

— 2015 —

# BOLLORÉ

CORPORATE SOCIAL RESPONSIBILITY REPORT



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## MESSAGE FROM THE CHAIRMAN

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VINCENT BOLLORÉ, CHAIRMAN

**“ALL OF THESE INNOVATIONS  
FOR GETTING AROUND,  
AND FOR USING AND STORING  
ELECTRICITY INTELLIGENTLY,  
ARE ANSWERS TO  
THE ENVIRONMENTAL CHALLENGES  
OF TOMORROW.”**

In 2015, the Bolloré Group continued deploying its clean and sustainable mobility solutions by launching the first Bluetram line on the Champs-Élysées, during the United Nations Conference on Climate Change (COP21). As an official partner, the Group also provided the UN Member Countries with a fleet of Bluebus and Bluecar® vehicles.

It continued developing electric vehicle car-sharing solutions with the commissioning of Blueindy in Indianapolis, which will soon be joined by Bluetorino in Italy.

New Bluezones, which are living spaces that give local populations access to electricity as well as drinking water, the Internet, and several other services, such as incubators for young entrepreneurs, sprang up in Africa, in Benin, Congo, and Guinea.

All of these innovations for getting around individually or collectively, and for using and storing electricity intelligently, are answers to the questions of sustainable development and energy storage, which have become major issues for citizens, cities and governments.

The Group's historic business lines, transport and logistics, have also anticipated the inevitable technology trends in their activities, as well as the impact of climate change.

Thus, our logistics hub project in Le Havre was recognized as an “innovative and effective” solution in the transport and logistics segment as part of the “COP21 Solutions” expo.

The year's second key event was the organization of transport and logistics activities.

In an increasingly demanding economic environment, higher visibility with our clients is crucial to achieving our growth ambitions. That's why the decision was made to group these activities under a single brand: Bolloré Transport & Logistics.

The aim is to consolidate our leadership position in France and in Africa, and increase our development internationally.

I'd like to thank all of our employees, all the women and men whose commitment spans the globe and who are the real levers of our performance, working day by day to meet the challenges of tomorrow.

# THE GROUP'S CORPORATE SOCIAL RESPONSIBILITY STRATEGY

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## FOUR STRATEGIC DRIVERS

- Sharing the same business ethics
- A commitment to and for employees
- Producing and innovating sustainably
- Taking action for local development

The Bolloré Group has developed a structure for its corporate social responsibility (CSR) strategy by establishing social, environmental and societal commitments that are common to each of its activities. The CSR report details the specific issues defined by the divisions, developing the Group's commitments, and spotlights the actions completed. The Group's CSR policy is set out in detail in chapter 17 of the registration document.

## COMMITMENTS

### Social

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

### Environment

- Preventing and reducing the environmental 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 social commitment of employees.

To evaluate the progress made in establishing its CSR strategy and to measure its non-financial performance, the Group has defined indicators for each commitment.

## REPORTING SERVING THE CSR PROCESS

A company's non-financial performance is not defined just by its economic performance, but also by assessing its social impact (on employees, suppliers, civil society, etc.), as well as its environmental impact. It is therefore essential to set a methodological framework by which this new type of performance can be measured.

Since 2009, the Bolloré Group has drawn on a network of CSR division directors and local contributors, who guarantee the reliability of the process and the information reported. It has a dedicated reporting tool that was used in 2015 to improve data inspections at every level of consolidation (the company, the division and the Group) by integrating the validation circuit defined by the divisions.

The close cooperation that arose in 2014 between the teams (division and Group) dedicated to CSR and local contributors continued in 2015, specifically concerning companies located internationally. Local teams were brought in at an early stage in the process and made aware of the reporting methodology and checking techniques, as well as the legal and non-financial issues that CSR involves. They were able to talk about the difficulties arising from their particular environments and discuss concepts that were hard to define or uncommon in local law, and benefit from suitable solutions that were subsequently sent to all contributors.

In 2015, this collaborative work with the local CSR teams was expanded to include HR/ethics officers and QHSE, and facilitated data collection and checking. This work will be continued in 2016.

## 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 Executive 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 for details on the governance bodies and for Board member profiles).

### CSR'S PLACE IN THE SYSTEM OF GOVERNANCE

In 2014, the Group Ethics Committee became the Ethics and CSR Committee, confirming the fact that ethics is the cornerstone of the Group's CSR commitments.

It comprises the Chief Executive Officers, the head of internal audit, the Group's Human Resources Manager, the financial and legal officers, the Group Ethics and Compliance Manager, and the divisions' Ethics and Compliance Managers.

Interviews were conducted in 2015 in order to better ascertain this new corporate social responsibility dimension and its impact on the work of the Committee.

In December 2015, the Ethics and CSR Committee defined the working areas for which the divisions' Ethics and CSR Managers must spearhead actions in 2016.

### ASSESSMENT OF FOCUS AREAS 2015

Two working areas were announced in 2014 and finalized in 2015:

- the corporate culture and local integration projects, which defined a framework for joint commitments including CSR issues for all managers, regardless of where they are in the world;
- promotion of the environmental best practices put in place by the divisions, in coordination with the global climate change conference (COP21) (see pages 8 and 9 of this report).

Deployment of the ISO 26000 approach, initiated in 2014 at 9 pilot sites of Bolloré Logistics, was continued in 2015 and will also be a focus area for 2016.

### 2016 FOCUS AREAS:

- definition of the outline of a Group-wide vigilance plan. This vigilance plan must then be developed by business line;
- establishment of actions relating to respecting human rights on a pilot site;
- integration of typical ethics and CSR clauses in "supplier/subcontractor" contracts;
- continuation of work begun on:
  - the ISO 26000 process,
  - measuring the socio-economic footprint,
  - labeling suppliers and evaluating subcontractors,
  - and mapping local stakeholders.

### MILESTONES IN OUR CSR STRATEGY

**2000**  
Group Code of Ethics.

**2003**  
Group became a member of the Global Compact.

**2005**  
Creation of the network of sustainable development correspondents.

**2008**  
Code of Business 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 issues and challenges facing each division.

**2014**  
Definition of a framework for joint commitments including CSR issues for all managers.

## GROUP PROFILE

FOUNDED IN 1822, THE BOLLORÉ GROUP  
IS AMONG THE 500 LARGEST  
COMPANIES IN THE WORLD.

A publicly-traded company, it is still  
majority-controlled by the Bolloré family.

The stability of its shareholding  
structure allows it to make investments  
for the long term.

Due to its diversification strategy  
based on innovation and international  
development, it currently holds  
strong positions in its three activities:  
transportation and logistics,  
communications, and electricity  
storage solutions.

## TRANSPORTATION AND LOGISTICS

Bolloré Transport & Logistics is one of the world's leading transportation groups, with 36,000 employees in 105 countries, in Europe, Asia, the Americas, and Africa, where it conducts its activities in ports, freight forwarding and railroads. It is also a major player in oil logistics in France and Europe.

## COMMUNICATIONS

The Bolloré Group's Communications business includes Havas, one of the world's leading advertising and communications consultancy groups, in which it held 60% of the share capital at December 31, 2015. It also owns the free daily French newspaper *Direct Matin*, and has a stake in Gaumont. It also has interests in telecoms.

## ELECTRICITY STORAGE AND SOLUTIONS

Building on its global-leading position in condenser films, the Bolloré Group has made electricity storage a major growth driver. It has perfected a unique technology for Lithium Metal Polymer (LMP®) electric batteries, produced by its subsidiary Blue Solutions. Starting with the battery, the Group is expanding into mobile applications (car-sharing, electric cars, buses and trams) and stationary applications using electric batteries, as well as systems for managing these applications (IER and Polyconseil).

**OTHER ASSETS:** in addition to its three activities, the Bolloré Group manages a set of financial assets representing approximately 5 billion euros at the end of 2015. Its biggest investment is Vivendi, in which it had a 14.4% stake at December 31, 2015.

## THE BOLLORÉ GROUP WORLDWIDE



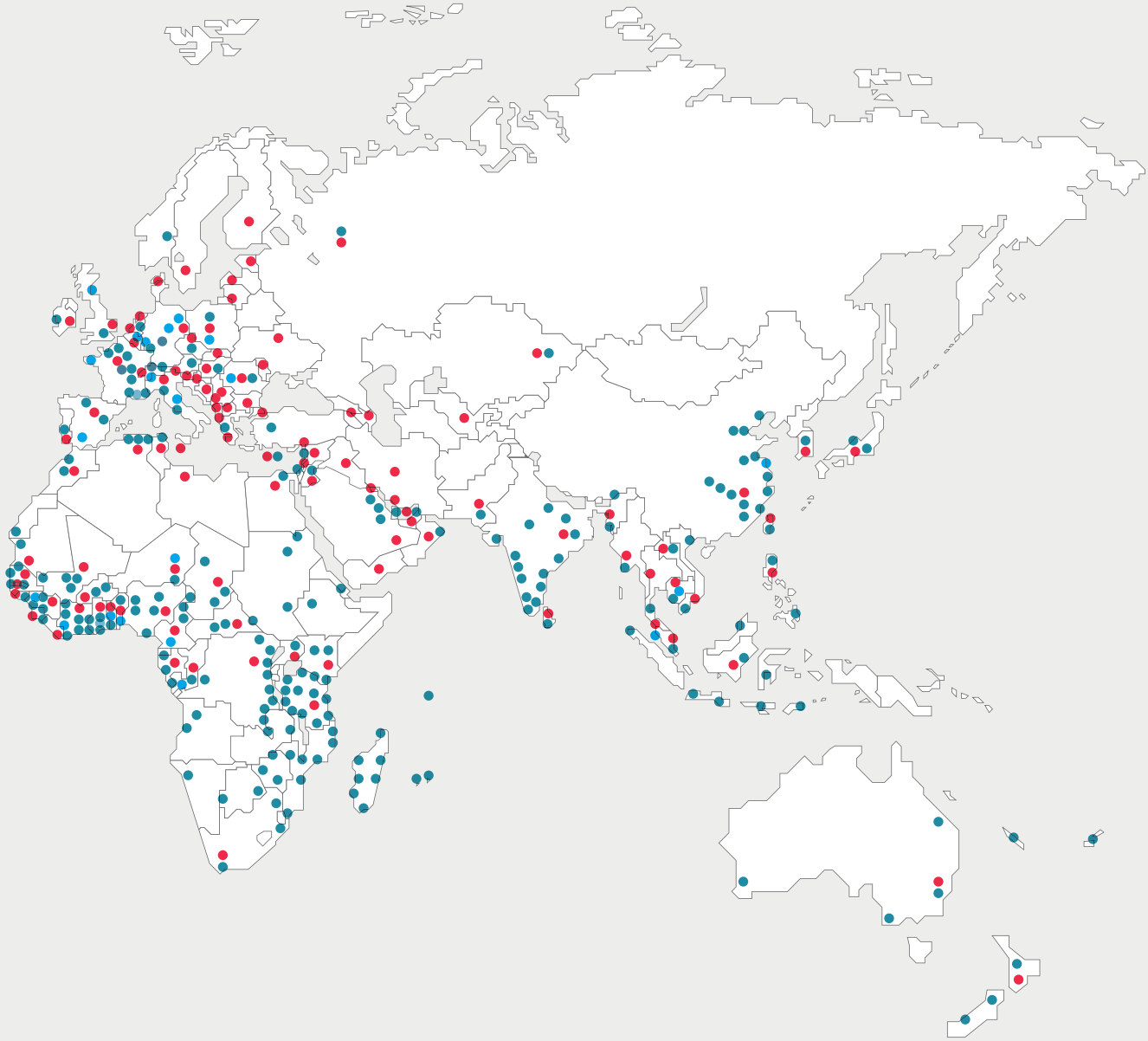
### 2015 INDICATORS

MORE THAN 58,000 EMPLOYEES  
IN 156 COUNTRIES

TURNOVER:  
10.8 BILLION EUROS

NET INCOME:  
727 MILLION EUROS





 Transportation and logistics

 Communications

 Electricity storage

 Agricultural assets

## THE BOLLORÉ GROUP AND COP21

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### INNOVATIVE SOLUTIONS TO ANTICIPATE THE KEY ENVIRONMENTAL CHALLENGES OF TOMORROW

Businesses have an important role to play in combating climate change. The environmental impacts of their activities are significant but, for the innovative company, are also opportunities for creating products and services that will be used to meet new challenges.

Drawing the outlines of the agreement that would accelerate the transition toward resilient, carbon-sensible companies and economies was the challenge put before the participants in the 21<sup>st</sup> Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21), held in France in December 2015.



Bluebus, the official shuttle service of United Nations delegates during COP21.



Green hub by Bolloré Logistics.

