impact of business activities" in Bolloré Énergie, pages 31-33 "Reducing environmental impacts" and "Fostering responsible communications" in Communications, page 39 "A unique technology for a new form of mobility", "An electric vehicle in car-sharing", "Innovative products" in Electricity storage and solutions, pages 44, 45 "Improving environmental performance" in Plantations, page 49	Group
	Training and raising awareness of employees on the protection of the environment	See "Table of environment-related industrial risks", in 17.2 "Non-financial risks", pages 96, 97 See 17.3.3 "Promoting eco-responsibility and innovation", pages 100, 101	"Internal environmental initiatives" in Bolloré Logistics, page 17 "Table of indicators" and "Developing the CSR strategy internally" in Communications, pages 36, 38 "The environmental management system" in Plantations, page 49	Group (registration document) CSR Report: Bolloré Logistics Communications Plantations
	Resources allocated to preventing environmental hazards and pollution	See "Table of environment-related industrial risks", in 17.2 "Non-financial risks", pages 96, 97 See "Environmental investment and spending", in 17.3.3 "Promoting eco-responsibility and innovation", page 102	"Environmental strategy" in Bolloré Logistics, pages 14-17 "Limiting the environmental footprint of business activities" in Bolloré Africa Logistics, pages 26, 27 "Managing the environmental impact of business activities" in Bolloré Énergie, pages 31-33 "Table of indicators" in Communications, page 36 "A unique technology for a new form of mobility", "An electric vehicle in car-sharing", "Innovative products" in Electricity storage and solutions, pages 44, 45 "Improving environmental performance" in Plantations, page 49	Group
	Amount of provisions and guarantees for environmental hazards (provided this information is not such as to cause significant harm to the company in an ongoing lawsuit)	See note 17 – "Provisions for contingencies and charges", page 160		Group (registration document)
	Measures to prevent, reduce or remedy emissions into air, water and soil that seriously damage the environment	See "Table of environment-related industrial risks" and "Examples of preventative measures", in 17.2 "Non-financial risks", pages 96, 97, 98 See 17.3.3 "Promoting eco-responsibility and innovation", pages 100, 101 See "Facilities classified for the protection of the environment (ICPE)" in 17.3.3.2 "Preventing and reducing the environmental impact of activities", page 102	"Environmental strategy" in Bolloré Logistics, pages 14-17 "Limiting the environmental footprint of business activities" in Bolloré Africa Logistics, pages 26, 27 "Managing the environmental impact of business activities" in Bolloré Énergie, pages 31-33 "Table of indicators", "Reducing environmental impacts" in Communications, pages 36, 39 "A unique technology for a new form of mobility", "An electric vehicle in car-sharing", in Electricity storage and solutions, page 44 "Improving environmental performance" in Plantations, page 49	Group
	Measures to prevent, recycle and eliminate waste	See "Table of environment-related industrial risks", in 17.2 "Non-financial risks", pages 96, 97 See 17.3.3 "Promoting eco-responsibility and innovation", pages 100, 101	"Limiting the environmental footprint of business activities" in Bolloré Africa Logistics, pages 26, 27	Group (registration document) CSR Report: Bolloré Africa Logistics



## CROSS-REFERENCE TABLE

Information required under the Grenelle II Act	Information published in the registration document 2013	Information published in the CSR Report 2013	Scope covered by the indicator
Taking account of noise pollution and any other form of pollution specific to a business	See "Table of environment-related industrial risks", in 17.2 "Non-financial risks", pages 96, 97 See 17.3.3.2 "Preventing and reducing the environmental impact of activities", pages 100, 101, 102	"Environmental strategy" in Bolloré Logistics, pages 14-17 "Improving environmental performance" in Plantations, page 49	Group (registration document) CSR Report: Bolloré Logistics and Plantations
Water consumption and water supply having regard to local constraints	See 17.3.5.2.2 "Table of environmental and societal indicators", page 110	"Reduction of energy and water consumption" in Bolloré Africa Logistics, page 27 "Social housing" in Plantations, page 49	Group (registration document) CSR Report: Bolloré Africa Logistics and Plantations
Consumption of raw materials and measures taken to use them more efficiently	See 17.3.5.2.2 "Table of environmental and societal indicators", page 110	"Table of indicators", "Reducing environmental impacts" in Communications, pages 36, 39	Group (registration document) CSR Report: Communications
Energy consumption, measures taken to use it more efficiently	See 17.3.5.2.2 "Table of environmental and societal indicators", page 110	"Controlling energy consumption", "Constructing buildings which follow the strictest environmental construction standards and preserve biodiversity", "Internal environmental initiatives" in Bolloré Logistics, pages 15-17 "Limiting the environmental footprint of business activities" in Bolloré Africa Logistics, pages 26, 27 "Managing the environmental impact of business activities" in Bolloré Énergie, pages 31-33 "Innovative products" in Electricity storage and solutions, page 45	Group (registration document) CSR Report: Bolloré Logistics and Bolloré Africa Logistics Bolloré Énergie Electricity storage and solutions
Land use	See "Table of environment-related industrial risks", in 17.2 "Non-financial risks", pages 96, 97	"Improving environmental performance" in Plantations, page 49 "Vineyards", page 50	Group (registration document)
Greenhouse gas emissions (art. 75, Grenelle II)	See 17.3.3.2 "Preventing and reducing the environmental impact of activities", pages 100, 101	"Reducing our carbon footprint" in Bolloré Logistics, page 14 "The optimization of equipment and services offered", "Compensation for greenhouse gas emissions" in Bolloré Énergie, pages 32, 33 "An electric vehicle in car-sharing" in Electricity storage and solutions, page 44	Saga France SDV Singapore CSR Report: Bolloré Logistics Bolloré Énergie Electricity storage and solutions
Adapting to the consequences of climate change	See 17.3.3 "Promoting eco-responsibility and innovation", pages 100, 103	"An electric vehicle in car-sharing" in Electricity storage and solutions, page 44	Group (registration document) CSR Report: Electricity storage and solutions
Measures taken to conserve or enhance biodiversity	See "Table of environment-related industrial risks" and in particular agricultural assets, in 17.2 "Non-financial risks", page 97	"Biodiversity" in Bolloré Logistics, page 16 "Case study: The Mai Ndombe REDD + project in the Congo" in Bolloré Énergie, page 34 "To preserve biodiversity", in Plantations, page 49	Other assets - vineyards and plantations (registration document) CSR Report: Bolloré Logistics Bolloré Énergie Plantations
Geographical, economic and social impact on jobs and regional development	See 17.3.4.2 "Strengthening the local presence of the Group's activities", page 103 See 17.3.4.3.2 "Earthtalent", page 104	"Contributing to socio-economic local development" in Bolloré Africa Logistics, pages 28, 29 "Case study: The Mai Ndombe REDD + project in the Congo" in Bolloré Énergie, "Promoting social commitment", pages 34, 35 "Integrated solutions to support development" in Electricity storage and solutions, page 46	Group (registration document) CSR Report: Bolloré Africa Logistics Bolloré Énergie Electricity storage and solutions