## COP21 IN A FEW WORDS

The aim of this conference, which included 195 governments, was “to reach, for the first time, a universal and binding agreement to effectively fight against climate change.”

It ended on December 12, 2015, with the Paris Agreement, which will enter into force in 2020.

It covers the following points:

- containing the increase in temperatures below 2 °C and strive to limit it to 1.5 °C;
- taking into account the degree of development and the specific needs of especially vulnerable countries. Industrialized countries shall provide financial support to developing countries for the implementation of the agreement;
- set aside 100 billion dollars (91 billion euros) each year until 2020 to fund projects enabling countries to adapt to climate change or reduce greenhouse gas emissions. This aid may be increased, and a new collective, quantified target must be presented before 2025;
- make sure that each of the countries reviews its commitments to reduce its greenhouse gas emissions every five years. Each new contribution, determined at the national level, must feature an increase over the previous one. The agreement recognizes the interest of assigning carbon a price, though without setting that price.

It was proposed to the governments for signature on April 22, 2016, and must meet a dual criterion to enter into force: 55 countries representing 55% of emissions must have ratified it.

## INNOVATIVE MEANS OF TRANSPORTATION, TO PREPARE FOR THE TRANSITION TO LOW-CARBON SOCIETIES

As an official partner of COP21, the Bolloré Group provided the UN member countries' delegations with 10 Bluebuses which traveled around the blue zone during the “operation” phase of the International Conference of Le Bourget from November 28 to December 12, 2015.

The shuttles, driven by some 50 RATP drivers, operated seven days a week from 6:00 am to midnight, and carried up to 30,000 people each week. A total of 8,100 km were traveled in the blue zone, with zero CO<sub>2</sub> emissions. Blue Solutions also provided the UN police with four Bluecar® vehicles. These vehicles stayed on site so that police could respond quickly and at any time. In early December 2015, six Bluetram vehicles were provided free of charge to the public, serving nine stations, from place de la Concorde to place de l'Étoile. As a true alternative to the tram, the Bluetram, which is unique in that it can move without rails or catenaries, makes it easy to get around in the city and does not require the construction of heavy or costly infrastructures.

## “GREEN” WAREHOUSES RECOGNIZED AS “INNOVATIVE AND EFFECTIVE SOLUTIONS”

Le Havre, Rouen, Paris (Haropa), the leading container port for foreign trade in France, was awarded the new logistics hub project in Le Havre, driven by Bolloré Logistics as part of its call for initiatives launched during COP21. The purpose of this call for projects was to highlight two “innovative and effective” solutions in the transport and logistics segment, in the context of the “COP21 Solutions” expo held at the Grand Palais in Paris in December 2015. After Roissy and Nantes, there will be a new “sustainable” warehouse in October 2016. This warehouse, which will eventually have 36,000 m<sup>2</sup> in surface area, will obey the strictest environmental construction standards. It should be LEED 4 certified (Leadership in Energy and Environmental Design) Silver level, and earn the BiodiverCity® and Ecocert® certifications. At present, these three certifications are virtually non-existent for warehouses in France.

## NEW TECHNOLOGY IN SERVICE OF COP21

Havas contributed to COP21 in its own way. On December 7 and 8, 2015, the United Nations Foundation organized an exceptional event, “Earth to Paris – Le Hub,” at the Petit Palais and Unesco, as part of COP21, to mobilize citizens around the world on climate issues.

For two days, figures such as Ban Ki-moon, John Kerry, Nicolas Hulot, and Alec Baldwin took the floor to present concrete solutions for combating climate change.

With the support of Havas Event, Havas PR North America and Havas Paris, this event was broadcast live on the Web in the six UN languages. 60 broadcast sites were installed in 19 countries for the occasion. With the support of more than 110 influential partners, such as Mashable, National Geographic, Facebook and Twitter, the event generated more than 38,000 tweets and reached more than 50 million people around the world.



Earth to Paris – Le Hub.

# A SINGLE BRAND FOR A GLOBAL NETWORK OF EXPERTISE: BOLLORÉ TRANSPORT & LOGISTICS

The brand merger of SDV and Saga into Bolloré Logistics at January 1, 2016, was the first step toward grouping transport and logistics activities under a single brand: Bolloré Transport & Logistics.

From now on, Bolloré Logistics (SDV, Saga, BLP), Bolloré Africa Logistics and Bolloré Energy are part of a single entity.

Organizing activities by geographic segment has developed into organization by business line, with each having its own expertise: port management, logistics, railways, and energy.

With this new organization, all activities can consolidate their leadership positions in France as well as in Africa, to generate growth and accelerate their global development.

## A STRONG LOCAL SOCIO-ECONOMIC FOOTPRINT

The Bolloré Transport Logistics brand, via its subsidiaries, has 36,000 employees around the world. They are divided among 105 countries. Cultivating loyalty and hiring local talent are real priorities for these entities which are substantial economic actors in the countries in which they do business.

In concrete terms, this means recruiting employees who are nationals of the countries in which they work.

In 2015, there were 34,299 local employees in all of the Transport and Logistics divisions (93.2% of the total workforce), distributed as follows:

- **Bolloré Africa Logistics**  
Of the 24,054 employees present at December 31, 2015, 22,957 were employed locally<sup>(1)</sup> (95.4% of the workforce).
- **Bolloré Logistics**  
Of the 11,613 employees present at December 31, 2015, 10,233 were employed locally<sup>(1)</sup> (88.1% of the workforce).
- **Bolloré Energy**  
Of the 1,134 employees present at December 31, 2015, 1,109 were employed locally<sup>(1)</sup> (97.8% of the workforce).

(1) See graph opposite.

## MEMBERS OF THE WORKFORCE WHO ARE NATIONALS OF THE COUNTRIES THEY WORK IN

(distribution by continent, all divisions combined, Bolloré Logistics, Bolloré Africa Logistics, Bolloré Energy)



- 66% AFRICA
- 2% AMERICAS
- 10% ASIA
- 21% EUROPE
- 1% OCEANIA

## A SHARED FRAMEWORK FOR THE TRANSPORTATION BUSINESS: SHARING THE SAME BUSINESS ETHICS

Since 2009, Bolloré Africa Logistics and Bolloré Logistics have defined a common ethics policy developing the Group's ethical principles.

### AN EFFECTIVE ETHICS COMPLIANCE MANAGEMENT SYSTEM

The Ethics and Compliance Department of the Transport divisions is responsible for deploying this approach as well as monitoring the management system on which it depends and which applies to all countries in the "Transport" divisions.

The key role of the international network of 107 ethics compliance delegates in 2015 (up from 91 in 2014) is to disseminate the fundamental documents and the corresponding procedures, provide explanations on their application, and ensure that they are applied in each entity.

In 2015, with export control requirements and trade sanctions having taken on greater importance, the Ethics and Compliance Department of the Transport divisions drafted new "business line" procedures to meet clients' demands. At the same time, a dedicated training module was introduced along with specifications for defining the need to develop software that more easily meets control requirements with regard to trade sanctions. A new e-learning module on following competition rules was also launched in 2015. In addition, via the division intranet, employees have the fundamental documents specific to the Group, as well as regulations, or the list of referenced suppliers. A team site has been provided to region and country managers as well as region and country "ethics" delegates. This site provides access to the manual of procedures and a toolbox for using interactive documents (risk assessment or the supplier evaluation questionnaire – Due Diligence).

The site will be overhauled in 2016. The intranet is the optimal solution to meet the need for a standard structure in the ethics compliance management system, while efficiently disseminating procedures and processes as well as reporting.

In 2015, issues in the ethics approach, the fundamental documents, and processes were presented to the Steering Committee of Bolloré Energy. Commitment documents specific to that entity, as well as special training sessions, were completed.

### "ETHICS" RISK ASSESSMENT

An assessment of the risks of exposure to environments lacking integrity, conducted in 2014, was renewed in 2015; 89 entities completed it (compared with 76 in 2014). Recommendations were issued to potentially vulnerable entities. These involved:

- employee training (anti-corruption, competition, Group Ethics Charter, Code of Conduct for the Transport divisions, etc.);
- making due diligence automatic with regard to selecting suppliers and subcontractors;
- and clarifying appointments to office.

The need to implement actions was another theme in the recommendations. Bolloré Africa Logistics was listed on the SEDEX<sup>(1)</sup> (Supplier Ethical Data Exchange) website for the first time in August 2014.

SEDEX is a not-for-profit organization dedicated to encouraging and improving the ethical practices of companies and their leaders in global supply chains.

With members drawn from more than 150 countries, SEDEX publishes a secure collaborative platform that allows members to communicate, receive and consult information on the labor practices, health and safety, the environment and the business ethics of other members.

It offers a five-stage process:

- register data on working practices, health and safety, the environment and business ethics on a dedicated platform;
- create a link to the customer to give them access to all the information SEDEX requires;
- complete an online self-assessment questionnaire;
- have on-the-ground audits conducted by an accredited external consultant (SMETA)<sup>(1)</sup>;
- correct any shortcomings identified by the audit.

To be SEDEX-listed is a competitive advantage for Bolloré Africa Logistics and means it can provide existing and prospective clients with a report on its ethical practices and their compliance.

A compliance letter was issued in August 2014 to the companies in Kenya (Nairobi and Mombasa) and in December 2014 to the companies in Mozambique.

In 2015, subsidiaries in the Democratic Republic of the Congo and Zambia also received letters of compliance.

(1) SEDEX Members Ethical Trade Audit: the audit guidelines are based on four major ethical pillars, as international standards for labor practices, health and safety, the environment and business practices.

### ASSESSING SUPPLIER INTEGRITY

In 2015, research to assess the integrity of suppliers advanced. They focused on the central suppliers: air carriers; maritime shippers; agents abroad.

65% of the total number of suppliers were assessed.

These were traditional suppliers of the Transport divisions. The responses they gave were positive in terms of ethics compliance and anti-corruption measures. Thus their referencing was confirmed. This referencing process will continue in 2016 with new suppliers.

All of the Transport divisions' entities apply the same assessment process to local suppliers.

## ACTIVITIES



Green hub obtains LEED certification – Singapore.



Havas Worldwide Prague – Amnesty International – Castle campaign.

WITH OPERATIONS ACROSS  
ALL CONTINENTS, THE BOLLORE GROUP'S  
BUSINESS ACTIVITIES ARE HIGHLY DIVERSIFIED.  
UNDER ITS COMMITMENTS,  
THE GROUP COMMITS TO RECONCILING  
ITS ECONOMIC PERFORMANCES  
WITH ITS SOCIAL AND SOCIETAL  
RESPONSIBILITY AND THE PRESERVATION  
OF THE ENVIRONMENT, DAY TO DAY.



Blue Solutions in Dixinn, Guinea.



Earthtalent – Paribartan Project (Bangladesh).

## TRANSPORTATION AND LOGISTICS

Bolloré Logistics  
Bolloré Africa Logistics  
Bolloré Energy

## COMMUNICATIONS

Havas  
Media and telecoms

## ELECTRICITY STORAGE AND SOLUTIONS

Blue Solutions, Plastic films  
Electric vehicles and Solutions

## SOCIAL COMMITMENT OF EMPLOYEES

Fondation de la 2<sup>e</sup> chance  
Earthtalent  
Foyer Jean Bosco – Mater Amoris

# 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 makes responsible growth a major focus area in its development.



Transport of wind turbines – Bolloré Logistics.

### DEPLOYMENT OF ISO 26000

“ISO 26000 is the only international standard that aims to provide CSR guidance for organizations (companies, government bodies, NGOs, unions, etc.) irrespective of their size and areas of operation” (source: ISO 26000 in ten questions, Afnor).

In response to assessments carried out on its nine pilot sites in 2014, Bolloré Logistics created a multidisciplinary team of auditors in 2015 (from the Quality, Health, Safety and Environment (QHSE), CSR, legal, and finance functions, etc.). The duty of this team will be to define an internal audit program to measure the progress made in establishing the CSR approach within the division.

These auditors may rely on the recommendations resulting from ISO 26000 assessments carried out in 2014 on the nine pilot sites to continue deployment of the standard on new sites in 2016.

### ENGAGING WITH AND FOR EMPLOYEES

Bolloré Logistics continued to pursue its social priorities in 2015:

- ensuring the health and safety of all employees;
- and developing their skills.

#### Ensuring the health of employees

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

#### Prevention of harsh working conditions

In 2015, the Human Resources Department (HRD) in France continued with the process of analyzing harsh working conditions that had begun in 2014 on companies active in freight forwarding and port management. It also pursued the assessment of exposure of all employees to risk factors. This assessment will be complete in 2016.

The initial results of the study conducted on 26 companies located in France revealed that across the scope, few employees were exposed to risk factors. In 2016, a special HR policy will be put in place to:

- deploy a procedure for informing employee representatives;
- define the actions to be implemented to reduce harsh working conditions.

#### Standardizing health and retirement policies for employees under local law

This is a major target for Bolloré Logistics which has been committed to exceeding legal minimum obligations in the matter, in the country where its employees are posted, since 2013.



Transport of wind turbines – SDV Logistique Internationale in Rouen.



Since 2015, all expatriate employees have received a global healthcare/ insurance package (health insurance, medical assistance, repatriation, death or disability insurance) without limitation (pre-existing medical conditions, exclusions, etc.).

Bolloré Logistics also offers its expatriate employees an optional retirement system.

### Guaranteeing the safety of employees

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

#### Safety at work

Bolloré Logistics has developed a safety training policy both in France and abroad. Numerous proactive programs have been run, including:

- HSE training/orientation including employees, temporary employees, and subcontractors. The number of hours of training provided rose by 42% in 2015;
- workplace accident prevention measures taken (with the assistance of occupational healthcare teams).

In addition, the number of occupational health and safety certified sites (e.g. OHSAS 18001, ILO/OHS 2001, BBS 8800, MASE, ISRS, etc.) increased by 14%. It stood at 103 in 2015, compared with 90 in 2014.

#### Country safety

The 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

In a global and competitive environment, where being responsive and accessible to clients is a major lever, Bolloré Logistics adapts its HR practices to ensure the transmission of know-how and include the best components in its entities.

Thus, the Bolloré Logistics Human Resources Department has identified two major issues:

- skills development;
- and promotion of new talent.

#### Identifying skills: setting up a single annual interview report

Bolloré Logistics' HRD has continued its process for setting up a single annual interview report, begun in 2014.

The latter was deployed in 2015 across 62 countries and will be expanded to the entire scope in 2017.

This first step of skills identification is being used to set up training programs for employees.

#### Training accessible to all

The division has an internal training center, the Institut de Formation Logistique (Logistics training institute, or IFL), which offers a large selection of training to employees. Based in France, it has two major aims:

- training employees in transportation, logistics, and stevedoring;
- developing qualifications by promoting professionalization (work-study and professionalizing program). As such, in 2015, 278 employees took continued professional training modules.

What makes the IFL special is that it promotes the involvement of expert employees as instructors and thus contributes to the development of skills coaching within the company.

In 2015, 12,226 employees took IFL training. In addition, awareness modules (ethics, sustainable development, authorized economic operator, etc.) were presented to 8,491 people.

In 2015, the IFL set up new educational modules. A collaborative platform was opened up to 95 people who took the proxy training (local manager training).

This platform displays content (videos, questionnaires, or skits) that add to what was learned in training, while also giving participants a means to exchange ideas. Its access will be expanded in 2016. The IFL has also set up virtual classrooms to offer employees distance learning with an instructor in real time.

This solution will also be renewed in 2016.

#### Encouraging mobility and retention of employees by talent management

Talent management includes:

- career committees and talents reviews that united both the Human Resources Department and the Operations division. They are organized annually by the division;
- special training programs to improve managers' management practices.

By way of illustration:

- In France, International Transport Manager (ITM 1) training for young managers on the job was continued in 2015. The aim was to increase participants' HR, management, finance, and sales skills. The length of training is 210 hours, of which 84 were completed in 2015.

This curriculum reinforces the collaborative approach and internal synergy. It will be renewed in 2016.

- The Europe Management and Leadership Program (MAPS), which lasts four years, is meant for "middle management" and for further developing managerial skills, as well as creating synergy among people from different countries in identical positions.

In 2015, there were 43 participants in this training program in Europe. The program strengthens and spotlights the manager's role, and cultivates the manager's loyalty.

- The Senior MAPS program was started up in June 2015 in Asia, specifically Singapore, to support top managers occupying regional and country management positions.

It is organized over four years and totals 70 hours of training.

### Increasing the share of young people on work-study contracts in the division's new recruitments

In 2015, Bolloré Logistics continued its training actions for work-study students.

- The IFL set up a fourth class of students (Transportation and Logistics Production Manager). They were trained in the transit business in the course of a 770-hour program. The students in the class were brought into the Bolloré Logistics companies in France.

64% of all graduates of the program were hired.

- Bolloré Logistics also organized a fourth class for the sales school including five external participants and three internal employees. 420 hours of training ended in October 2015 with 75% of the participants accepted into the sales branch in France. This training prepared them for Bolloré Logistics' basic business lines such as air transit and shipping, logistics, customs, and trade relations (prospecting, portfolio maintenance, and business development).

## PRODUCING AND INNOVATING SUSTAINABLY

### A strict environmental policy

Bolloré Logistics has embarked on a continuous improvement program, notably involving the implementation of environmental management, quality or safety systems.

In 2015, close to a dozen new agencies obtained their ISO 9001 (quality management), OHSAS 18001 (safety management), or ISO 14001 (environmental management) certifications.

Thus, branch offices in Rouen (France) obtained OHSAS 18001 certification; branch offices in Pantigliate (Italy), Hamburg (Germany), and Delhi (India) obtained ISO 14001 certification; and the branch office in Mexico City (Mexico) obtained ISO 9001 certification.

Several entities were also rewarded for their efforts by obtaining complete integrated management system certification, including: a quality management system (QMS – ISO 9001:2008), an environmental management system (EMS – ISO 14001:2004), and an occupational health and safety management system (OHSAS – BS 18001:2007). These three standards provide a framework of continued improvement which is used to implement methods, meet client expectations better, and ensure employees health and safety, all while committing to protecting the environment.

These three certificates offer numerous benefits, such as:

- strengthening the company's name and image;
- providing quality service to clients;
- mobilization and active participation by employees in the company's different projects and activities;
- continued improvement of methods and systems to better meet the logistics industry's future requirements.

Bolloré Logistics Dubai obtained this certification in October, followed by Bolloré Logistics Philippines in December 2015.

In freight safety, Bolloré Logistics Hong Kong obtained TAPA certification "A" class. TAPA (Transported Asset Protection Association) certification is recognized as the safety standard "par excellence" in freight transport. It is given only to service providers who meet the strictest safety standards.

In September 2015, Bolloré Logistics Germany obtained QEP (Qualified Envirotainer Provider) accreditation, certifying that Bolloré Logistics employees are trained in the use of Envirotainer containers, used to guarantee compliance with the cold chain, specifically in the context of transporting pharmaceutical products.

In all, there were more than 200 certificates, labels, and accreditations deployed within Bolloré Logistics, guaranteeing its clients continued service quality, compliance with safety practices, and a high level of environmental performance.

### Reducing its carbon footprint (CO<sub>2</sub>)

For Bolloré Logistics, producing and innovating sustainably means making a special effort to cut its greenhouse gas emissions.

### Setup of a more environmentally-friendly logistics chain

#### Choosing the least-polluting vehicles

Bolloré Logistics Singapore continued its actions for the setup of a more environmentally-friendly logistics chain, and in March 2015 put a hybrid truck into circulation from its Green hub to serve the luxury and fashion industry in downtown Singapore.

The hybrid shuttle gets going with an electric powertrain (up to nearly 50 km/h) and then the diesel engine takes over; it is perfectly suited to Singapore's urban environment. The kinetic energy produced during braking is also captured and converted into electric energy, giving the vehicle greater autonomy.

The result is a reduction in fuel consumption and CO<sub>2</sub> emissions – by as much as 23%. It also reduces airborne particles and nitrous oxide (NO<sub>x</sub>) (up to 30% compared to a traditional diesel-powered truck). In addition to reducing atmospheric emissions, the sound environment quality is considerably improved for the comfort of users at the loading and unloading sites. This hybrid shuttle joins the one already in circulation in Germany. This new initiative is a perfect fit with the Save Program, which gives clients the option of measuring the carbon footprint of shipping, reducing CO<sub>2</sub> emissions by designing ecosolutions while improving overall supply chain performance. It also supports sustainable-development initiatives via carbon offset projects.

The slogan posted on the vehicle "Feel the Change" reflects the trend toward more environmentally-friendly local logistics, combating air pollution in urban centers and global warming. The new shuttle is a concrete action in the urban logistics segment.

#### Environmentally-responsible buildings

In December 2015, Bolloré Logistics commissioned its new site on the Roissy-Charles-de-Gaulle airport platform. This site, which harbors the various branch offices of Bolloré Logistics in a 30,000 m<sup>2</sup> warehouse, as well as a 7,500 m<sup>2</sup> commercial building, is a reflection of the environmental aspect that has been the focus of the specifications since the project's earliest stages.

In addition to its BiodiverCity® label, the site stands apart for its different environmental certifications, because it is also ISO 14001, High Environmental Quality (HQE) "Excellent" level, and Environmental Design (LEED) "Gold" certified.

In addition, three sites in Australia have installed LED (light-emitting diode) lighting. These new lighting systems significantly improve the buildings' energy efficiency due to their long life and low energy consumption.

For example, for the Smithfield site, only twelve months after installation, the LED reduced consumption by about 90,000 kWh (average daily consumption went from 1,000 kWh to 700 kWh).

**Assessing its environmental impact**

Greenhouse gases are not the only environmentally harmful emissions, air pollutants are also worsening the air quality and possibly our health as well. The major source of these pollutants is transportation. To make its contribution to the fight against air pollution, Bolloré Logistics has undertaken to integrate information about local air quality impact into its tools for measuring the environmental footprint of transports.

Along with the CO<sub>2</sub> emissions calculator set up in 2013 for air and sea transport operations, Bolloré Logistics' aim is to include a new angle of environmental assessment in its services that will account for air pollution, health impact and, more broadly, climate change.

The work of modeling these negative externalities was begun in November 2015 and will be included in environmental reports starting in the second half of 2016.

**Assessing the water footprint**

Water resources are an important issue with regard to Bolloré Logistics' activities, due to its many international locations. The overuse of this resource threatens a delicate balance on a worldwide scale (fresh water makes up only 3% of available water on the planet).

Bolloré Logistics is aware of this challenge and began a process of measuring its water footprint in 2015. The water footprint is defined as the total volume of fresh water used to produce the goods and services consumed by the individual, the territory, the company, or the industry.

The aim of this study is to identify the sites for which the risks tied to the "water" issue are the most pressing. The first or "screening" phase in this process was the time to decide, of the more than 600 sites worldwide, which ones are "priorities" in terms of this issue.

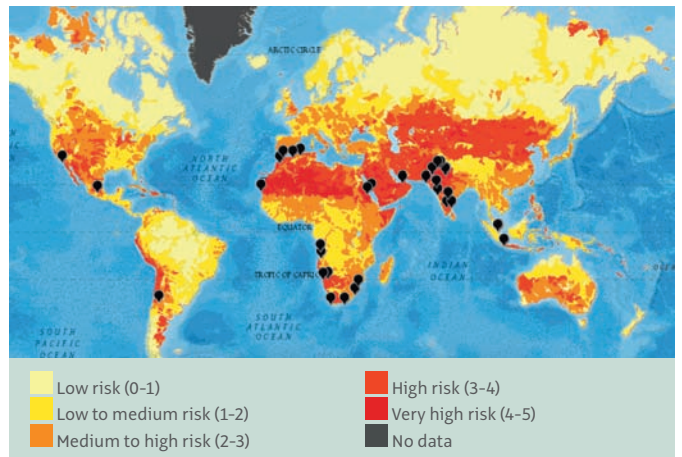
Next, a more detailed review will be conducted in 2016 on these priority sites, so as to propose actions for:

- limiting "water" risks;
- and improving reporting on this topic.

At the end of this study, a "water" policy will be established to propose recommendations and an action plan within Bolloré Logistics.



Singapore's Green hub.



Water footprint of areas at risk.

## Preserving biodiversity

The division's commitment to protecting biodiversity is also visible. Its conservation is one of the major environmental concerns affecting CSR, and since 2014 Bolloré Logistics has been determined to disseminate and develop a biodiversity strategy, through the application of a Biodiversity Charter.

### BiodiverCity® label



More and more real estate projects are assessed and valued according to Building Research Establishment Environmental Assessment Method (BREEAM, LEED, and HQE) certifications. These certifications have begun to incorporate the issue of biodiversity into real estate projects, yet have not carried out an in-depth assessment.

In 2013, in response to this need, the BiodiverCity® label was created by the IBPC (International Biodiversity and Property Council), which counts Bolloré Logistics as one of its founding members.

The label assesses and displays the buildings' "environmental performance" based on four major criteria:

1. the commitment;
2. the project;
3. the land's environmental potential;
4. the users.