## CROSS-REFERENCE TABLE

	Information required under the Grenelle II Act	Information published in the registration document 2013	Information published in the CSR Report 2013	Scope covered by the indicator
<b>Information pertaining to societal commitments</b>	Geographical, economic and social impact on neighboring or local populations	See 17.3.4.2 "Strengthening the local presence of the Group's activities", page 103 See 17.3.4.3 "Promoting the joint commitment of employees", pages 103, 104	"Promoting social commitment" in Bolloré Logistics, pages 18-20 "Contributing to socio-economic local development" in Bolloré Africa Logistics, pages 28, 29 "Promoting social commitment" "Case study: The Mai Ndombe REDD + project in the Congo" in Bolloré Énergie, pages 34, 35 "Integrated solutions to support development" in Electricity storage and solutions, page 46 "Promoting social commitment" in Plantations, page 50	Group (registration document) CSR Report: Bolloré Logistics, Bolloré Africa Logistics, Bolloré Énergie, Electricity storage, Plantations
	Nature of dialog with these persons or organizations	See 17.3.4.1 "Establish a relationship of trust with stakeholders", page 103	Plantations, page 48 (introduction)	Group (registration document) CSR Report: Plantations
	Partnership or sponsorship initiatives	See 17.3.4.3 "Promoting the joint commitment of employees", pages 103, 104 See "Table of societal actions supported in the areas of culture, health, education and sponsorship" in 17.3.5.2.2 "Table of environmental and societal indicators", page 110	"Promoting social commitment" in Bolloré Logistics, pages 18-20 "A strong joint commitment to young people"; "Contributing to socio-economic local development" in Bolloré Africa Logistics, pages 28, 29 "Promoting social commitment" in Bolloré Énergie, page 35 "Table of indicators" and "Promoting social commitment" in Communications, pages 36, 40 "Employee's social commitment: two action groups, Fondation de la 2 <sup>e</sup> chance" and the Earthtalent program", pages 52-59	Group (registration document) CSR Report: Communications Fondation de la 2 <sup>e</sup> chance and Earthtalent program
	Inclusion of social and environmental issues in the purchasing policy	See 17.3.3.1 "Integrating environmental performance in the Group's overall strategy" (vehicle purchases), page 100	"The save Program" in Bolloré Logistics, page 15 "The socio-economic effects of the company's activities" in Bolloré Africa Logistics, page 28 "Rolling out a responsible purchasing policy" in Communications, page 39	Bolloré and Havas Groups: France (registration document) CSR Report: Bolloré Africa Logistics Communications
	Extent of subcontracting and taking account in dealings with suppliers and subcontractors of their corporate social responsibility	See 17.3.1. "Sharing common values", page 98 See "Table of environment-related industrial risks" and in particular Transportation and logistics Africa, in 17.2 "Non-financial risks", pages 96, 97	"Ethics" in Transportation and logistics, page 10 "The socio-economic effects of the company's activities" in Bolloré Africa Logistics, page 28	Group (registration document) CSR Report: Bolloré Africa Logistics and Bolloré Logistics
	Initiatives to prevent corruption	See 17.3.1. "Sharing common values", page 98	"Ethics" in Transportation and logistics, page 10	Group (registration document) CSR Report: Bolloré Africa Logistics and Bolloré Logistics
	Measures taken to encourage the health and safety of consumers		"An electric vehicle in car-sharing" in Electricity storage and solutions, page 44	CSR Report: Electricity storage and solutions
	Other initiatives	See 17.3.4.3.1 "Fondation de la 2 <sup>e</sup> chance" and 17.3.4.3.2 "Earthtalent", pages 103, 104	"Employees' social commitment: two action groups, Fondation de la 2 <sup>e</sup> chance" and the Earthtalent program pages 52-59	Group (registration document) CSR Report: Fondation de la 2 <sup>e</sup> chance and Earthtalent program

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TOUR BOLLORÉ  
31-32, QUAI DE DION-BOUTON  
92811 PUTEAUX CEDEX - FRANCE  
TEL.: +33 1 46 96 44 33  
FAX: +33 1 46 96 44 22

[www.bollore.com](http://www.bollore.com)