After the Roissy – Charles-de-Gaulle site in 2014, the new Nantes – Saint-Aignan site has obtained this label (becoming the 8<sup>th</sup> site in the world to have the BiodiverCity® label). Built on a plot measuring 10,740 m<sup>2</sup>, the building offers 2,700 m<sup>2</sup> of office space on three stories. 49% of the total land area is green spaces. The landscape was arranged to preserve and enrich biodiversity: bushes and plants (feeding habitat for local fauna), trees including six fruit trees, landscape valley, flowering berms, retaining reservoir, and an evergreen parking lot.

In terms of the assessment process, the Nantes site obtained the "High-Performing" level. The site was also certified "HQE – Exceptional Level"; both for its "Program and Design" phase and for the "Execution" phase.

### Ecocert® certification



In 2015, Bolloré Logistics was one of the pilot companies in the new benchmark launched by Ecocert Company, "Biodiversity Commitment." The purpose of this certification is to distinguish those organizations that place the issue of biodiversity at the core of their corporate strategy.

It is also to structure the recognition of biodiversity in the company's internal processes. The company is audited each year to make sure the commitment endures.

The Bolloré Logistics sites in Puteaux, Roissy and Nantes, and the future site in Le Havre, were audited in November 2015 and obtained certification in December.

## TAKING ACTION FOR LOCAL DEVELOPMENT

Bolloré Logistics sees its social responsibility as the need:

- to provide local responses to social issues in the territories where it operates;
- to offer its employees the chance to play an active part in solidarity activities.

### Strengthening the local presence of the division's activities

#### Evaluate its local socio-economic footprint

Defining its socio-economic footprint means assessing the financial flows to its stakeholders (employees, suppliers, local authorities, governments, etc.) to deduce the company's contribution to local development.

Such an assessment is a major challenge for the CSR policy of the division, which seeks to better define the value it adds to the territories where it operates.

By measuring the number of employees hired who are nationals of the country in which they work, it appears that the Bolloré Logistics division employs 88% of local employees across all of its workforce, which comes to 11,613.

This assessment will be continued in 2016.

### Establishing a relationship built on trust and building lasting partnerships with stakeholders and civil society

Bolloré Logistics has opted, in its priority action areas, to strike up partnerships with benchmark players such as the French Federation of Food Banks and the Red Cross.

#### Two partnerships for the division:

##### Support for the French Federation of Food Banks



For the fifth consecutive year, Bolloré Logistics has decided to renew its partnership with the French Federation of Food Banks.

The donation made will be used to partially fund the creation of a refrigerated sorting house for the Food Bank of Saint-Malo, the expansion of the warehouse of the Food Bank of Nantes, and a youth job training and placement program.

For the fourth consecutive year, Bolloré Logistics participated in the national collection on November 27 and 28, 2015. Once again, employee mobilization was high, with 140 volunteers from 23 metropolitan branch offices taking part.

**Support for the French Red Cross**



**Ready Fund Partnership**

Bolloré Logistics has decided to renew its partnership for two years with the French Red Cross. Thus, the gift will once again be paid to the “Ready Fund”, a comprehensive disaster preparedness and response tool, which has been

used repeatedly in recent months:

- in Iraqi Kurdistan, in support of displaced people in refugee camps and urban areas (water and sanitation);
- in the south of Yemen, to respond to the health emergency of displaced people in the Shabwah governorship (food and basic hygiene);
- in northwest Vietnam, to support a disaster risk-reduction project among the region’s ethnic minorities;
- opening of an Ebola treatment center in Guinea. The action by the Red Cross, scheduled until August 2015, included awareness, contact follow-up, building disinfection and patient transport activities.

**Lifesaving actions**

Since 2013, Bolloré Logistics has offered an introductory first aid course for all volunteering employees in metropolitan France and the overseas territories. This introduction is organized in cooperation with the IFL and executed by French Red Cross trainers. It means taking the right actions when faced with a person who is unconscious, in cardiac arrest, or choking. In 2015, nearly 500 people took this training course, bringing to 1,700 the number of employees trained since the campaign launched.

**Promoting the social commitment of employees**

The Bolloré Logistics division is particularly keen to support any employees who want to become involved in charity projects.

Established in July 2012, the Bolloré Logistics Sponsorship Committee is now composed of five members who rule on many nonprofit projects driven by employees, in relationship with their professional activity or personal investment. At end 2015, 24 associations had received financial aid (of which six were for three consecutive years), allowing them to develop numerous initiatives around the world, in varied solidarity fields such as humanitarian, health, education, environment and culture.

**“Secours populaire français”**

The local committee of the French humanitarian organization Secours populaire français approached the Works Council as well as the Human Resources Department of the Colomiers branch office, specifically to inform them of the special event the association wanted to organize as part of its 70<sup>th</sup> year as a nationwide nonprofit. The application submitted by the HR manager to the Sponsorship Committee consisted of funding the bus transport of 50 children who get no school vacation, from the community of Colomiers and vicinity, so they could participate in the “Journée des oubliés des vacances” [day for those without vacation] (70,000 children from 70 countries were at the event in August 2015).



Secours populaire français.



Cami Sport & Cancer association.

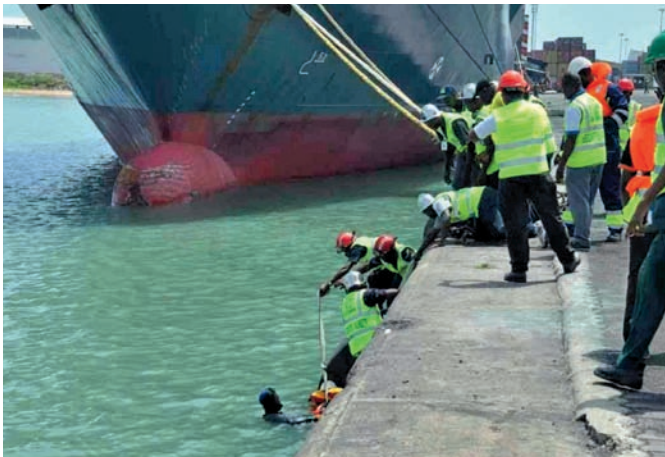
**Cami Sport & Cancer**

This association has developed a unique method, the benefits of which have been scientifically validated. It allows patients undergoing treatment or in remission to practice sports that are made safe and fun, to improve their quality of life and reduce the risks of recurrence. The Sponsorship Committee provided its support to Cami by funding a booth at the Heroes’ Race, a media-heavy annual sports and fundraising event in the nonprofit realm. In 2015, the association raised 29,000 euros in gifts, thanks to the 46 runners/walkers who wore its jersey during the event. The funds raised were used to fund 11 weekly collective courses for 220 beneficiaries.

# TRANSPORTATION AND LOGISTICS

## Bolloré Africa Logistics

Bolloré Africa Logistics employs more than 24,000 people directly and operates in some 40 countries in Africa. Covering such a large part of Africa results in Bolloré Africa Logistics being a major economic player on the African continent. The division fully integrates the social, environmental and societal commitments of the Bolloré Group and oversees their deployment in its subsidiaries.



World Day for Health and Safety at Work.

### ACTIVE PARTICIPATION IN THE 2015 WORLD DAY FOR HEALTH AND SAFETY AT WORK

The 2015 World Day for Health and Safety at Work (inaugurated by the International Labour Office in 2003) mobilized all entities in the network with the support of outside service providers, physicians, and government representatives.

Republic of Côte d'Ivoire, Angola, Kenya, and Uganda chose to raise their employees' awareness about health and safety procedures. Other companies focused their campaigns on specific topics such as:

- road haulage and its risks (Cameroon, Chad);
- workplace accident prevention (Ghana, Guinea, Mali and the Democratic Republic of the Congo);
- prevention of work-related illnesses (Senegal, Zambia, Rwanda);
- sanitation of the working environment (Benin).

### ENGAGING WITH AND FOR EMPLOYEES

#### Ensuring the health of employees

##### A tailored medical coverage for employees and their families

Health is a priority for Bolloré Africa Logistics, which offers high rates of health coverage to its employees. In accordance with each African country's laws, Bolloré Africa Logistics has established two health management systems for its employees: a social security system and a medical cost reimbursement system.

Bolloré Africa Logistics provides its employees and their families with quality medical coverage and priority access to care in its own health centers. These centers are located in 11 countries and managed by occupational physicians and dedicated nurses, or through partnerships with medical organizations.

##### A policy to combat epidemics and pandemics on the African continent

Many prevention and screening programs have been deployed in the African network (AIDS programs in Congo, Cameroon, and Guinea; malaria programs in Congo, Benin, etc.).

Naturally, its priority in 2015 was controlling the Ebola epidemic which afflicted Africa, particularly in the countries where Bolloré Africa Logistics operates: Guinea, Liberia, Sierra Leone and Nigeria.

The rapid mobilization of local teams and different prevention measures administered to employees and their families helped ensure that none of our employees was affected by Ebola.

#### Guaranteeing the safety of employees

##### Managing risk: a priority for the network

Bolloré Africa Logistics has three priorities for its employee safety policy: identifying risks, translating them into specific goals and implementing an ambitious certification policy.

The Quality, Health, Safety and Environment (QHSE) process carried out by Bolloré Africa Logistics for more than ten years covers all its business lines. Deployment of the management system is in effect across the network.

A STOP (Safety Training Observation Program) Card process was established in 2015 so that every employee could report an anomaly or a best practice to improve QHSE procedures.

A special environmental management system was introduced in 2015 in 15 African countries (Republic of Côte d'Ivoire, Cameroon, Gabon, Congo, Ghana, Benin, Togo, Chad, Democratic Republic of the Congo, Zambia, Tanzania, Sudan, Burundi, Guinea, and South Africa).

**Increased proactive HSE actions for logistics activities**

The HSE policy carried out in the field on logistics activities (not including rail or port terminal installations) brings substantiating results. In 2015, there were 74,805 HSE meetings and inspections, as well as 102,418 hours of training (in the transport and storage of hazardous materials). To increase security for Bolloré Africa Logistics' drivers, road safety and eco-driving awareness actions were followed by employees in Cameroon, Uganda and Kenya in 2015.

**Deployment of the Pedestrian Free Yard program for port terminals and inland container depots (ICD)**

The Pedestrian Free Yard is an example of the policy implemented by the division to guarantee employee safety. More than 160 procedures have been put in place to ensure that employees in each terminal, as well as subcontractor staff and visitors, comply with operational rules on health, safety and the environment, in all regions and for all identified risks. In 2015, the Abidjan Terminal earned both ISO 9001 and Pedestrian Free Yard certification. In coming years, the aim is to extend this double certification to all port terminals, inland container depots (ICDs) and logistics bases.

**A strong certification policy**

The Bolloré Africa Logistics division has an ambitious certification policy based on several sets of guidelines, including ISO 9001, ISO 14001, OHSAS 18001, IRIS, ISPS and the ICMI code.

A few examples:

- **ISO 9001 Certification** (quality management system)  
In 2015, more than 65 entities in the division (compared to 60 in 2014), located in 20 countries, were ISO 9001 certified. The entities in Madagascar, Republic of Congo Katanga and Mauritania were certified this year.

- **OHSAS 18001 certification** (safety management system)  
The OHSAS 18001 management system was developed at the Bolloré Africa Logistics home office. The Congo conducted a dry-run audit at end 2015 and should be certified in 2016. A certification process was also begun in 2015 on the oil logistics bases.

- **IRIS Guidelines**  
In 2014, Bolloré Africa Logistics' railroad concessions began the process of IRIS certification, concerning the transport of merchandise and passengers, as well as fixed or mobile maintenance operations. IRIS Guidelines, which are an extension of ISO 9001, are specifically geared to the railway segment and essentially cover project management, special process management, and risk analysis.



Pedestrian Free Yard – Abidjan Terminal.



New Sitarail locomotives delivered.

In 2015, Sitarail became the first railway operator to be IRIS certified. This certification confirms that Sitarail has established a management system with the world's best standards and is prepared to guarantee its rolling stock's availability and reliability.

#### • ISPS Guidelines

Like every port terminal in the world, Bolloré Africa Logistics' port concessions are required to comply with International Maritime Organization (IMO) and International Ship and Port Facility Services (ISPS), which govern the security of the facilities.

In addition to internal security and safety audits, analyses are done by recognized independent bodies to verify compliance with ISPS code.

In 2015, qualifying training was administered to more than 40 employees of Benin Terminal and Togo Terminal.

#### • ICMI Guidelines

The division is a signatory to the International Cyanide Management Institute (ICMI) code, undertaking to carry out cyanide transportation in strict compliance with the code.

ICMI certification for cyanide transportation was further developed in 2015: Bolloré Africa Logistics Côte d'Ivoire and Sogeco in Mauritania joined with the Group's three entities (in Ghana, Senegal and Burkina Faso) that were already certified.

### Identifying and promoting local talents

As part of its drive to maintain its standing as the leading logistics operator on the African continent, Bolloré Africa Logistics has a policy of identifying and recruiting new talents.

Since 2011, the division has been committed to a partnering approach with leading African schools and universities, training students in the fields of logistics, transport, shipping, engineering and trade. These partnerships fulfill two principal aims:

- to support entities in creating training programs tailored to the division's careers and needs;
- offering training internships to promising students coming out of partner schools and universities.

As such, in December 2015, the division had close to 40 partnerships approved by local Human Resources Departments in 13 African countries.

These partnerships are also used to find the most talented candidates and nurture potential new hires.

In tandem with this external process, and to identify high potential within the division, career committees will be set up in Africa in 2016.

The aim of these committees, which united both the Human Resources Department and the Operations division, is to support those identified as having high potential by developing their skills and, whenever possible, create succession plans.

### Developing skills and employee retention

There are also specific programs in place to promote employee retention and continuous skills development.

Retaining employees means notably investing in training and implementing internal programs for business line expertise. Thus the division's training policy is built around a process of clearly identifying employees' individual needs and analyzing changing career paths.

This policy is embodied in the execution of special programs administered by internal training centers.

#### "Business line" training

In 2008, Bolloré Africa Logistics created a Pan-African port training center in Abidjan. Its aim is to train port handling professionals in the segment's newest equipment and technological developments, thereby promoting the transfer of know-how and skills.

Women are joining this industry in greater numbers and are being trained in running port towing machines.

The goal of the Pan-African training center is:

- literacy and remedial education for operators (prerequisites to any training action). In 2015, 80 students benefited from this;
- training which transmits occupational skills to select operators.

In 2015, 491 people were selected by the training center. Of these, 20 women were retained. Eight of them completed their training. Twelve women will be trained in 2016.

In 2015, the Pan-African training center conducted a special action with the Authority for the disarmament, demobilization and reinsertion of ex-combatants in the Republic of Côte d'Ivoire. The aim was to provide training to 96 ex-combatants in the interest of their social and professional reintegration (by working as forklift operators or truck drivers).

At the end of this five-month training period, 71 candidates became forklift operators, and eight got their truck drivers' licenses. Twelve students will be trained in 2016.

Training allowed new ex-combatant drivers to join a recognized and worthy trade and acquire new skills.

#### Example of a specific program: Manager for Tomorrow (MFT)

Manager retention is a major issue for the Bolloré Africa Logistics division, which offers them a specific training program.

In Africa, a new Manager for Tomorrow training session was conducted in 2015. It included 40 participants from Bolloré Africa Logistics divided into two groups, one dedicated to French-speaking African countries and the other to English-speaking countries. Each group had a total of 35 hours of training. The curriculum, introduced by the HRD with support from the IFL, had a new, strongly managerial slant, which was especially welcome for African employees identified as executive potential by their departments.

In addition to the training, participants were able to network.



This training was the opportunity for creating a managerial action plan for each of the participants, which they committed to implementing at the end of this path.

## PRODUCING AND INNOVATING SUSTAINABLY

### Reducing energy consumption and the environmental footprint of activities

#### Monitoring energy consumption

In 2015, all Bolloré Africa Logistics subsidiaries continued to work on the baseline measure begun in 2014 on water and energy consumption. The goal is to create action plans for reducing them.

The initiatives carried out in 2014 in Republic of Côte d'Ivoire and Burkina Faso, specifically on rainwater collection, were continued in 2015.

Other actions to reduce water consumption were undertaken on twenty-odd sites in the network, including the MPS port terminals, Abidjan Terminal, Camrail and Freetown Terminal...

As for electricity use, the Sitarail and Camrail concessions, the Conakry, Togo, and DIT Cameroon port terminals, and the Malawi, Zambia, and RDC Katanga logistics sites were equipped with solar panels or lighting, and thus had recourse to renewable energy.

Awareness campaigns for reducing energy consumption and fighting waste, via communications media or displays on the sites, were organized in some thirty of the division's subsidiaries.

#### Environmentally-responsible purchasing practices

Given the large environmental footprint of its land, port and railway logistics activities in Africa, Bolloré Africa Logistics has put strategies in place to reduce energy consumption and the environmental footprint of its entities. Environmentally-responsible purchasing practices for its activities is based on several commitments:

- maintaining a fleet that is compliant with the anti-pollution measures in countries where its towing machines are used;
- carrying out a renewal policy for land vehicle fleets and port and railway equipment;
- implementation of preventative maintenance program to all vehicles (maintenance of injection systems, filters for the vehicle fleet, etc.);
- purchasing the cleanest available diesel on the continent from Total, the main supplier, and tracking the fleet's road fuel consumption;
- perform maintenance on fuel storage areas.

To pursue its goal of reducing energy consumption, Bolloré Africa Logistics will set up a hydrogen-based system in 2016 for rail and large engines.

### Waste treatment and recycling

Where waste treatment systems exist, the division has struck up partnerships with approved suppliers to put a waste-sorting and/or recycling system in place.

Bolloré Africa Logistics has introduced waste-sorting procedures in about 20 countries, and a recycling program in 15.

#### Some examples of best practices:

In 2015, the division's subsidiaries (SDV South Africa and White Horse), as well as the entities in the Congo (Bolloré Africa Logistics Congo and Congo Terminal) and Republic of Côte d'Ivoire (Bolloré Africa Logistics Côte d'Ivoire, Sitarail and Abidjan Terminal) continued their waste sorting and recycling activities begun in 2014.

Certain entities in Bolloré Africa Logistics have been developing effective solutions for environmentally friendly management of the oils generated by their land and rail based logistics activities.

To do this, they are using partnerships that meet international standards for treatment of these used oils.

For example, Total recycles used oil for Camrail in Cameroon, for Bolloré Africa Logistics Côte d'Ivoire, Abidjan Terminal, Carena and Sitarail, in Republic of Côte d'Ivoire, for Conakry Terminal in Guinea, for Bolloré Africa Logistics Burkina Faso and for Bolloré Africa Logistics Mali.

RoRo Dakar Terminal has started up an oil-removal system that involves rainwater, washing water and wastewater, as well as a micro-station for wastewater treatment.



Sitarail.



Bluebus vehicles in Cameroon.

## TAKING ACTION FOR LOCAL DEVELOPMENT

### Promoting better regional integration by ensuring energy transition

As a major economic actor in Africa, Bolloré Africa Logistics accounts for the special needs of the countries in which it does business.

The division is, in its way, participating in the emergence of a carbon-free economy in the countries in which it is located, by providing clean energy storage systems and more environmentally-friendly transportation infrastructures.

#### Commissioning a new Bluebus in Cameroon

In July 2015, Yaoundé University in Cameroon commissioned a third Bluebus on its campus, for students and professors. These electric buses, fully funded by the Bolloré Group, run on energy produced by solar panels and stored in LMP® electric batteries.

Thus, the third Bluebus will improve its service of the different university campus sites of Ngoa-Ekelle. Since 2014, they have already transported more than a million students and professors. They run from 7:30 am to 9:00 pm along a five-kilometer circuit.

### Deployment of clean energy storage solutions

At the Africa Games in Brazzaville, a major event for the Congo, the Bolloré Group and the Qatar Government launched Bluecongo, a joint venture with the purpose of developing electric transport infrastructures and clean energy production systems to meet the country's sustainable economic development needs.

On that occasion, Bluecongo provided official and sports delegations with 50 Bluecar® and Bluesummer vehicles as well as 14 electric buses at the different competition sites. To power the cars and buses, four stations, nearly 80 charging terminals, were installed on the Kintélé site. A technical base close to the Brazzaville Autonomous Port completes these facilities. By combining this electricity storage solution with existing solar technology such as solar panels, Bluecongo autonomously produces and continuously uses, day or night, 100% renewable and environmentally-friendly energy.

In Guinea, the technicians of Bluezone Guinea, trained by experts of Blue Solutions France, carried out different installation work on shelters (containers filled with batteries) in the Bluezones in construction, specifically Kagbelen, which now has its own energy-storage equipment. These technicians also commissioned a second shelter in the Bluezone of Kaloum, which made the site 100% autonomous in energy production and management.

### Promoting local integration by building educational and healthcare infrastructure

Bolloré Africa Logistics contributes to development in the countries where it operates in many ways, one of the most important being development of infrastructure for education, healthcare and access to natural resources.

#### Healthcare infrastructure

In 2015, the division signed a partnership with the Lions Clubs of Togo, regarding a construction project of a health center in Kpassidè.

This type of infrastructure is non-existent in this zone, where people must travel dozens of kilometers to gain access to care.

Since 2009, Bolloré Africa Logistics Côte d'Ivoire has supported the NGO Les Amis de Thérèse Hauray. By means of this partnership, the Adiopodoumé Health Center was built near Abidjan. It includes 24 beds for AIDS patients with a dedicated treatment ward, an operating room, a birthing room, and extended stays.

Bolloré Africa Logistics Kenya participated, along with the Lions Sight First Eye Hospital in Nairobi, in the cataract screening campaign conducted for a million people. Since its creation in 1997 and following these campaigns, the hospital has performed 58,000 cataract surgeries, of which 3,521 in 2015.

**Access to natural resources**

Under its local involvement policy, Camrail undertook the construction of various infrastructures for the well-being of the local populations. These actions consisted of creating and servicing numerous wells and wellbores across the railway network, as well as water treatment.

At this time, Camrail has arranged 36 drinking water points constructed in railway lines that are not served by the drinking water supply network. The last two donations of manual pump wells were made jointly by Camrail, DIT and Bolloré Africa Logistics Cameroon. They went on line in August 2015 and are benefitting the village communities of Ngog Ngwass (500,000 people) and Bekoungou Ayos (30,000 people in 35 villages).

In 2015, Sitarail created three new wellbores in Cechi, Kiohan (Republic of Côte d'Ivoire) and Siby (Burkina Faso), and rehabilitated two other wells in Bereba and Bagassi (Burkina Faso) to benefit its agents as well as the populations living along the railway line.

**Commitment to children and young people: reintegration of street children**

For ten years, Bolloré Africa Logistics Burkina Faso has been a partner of the Réseau éducation pour tous (Repta – Education for all network).

In 2015, this network helped 200 children living on the street in Bobo-Dioulasso, the country's second-largest city, giving them access to sports and literacy courses for the purpose of their social reintegration.

In 2015, more than 100 women employed by Bolloré Africa Logistics in Cameroon made a commitment to girls and young women in difficulty taken in by the Foyer Saint-Nicodème. Their mobilization supplied books and basic necessities to this association, which has been supported by the division for more than ten years. More than 6,000 girls and young women were reintegrated.

Additionally, in 2015, in the Republic of the Congo, Bolloré Africa Logistics participated in outfitting a housing center in Pointe-Noire for girls and young women living in the street, with the aim being their reintegration into society.

**Dialog with stakeholders**

Bolloré Africa Logistics seeks to encourage all forms of dialog with stakeholders to reconcile economic imperatives and local expectations that were voiced as completely as possible. This dialog also makes it easier to accept new projects locally. The program is part of the ISO 26000 process rolled out at Group level.

**Oversight of Camrail facilities**

Camrail supported the creation of an oversight committee for every village neighboring the network.

Neighboring village communities actively participated in protecting Camrail's facilities by setting up a system of track oversight, and by holding awareness-raising meetings.

At the start of each year, Camrail holds meetings led by the Chief Executive Officer, which reward the most vigilant communities and discuss existing cooperation with their representatives.

**Wildlife protection**

Since July 2005, Camrail and the Ministry of Forests and Wildlife signed an agreement to set up a program to support the wildlife protection program and to eliminate the transport of wildlife products by rail.

This commitment was renewed in 2012 by both parties. The NGO Carfad was selected to roll out this project across the relevant zone (Ngaoundéré-Yaoundé section).

In cooperation with the government and Carfad, Camrail committed to the following:

- To allow and facilitate missions to check for wildlife products on board trains, at stations and in railway lines;
- To authorize missions to check for wood products at stations where these products are departing or arriving, and obligatorily before their incorporation in the trains;
- To provide the Ministry of Forests and Wildlife, insofar as it is able, with the logistical resources for facilitating the control missions.

These various missions were carried out with heavy involvement from the communities along the railway line.

**The Sitarail example: dialog with local populations**

The Sitarail railway concession takes part in regular or one-off meetings with the municipal authorities and community leaders in villages and districts crossed by the railroad.

In 2014, with the various coordination meetings with the town hall of the affected residents, Sitarail managed the works for the construction of infrastructures for Abobo station.

Under the infrastructure rehabilitation program known as PRI, and for the environmental and social impact studies that will be carried out across some or all of the network, coordination meetings with the authorities, the local residents and the affected stakeholders will be held in 2016.



Camrail.

## TRANSPORTATION AND LOGISTICS

### Bolloré Energy

The environmental issue is fundamental to Bolloré Energy, which seeks to manage the environmental impact of its activities, while it ensures the health and safety of its employees.



Fleet of trucks, Strasbourg – France.



Gerzat warehouse, Puy-de-Dôme – France.

#### ENGAGING AND BEING COMMITTED TO EMPLOYEES

##### Regularly applying and improving health and safety systems

Bolloré Energy 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.

As such, the Bolloré Energy division has identified two overarching risks for its employees:

- working at heights;
- asbestos exposure.

To protect employees from these risks, the division provides them with individual protective equipment and regularly administers training sessions. Since 2013, the work clothing of technicians and delivery drivers have been cleaned by a specialized service provider that is capable of preserving their fire-resistant properties.

In 2015, training on the requirements for the transportation of hazardous goods continued. Four branch office employees and 75 drivers (compared with 60 in 2014) were trained or refreshed in European agreement on the international transportation by road of hazardous goods (ADR) regulations. 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 and Posture", customized to their particular occupations.

In 2015, two initial training sessions in "First Aid in the Workplace" were organized in the branch office, and 19 people (up from 13 in 2014) were trained, including a warehouse agent, eleven administrative personnel, six branch heads, and one regional head. This training enables them to manage the behavior and gestures associated with first aid, identify warning behaviors, and to take part in on-site prevention.

### Encouraging intergenerational transfer and developing skills

Based on its desire to integrate young people into the working world, Bolloré Energy brought in 37 work-study students (two professionalization contracts and 35 educational contracts) in 2015. These students, supervised by a guardian, most often a branch head, were able to gain from his or her knowledge and acquire significant professional experience in (for six of them) the commercial realm.

Bolloré Energy ensures skills development in its employees through the implementation of customized training programs, as well as professional career development. Thus in 2015, 552 training sessions in conjunction with the division's "business line" requirements were administered to 329 employees. The total number of hours dedicated to training stood at 7,789 hours (an average of 14 hours per employee).

Bolloré Energy also supports its employees in their career management so that they have ad hoc skills at the right time. This translates into improved professional expertise for position incumbents, thanks to annual individual interviews at which professional development and training requirements are discussed.

In 2015, 582 employees benefitted from these formalized exchanges with their supervisors.

### Encouraging social dialog

Bolloré Energy respects its legal obligations in matters of social organizations and has employee representatives, a Works Committee, and a Health, Safety and Working Conditions Committee (CHSCT). In this respect, the following were held in 2015: four employee representative meetings, twelve Works Committee meetings, and six CHSCT (four ordinary/two extraordinary) meetings.

In 2015, the renewal of the collective agreement on mandatory annual negotiations (NAO) was signed. It stipulates, in addition to the policy of merit-based bonuses, a collective monthly wage increase for all employees having a base gross annual salary of 30,000 euros or less.

## PRODUCING AND INNOVATING SUSTAINABLY

Managing the environmental impacts of its operations is a priority for Bolloré Energy. With the support of the Executive Management, the policy to prevent major accidents implemented in 2009 at primary warehouses was extended in 2015 to all division warehouses via the Hygiene, Safety and Environmental Protection Charter, which was revised in 2015. A global environment policy, incorporating initiatives based on the charter's provisions, will be rolled out in 2016 across all primary storage warehouses.

In 2015, the division committed to an ISO 26000 certification procedure for the five primary storage warehouses.

Two of these sites should be certified in 2016. The three other warehouses will obtain certification in 2017.

### Preventing environmental hazards

#### Risk identification

In 2008, Bolloré Energy initiated an industrial and environmental hazards mapping approach. Since that date, it has drafted a six-monthly diagnostic to assess its risks and implement action plans to address them.

As such, during 2015, the crisis cell operating procedure was updated (response chain update, "fiches réflexes" emergency instructions update, etc.). The software for regulatory depot operation, which monitors regulatory deadlines and ensures they are met, was optimized in 2014. This made it possible to monitor ICPEs (installations classified for the protection of the environment) more closely. In 2016, improved software should be installed. In 2015, a specific check was carried out on single underground piping envelopes at 2 of the 111 sites subject to declaration. Furthermore, an internal audit was carried out at 18 of the 111 ICPE sites (installations classified for the protection of the environment). No major non-compliance issues were found.

#### Soil remediation

As a hydrocarbon warehouse operator under ICPE, Bolloré Energy is aware of the impact of its activities on the environment, and specifically on soil. In order to ensure that soil is in good condition, a diagnostic is carried out each time a warehouse is closed. If pollution is found, whether or not this occurred prior to Bolloré Energy's activities, remediation is conducted before handover to the owner and/or lessor.

Thus, in 2015, the division conducted remediation by excavation of contaminated land from two sites.

#### Other environmental actions

In 2015, Bolloré Energy continued its environmental risk prevention action by conducting:

- groundwater monitoring at regular intervals at 14 of the 111 ICPE warehouse sites subject to disclosure and authorization;
- testing of waste water expelled by separators at the 111 ICPE warehouse sites subject to disclosure and authorization;
- testing of leak detectors for underground storage tanks at 14 of the 111 ICPE warehouse sites subject to disclosure and authorization.



Tank, Strasbourg – France.



Loading fuel oil, Strasbourg – France.

### Making energy savings (energy-saving certificates)

Bolloré Energy has identified climate change as one of its major challenges due to its business in the distribution and warehousing of oil products, which emit greenhouse gases.

One of the initiatives to combat global warming is the energy savings certificate (ESC) scheme, established by articles 14 to 17 of the Program Act establishing France's energy policy priorities (POPE law) of 13 July, 2005.

Under this scheme, energy sellers such as Bolloré Energy ("obliged parties") must achieve energy savings and, within a three-year period, meet a quantified target set by the authorities. This three-year target is divided up between operators according to their sales volumes.

To obtain the ESCs, the "obliged parties" must encourage their customers (households, local authority or business users) to implement solutions resulting in a decrease in their energy consumption.

At the end of the three-year period, the obliged parties must prove that they have met their obligations by holding the ESCs for their energy saving obligations.

If they fail to do this, the obliged parties must pay a discharge penalty of two euro cents per missing kilowatt-hour.

On January 1, 2015, a new three-year period, known as the "third period", began. The overall energy-saving obligation was raised to 700 TWh (all energy combined), which is twice the level set for the second period.

Bolloré Energy must save 6 TWh of energy.

In 2015, the division's energy-saving initiatives, directly with its customers or via partnerships, secured 2 TWh of energy savings (a third of the three-year obligation).

These partnerships renewed for 2016 will make it possible to continue the action taken and meet the upcoming obligations for 2016 and 2017.

Furthermore, pursuant to the law on energy transition, the decree of December 30, 2015 requires energy sellers, as of January 1, 2016, to implement energy-saving strategies in homes affected by fuel poverty.

These homes, rated as vulnerable or very vulnerable based on their tax income, must receive assistance to pay for renovations to improve their energy efficiency.

This work will be financed partially or fully by ESC credits, depending on the level of vulnerability.

This new obligation is 150 TWh for 2016 and 2017 and is on top of the 700 TWh already scheduled under the ESCs.

Bolloré Energy must save 1.3 TWh of energy.

### Contributing to a reduction in greenhouse gas emissions

In order to reduce fuel consumption, Bolloré Energy constantly renews a portion of the road tanker fleet, thus ensuring that the fleet's engines meet current environmental standards. In 2015, 25 road tankers were acquired by the company for this purpose. These new vehicles comply with the Euro 6 standard, which has reduced allowable nitrogen oxide (NOx) levels by 80% and allowable fine particle levels by 50%. As an offset, the same number of vehicles over ten years old were removed from the fleet.

In parallel, at the end of 2015, Bolloré Energy updated its greenhouse gas emissions report.

### Acting in favor of biodiversity protection

Bolloré Energy strives to limit the impact of its business on the natural environment, ecological balance and protected species.

Within this framework, the procedures and checks implemented drastically limit the risk of accidental spillage. There are several types of procedures and checks:

- inventory inspections (at least once a month) to detect any product leakage;
- tests on leak detectors for all underground tanks;
- compliance work on leak-detection systems in underground tanks.

In 2015, Bolloré Energy fitted 10 storage sites with electronic gauges, to continuously monitor stocks and quickly identify any product leakages.

## TAKING ACTION FOR LOCAL DEVELOPMENT

### Strengthening the local presence of the division's activities

#### The importance of subcontracting

Using prevention plans, Bolloré Energy requires its subcontractors and external staff to follow all safety rules and measures applicable to its own staff.

To improve adherence by subcontractors to the commitments entered into by Bolloré Energy, tank transportation contracts were concluded in 2015 with each high-capacity petroleum product transportation company. In 2016, these contracts will be supplemented by safety protocols illustrated and tailored to each site, according to the carriers' sites of operation.

### PETROPLUS REFINERY PROJECT, PETIT-COURONNE

As part of the drive to grow its logistics activities, in 2015, Bolloré Energy, via its subsidiary DRPC, acquired the former storage site of the Petroplus refinery in Petit-Couronne (76).

Major rehabilitation work will be done to convert the site into an oil depot. This work, which will begin in 2016, will support local business.

This conversion project, which will provide storage capacity of 550,000 m<sup>3</sup>, will create jobs.

The site will be operational as of September 2017 and will be perfectly located close to centers of consumption (the capital and airports) with a connection to the Le Havre/Paris pipeline, the freeway network and the Seine river-sea route.

### Employee solidarity and social commitment

Bolloré Energy, with the support of its employees, is actively involved in the work of the Fondation de la 2<sup>e</sup> chance. Acknowledged as being in the public interest since 2006, it encompasses nearly 100 partners (large private companies, public bodies and financial institutions). It aims to support people aged 18 to 62 who have encountered challenging life circumstances and who are economically vulnerable but who have a real drive to improve their situation.

In addition to fund-raising, the Foundation offers these people human and financial support (up to 8,000 euros for business start-up/rescue projects and 5,000 euros for training projects) to bring realistic and sustainable business projects to fruition.

This financial "helping hand" is accompanied by professional and emotional sponsoring for the project owner, until the project reaches a successful conclusion (see page 46 "A great example of a helping hand at the Metz relay office hosted by SFDM").

## COMMUNICATIONS

Havas reflects the Bolloré Group's CSR policy through six commitments to progress that underpin all practices relating to its business, both in France and internationally.



Siège Havas à Puteaux – France.

### THE SIX COMMITMENTS TO PROGRESS MADE BY HAVAS GROUP FOR THE 2015-2020 PERIOD

- Reduce the environmental impacts associated with the branch offices' operation.
- Reduce the environmental impacts associated with communication actions.
- Promote diversity.
- Strengthen social and human rights requirements when purchasing products and services.
- Promote transparency and ethics when working in communications jobs.
- Implement a communications strategy that is better suited to sustainable development.

The far-reaching changes brought about by technology, coupled with the emergence of increasingly informed consumers, have completely revolutionized the communications landscape.

Aware of its responsibility in this area, Havas assesses the direct impacts of its activities.

In order to incorporate and deploy the four strategic drivers set out in the Bolloré Group's CSR policy, Havas identified six commitments to progress that underpin all practices relating to its business, regardless of the jobs performed, both in France and internationally.

The quantitative and qualitative targets set for 2011-2015 have been maintained for the 2015-2020 period.

### SHARING THE SAME BUSINESS ETHICS

To better meet the expectations of its stakeholders, in 2010, Havas updated its Code of Ethics and its guide to internal procedures.

These documents have been distributed to all subsidiaries. They present the various principles stipulated by Havas:

- adherence to laws and regulations;
- honesty and integrity in business dealings;
- adherence to ethical rules in the communications Sector;
- respect for individuals;
- protecting the Group's interest at all times whether in terms of the use of the company's property, resources or information, or in the event of a conflict of interest;
- transparency and relevance of information;
- respect for the environment.

At an international level, new employees are made aware of diversity and ethics issues via online training provided when they first join the company.

### PROMOTING EQUAL OPPORTUNITIES

All Havas subsidiaries strive to ensure diversity and combat any form of discrimination. This is reflected in three commitments: promoting equal opportunities in the recruitment process, guaranteeing gender equality and employing more people with disabilities.

Havas also takes part in recruitment events and conferences related to diversity.

North America branch offices advertise their open positions in job centers, which suggest partnerships with sites that promote diversity.



Furthermore, Havas has committed, via a generation contract signed in September 2013 with social partners, to implementing measures to facilitate the long-term integration of young people in the workplace, promote recruitment and keep older people in work, and ensure knowledge and skills transfer between older and younger employees. In 2015, for the second consecutive year, the targets set out in the generation contract were exceeded.

### Guaranteeing gender equality

Havas strives to comply with fair practices in terms of gender equality in recruitment and training. All these values were developed within a specific equality plan. Moreover, in 2015, the New York branch office continued building the "Havas Women" in-house network, to promote female leadership.

In 2015, 56% of Havas employees were women, and 38% of management committee members were women (compared with 35% in 2014). 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 division thus 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.

In the Spanish branch offices, a gender equality plan has been developed, and employees are made aware of the Code of Ethics from the time they join Havas. Moreover, a working group has been set up with a view to obtaining the Spanish "Family-responsible company" certification.

### Increasing the hiring of disabled workers

Aware that the employment of disabled workers is a major corporate social responsibility challenge, Havas implements a responsible policy for the employment of persons with disabilities.

In 2015, Havas employees took part in an inter-company relay race in support of people with learning difficulties. In June, there was a disability awareness-raising day, and the European Disability Employment Week in November. Employees were able to take part in a cooking workshop called "Le handicap : pas de quoi en faire tout un plat", a photo exhibition on the sheltered sector and sketches on integration. In addition, training on awareness, recruitment and integration of people with disabilities are regularly offered to managers and employees.

Like every year, the branch offices attended the Forum to promote employment of people with disabilities, following which the disability unit organized a job board with the applications received.

In 2015, Havas took on interns and people on work-study contracts affected by disability, proving that disability and performance can be perfectly compatible.

## DEVELOPING SKILLS, PROMOTING TALENTS AND ENCOURAGING MOBILITY

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

### Developing skills

Havas made a commitment to its *gestion prévisionnelle des emplois et compétences* – GPEC (jobs and skills management plan) – by signing an agreement with social partners on July 8, 2009.

In order to adapt to recent legislative changes, particularly in terms of vocational training and annual assessments and professional interviews, an addendum to the GPEC agreement was drawn up and will be finalized in early 2016. The tools used for annual assessments and professional interviews were reviewed as a result for the 2015 assessment.

A GPEC (jobs and skills management plan) Committee monitors the implementation of this agreement, whose main aim is to define the resources needed to ensure that employee skills are always up to date, that jobs change, and that quality of services is enhanced and reconciled with Havas' growth requirements and employee aspirations in terms of professional development.

To this end, Havas constantly monitors all its occupations and regularly identifies the key jobs in its business. Specific attention is paid to these jobs, in order to anticipate market changes and to implement the necessary training actions.

To achieve this, the job guide, created in 2011, analyzed the occupations and identified those that could be considered as sensitive.

The job guide is an essential management tool in the GPEC (jobs and skills management plan) approach and is regularly updated to take account of changes in jobs. The next version of the guide will form the basis for the creation of a set of benchmarks and a skills mapping effort that will define 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 branch offices.

In 2015, 26 branch offices, representing 14.5% of the Group's workforce, created internal communication tools or materials intended to raise their employees' awareness of sustainable development. Some also organized dedicated events (seminars, internal training), while others started blogs, newsletters or workshops.

This year, 238 employees received at least one training session on development (compared with 231 in 2014).

### Promoting internal mobility

Havas' subsidiaries are aware of the need to support employees as they develop their skills to stay on top of both market and customer expectations.

#### Training policy

In order to ensure that employee performance meets the strategic challenges of Havas, the training policy in France focuses on three priorities:

- maintaining the effort in training in management skills, and managing change;
- developing and improving job-related skills, particularly on the integration of digital jobs and adapting to new technologies;
- improved project management using collaborative tools and technology.

With this in mind, training programs are offered to employees based around three main themes.

#### Job-related skills

Havas continues to support its employees in acquiring dedicated skills as part of the transformation of its jobs towards digital.

To this end, and to strengthen its image as an expert in the market, in partnership with the Sciences-Po university, Havas offers an Executive Masters in Digital Humanities, aimed at Havas employees and external applicants, whose first group of students began classes in April 2015. Havas is also a partner of the European Communications School and of the Executive Masters in Data Strategy, which is a Havas masterclass led by in-house experts.



Social Hub Content – Havas Paris.

Furthermore, as part of the drive to boost training pathways leading to qualifications and to support the adaptation of jobs towards data-driven marketing, which now determines the development of media offerings and bi-media purchasing trends, Havas has implemented the DDOG (Data Driven Organization Growth) Expertise Program. This is the second e-Jobs certification recognized and implemented by the European Commission as part of the promotion of digital occupations. This training takes the form of blended learning, which works in three phases: level preparation and pre-evaluation on a dedicated platform, in-person training in themed modules and an online skills evaluation including certification for each module. This pathway provided professional training to 63 employees in 2015 and will be implemented for a further 100 employees as of the first half of 2016.

#### Management and change management

Management training was implemented at the Havas training university for young managers. The program includes a toolbox and specific workshops, including one on assessment interviews and annual professional interviews, which Havas intended to make the focus of its training policy. Specific workshops and role playing support implementation of the new interview matrix. Havas also supports the middle management of its creative and media agencies in a change management program as a result of the branch merger and the arrival of new companies. This program is part of management training and boosts the agility of both people and organizations.

Finally, the third edition of the Purple program, a training program dedicated to young managers and employees preparing to become managers has been set up in the form of a clear development pathway leading to certification built around a development center and a certificate from the Université Paris-Dauphine. The Purple program specifically covers the areas of corporate strategy, financial performance, human resources and project management. Two classes were certified in 2014 and 2015, and the third will be certified in 2016.

#### Project management

Workshops to promote exchange of good practices and synergies within the division, but also to increase the use of project management tools, were rolled out in 2015. In addition to making use of tools, the division has taken special effort to implement pilot working groups to circulate new working processes.

Internationally, Havas is a partner of industry associations, technology organizations and universities to develop innovative training programs incorporating new teaching methods such as virtual conferences and seminars.

Examples include:

- Arnold launched an e-learning platform specific to the strategic needs of the network;
- Havas Media offers Google certifications for search, display, video and analytics, and is developing a transversal program called “meaningful connection planning” to boost employee performance in the media business;
- Havas Worldwide Chicago is encouraging employee development with the “Better U” training program which enables them to receive training outside the branch office on programs of their choice;
- Abernathy MacGregor Group has developed four-week in-house training programs on writing and crisis management;
- Havas Health has developed a digital Bootcamp – in-house training on digital trends in the pharmaceutical industry.

#### Mobility Site

Havas' subsidiaries are aware of the need to support employees as they develop their skills to stay on top of both market and customer expectations. The Havas Loft program gives employees from around the world the opportunity to spend four weeks working at one of 20 branch offices worldwide. This program is a unique opportunity for employees to gain global and multidisciplinary skills, broaden their cultural knowledge and develop their leadership abilities. On returning to their branch office of origin and after sharing their experience in a dedicated blog, they implement a personal development plan based on their new knowledge.

### PREVENTING AND REDUCING THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES

Havas' environmental commitment is twofold: reduce the environmental impacts associated with the branch offices' operation and with communication actions.

Although it has not set a quantified goal for energy consumption, Havas monitors its consumption on an annual basis. In 2015, 44 branch offices independently adopted measures to improve their energy efficiency: using energy-efficient light bulbs, regular inspection and replacement of air-conditioners, timed lighting with automatic shut-offs outside work hours.

In order to reduce their energy impacts, 26 branch offices (representing 12% of the workforce) are using renewable energies. As a result, 3% of Havas' total electric consumption comes from “green” sources (an energy mix involving wind, solar, hydroelectricity, and even biomass).

For example, the total consumption of office paper within the branch offices in 2015 amounted to 309 metric tons (versus 382 in 2014) covering 88% of the workforce (versus 89% in 2014) or 22 kg per employee (versus 28 kg in 2014). The aim was to achieve a 40% reduction in paper consumption per employee from 2010 to 2015. This goal was achieved this year.

Worldwide, recycled and/or certified paper represents 61% of Havas' overall paper consumption (versus 47% within France in 2014). 124 branch offices, representing 41% of the division workforce, now only purchase certified (PEFC/FSC) or recycled paper.

The Havas Sports & Entertainment network launched a digital app worldwide measuring and assessing any organization's commitment to sustainable development: Havas ISE (Indicator of Sustainability Engagement).

The objective is to help brands, via this tool, to align with internationally recognized standards, such as ISO 20121 (responsible management system applied to the events organization business) and to develop communication plans to promote their initiatives.

### INNOVATING TO ANTICIPATE NEW ENVIRONMENTAL REQUIREMENTS

Although Havas' activities do not have a significant impact on the environment, the branch offices seek to contribute to the fight against global warming.

Accordingly, Havas Paris and the Group branch offices network took part in organizing the Business & Climate Summit in May 2015. This summit, held at Unesco, brought together over 2,000 international participants, including numerous policy-makers, business leaders, as well as the investor community.

The Business & Climate Summit resulted in a specific declaration agreed upon by the business community, from all sectors and geographical areas, to inform the dialog ahead of COP21 and contribute to its success.

As part of COP21, Havas also participated in the organization of an exceptional event called “Earth to Paris – Le Hub” at the Petit Palais and at Unesco (see pages 8 and 9 “Innovative solutions to anticipate the key environmental challenges of tomorrow”).

## ROLLING OUT A RESPONSIBLE PURCHASING POLICY

Havas wishes to direct its branch offices toward suppliers involved in a responsible approach and to strengthen the territorial roots of its activities. The creation of a database listing the most responsible suppliers is one option under consideration. In all its supplier contracts, Havas includes a CSR clause summarizing its commitments and requires that its supplier signatories and their subcontractors acknowledge and comply with it.

In 2015, Havas continued the CSR qualification process begun in 2014 in France for the 10,000 listed suppliers in the purchasing database. Suppliers to the French branch offices are evaluated according to three criteria: their geographical proximity (less than 200 km away), social and environmental certification (ISO 14001, EMAS) or failing that, ensuring that 80% of their products are organic or can be certified. The objective for Havas is to ascertain the volume of its responsible purchases.

Given the activities performed by Havas, subcontracting covers a wide variety of profiles, product families and services (modeling and photographer agencies, poster suppliers, etc.). Ratings criteria are now incorporated within the various tenders launched by the Group, and these criteria aim to accurately assess the commitment to CSR made by the various subcontractors.

In addition, Havas promotes the use of the protected sector for room rentals, document printing and the preparation of meal trays. Meetings were held with all suppliers tied to Havas through a framework agreement and they were informed of its environmental and social commitments (particularly regarding the use of ESAT – a work reintegration social center).

Finally, Havas was evaluated by Ecovadis, a company specializing in environmental and social performance in the supply chain. The division obtained the Silver certification with a score of 56/100. Havas therefore ranks in the Top 9 for suppliers evaluated by Ecovadis in the "Advertising and market research" category.

## FOSTERING RESPONSIBLE COMMUNICATION

Havas works on the contents of the messages it creates for its clients. The behaviors that are communicated may influence those of consumers leading the branch offices to attempt to propagate a more responsible communications model.

By joining AACC (Association des agences-conseils en communication) work groups to fight greenwashing, the various branch offices are attempting to better control the perception of advertising messages.

Since 2005, AACC awards the Citizen Campaign Prize to reward the campaigns aimed at improving individual and collective behaviors, defending important causes or promoting citizen involvement in public or private companies.

In 2015, Havas was awarded five prizes (four Bronze and one Silver): three campaigns created by the Les Gaulois branch office, won for the *Association Prévention Routière* (Road Safety Prevention Association), INPES and Eco-Emballages (Eco friendly packagings), the other two prizes were won by BETC Paris for Reporters Without Borders and Médecins du monde respectively.

The "Tous aux économies d'énergie" (We can all save energy) campaign created by Havas Worldwide Paris for EDF was also recognized for the effectiveness and simplicity of its message in "Goodvertising", a book on creative and responsible advertising published in spring 2015.

## PROMOTING SOCIAL COMMITMENT

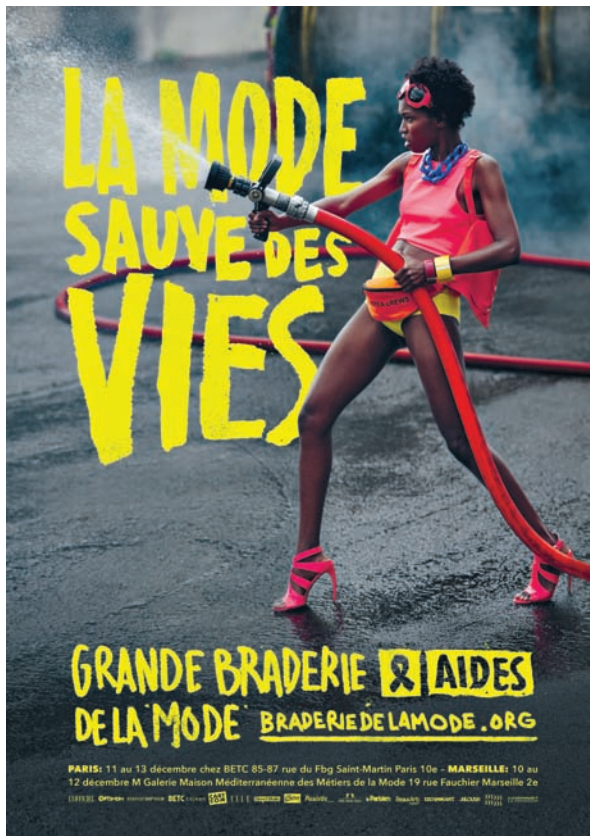
Havas commits to giving meaning to its projects and to its brand.

The One Young World initiative provides a platform to young talent from every country in the world that enables them to work together on creating solutions to the problems currently facing society, and to make their voices heard by important world leaders.

Havas also continues to fund numerous charitable and humanitarian organizations. This is reflected in part by direct donations: in 2015, 54 branch offices representing 37% of the Havas workforce gave financial support to around 100 charitable organizations or NGOs, including Care, Unicef, the Red Cross, ALS Ice Bucket Challenge, and American Cancer Society. Corporate skills sponsorships are also well developed within the subsidiaries.

In 2015, 27 branch offices (representing 20% of the Havas workforce) performed pro bono work or obtained free advertising space for charitable organizations and NGOs such as: Reporters Without Borders, Handicap International, Amnesty International, Foodbank, FNSF (fighting violence against women). The branch offices mentioned above devoted 2,063 days to these campaigns in 2015.

Organization: Amnesty International  
Campaign title: Castle  
Branch office: Havas Worldwide Prague



Organization: AIDES  
Campaign title: Braderie  
Branch office: BETC Paris



Organization: SPCA  
Campaign title: Tarot  
Branch office: Havas Worldwide Geneva

## ELECTRICITY STORAGE AND SOLUTIONS

The important 2015 events in the Electricity Storage and Solutions division were the inauguration of the Blueindy car-sharing service in Indianapolis; the launch of Bluesummer (or E-Mehari); the official opening of a new factory in Brittany for the construction of the Bluetram; the division's participation in COP21 (see pages 8 and 9 of this report).

The division thus confirmed its strategy of developing energy-storage solutions in two main areas:

- the deployment of new forms of sustainable mobility (individual and collective);
- the development of stationary applications.

The alternative mobility solutions developed by the division required the sharing of know-how by Blue Solutions, IER and Polyconseil.

**Blue Solutions** manufactures batteries and supercapacitors that are well suited to mobile and stationary energy-storage solutions.

**IER** manufactures the subscription, rental and recharging terminals and sets up geopositioning, embedded information, vehicle door-opening solutions via RFID and equipment designed for mobile personnel.

**Polyconseil** provides computer-aided engineering for the car-sharing software, system architecture, the global telecom network and mobile applications.

The synergy of the various companies' areas of expertise in the technological and industrial fields made it possible to develop electricity storage systems and car-sharing solutions that will contribute to energy transition in both industrialized and developing countries. This activity requires the commitment of the entire workforce.



### SHARING THE SAME BUSINESS ETHICS

Blue Solutions' ethical commitments, a critical prerequisite to good governance, demonstrate its desire to develop and maintain the trusting relationships necessary to sustain its activities long-term. This ethics policy (implemented at the Bolloré Group level and adapted by the divisions) assumes that economic development is always associated with behavior beyond reproach.

The Group therefore created an effective and consistent ethical measures, to which Blue Solutions fully complies, in order to communicate clear rules of conduct to all of its employees. This policy is based on an Ethics Charter (2000), the commitments of which were reaffirmed in 2012 under the name "Ethics and Values".

These commitments include: preserving the Group's image, ensuring the necessary data confidentiality, maintaining ethical business relationships (and fighting against corruption) and using an objective supplier selection process.

Blue Solutions also has a sustainable development charter based on four specific commitments:

- satisfying our clients;
- developing safe and innovative products;
- having a strong social commitment;
- preserving the environment.

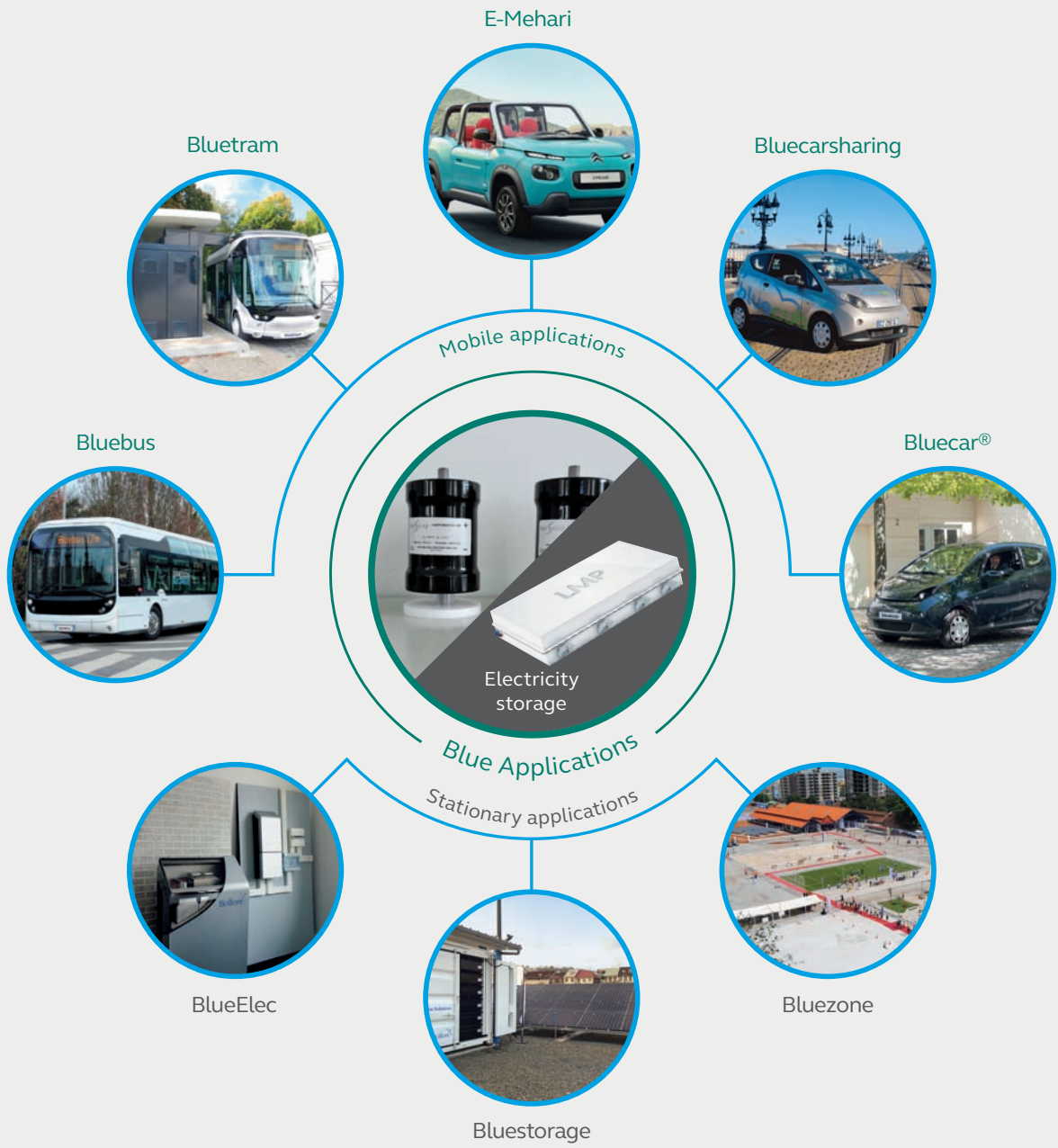
### ENSURING THE HEALTH AND SAFETY OF EMPLOYEES

Ensuring the health and safety of employees is a commitment shared by all subsidiaries in the Electricity Storage and Solutions division. At a general level, this takes the form of safety training courses, regular assessments of occupational hazards and the implementation of action plans to reduce them.

#### Ensuring the health of employees

Blue Solutions (Plastic films entity), IER and Blue Applications have taken measures to reduce exposure for employees (operators, millwrights, call center advisers, ambassadors, etc.) to musculoskeletal disorders. Specifically, this has involved:

- installing devices that aid handling and manipulation (e.g. installation of a bag-emptying robot in packaging);
- steps taken to reduce arduous postures (e.g. "Movements and Posture" training);
- capital expenditure in better sound protection.



Polyconseil performed a study on the detection and monitoring of work-related illnesses. As a result, two situations that may pose a risk to employees have been identified: business travel, primarily internationally, and the presence of asbestos on client sites. Measures were put in place to prevent these risks (e.g. monitoring vaccination records for employees who frequently travel abroad, traveler counseling, training on asbestos risks, etc.).

Furthermore, the entity dedicated to the prevention of psychosocial risks created within IER in 2013, known as "Zen at work" and composed of staff representatives, managers and human resources directors, took action on three occasions this year. It made it possible to prevent situations likely to impact well-being in the workplace.

### Guaranteeing the safety of employees

The technologies developed by Plastic films and Blue Solutions are constantly evolving. Particular attention is paid to employee safety. A great many safety training courses are provided within the company:

- training and refresher courses for first responders;
- training for safety back-up teams;
- introduction to the "Root Cause Analysis" method;
- introduction to chemical risks;
- ATEX training (explosive atmospheres) for the battery sites.

At Autolib', security training courses also took place in 2015 (movements and posture, first responders, safe driving aptitude certificate, electric vehicle clearance, etc.).

IER continued its safety training campaign (45% of training courses given in 2015 focused on safety). An awareness-raising campaign on preventing chemical risks was initiated internally throughout the entire division.

## SUPPORTING SKILLS DEVELOPMENT

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

This strategy is based around two major sites:

- an attractive recruitment policy;
- skills development.

### Leading a dynamic recruitment policy

The varied challenges faced by electricity storage subsidiaries included creating and enhancing local employment, as was the case in Brittany with the new Bluetram plant, promoting diversity as exemplified by Blue Solutions and Polyconseil, and providing young people access to a first job as supported by IER.

### Promoting diversity

The multiple recruitment channels within Polyconseil make it possible to attract the most talented candidates. Throughout the process, recruitment managers commit to ensuring equal opportunities for all candidates and to not discriminate based on age, gender and social or ethnic origins, etc.

As such, the recruitment process is based on an assessment of skills, and the successful candidates are chosen on merit.

Five individuals who are not French nationals were recruited into the division in 2015. Nearly 11% of the division workforce is composed of foreign nationals.

Blue Solutions and Plastic films work with the ESAT establishments (work reintegration social entity) and welcome disabled interns and employees within their entities. In 2015, Blue Solutions recruited an employee recognized as a disabled worker under an open-ended contract (CDI) following occupational retraining.

### Providing young people with access to a first job

Given the difficulties encountered by many young people in joining the labor force, IER has implemented a number of measures to promote the professional integration of the younger generations. The division offers:

- work-training programs aimed at preparing young people for their future occupations. These training programs may lead to recruitment within the division;
- final-year project internships over several months;
- internships to learn about the business world for middle and high-school students.

### Promoting internal mobility and skills development

All the divisions, Plastic films, IER and Polyconseil, have set up a system that enables them to anticipate changes in the company's occupations and strategic direction to ensure the necessary expertise is always available and keep pace with changes in markets, technologies and activities.

In 2015, IER experienced an increase of over 50% in internal and external transfers.

These transfers primarily involved occupations in declining demand. Employees were transferred to occupations with growing demand (production operators transferred to maintenance technician or sales management positions) and underwent training that could take up to several weeks.

Other employees were supported in reaching their career goals, which enabled them to take on positions within other Group subsidiaries. Examples include: an employee obtained a bus driver license and found employment with Bluestation.

Three Polyconseil employees were transferred to Bolloré and Havas in 2015. Two of them joined the London office of Blue Solutions. The third joined Havas Media Shanghai. In addition, a Havas SA employee joined the telecom teams at Polyconseil.



Finally, in 2015, IER launched an “employment survey” focus area that should over time facilitate the identification of individuals with key skills who will leave the company in the years to come. This will make it possible to implement measures to ensure the transmission of these skills to younger employees.

**Promoting workplace training to support skills development**

The result of our training policy is to provide the tools necessary for adapting skills and for employee job performance, and for anticipating changes in jobs and in people. This is particularly important for jobs which are constantly changing.

The goal of our training policy is to help employees with new assignments, transfers, technological developments and regulatory changes as well as with developing expertise in their occupation, skills development and perpetuating our knowledge.

Autolib’ has access to internal employees, who dispense all training courses relating to workstation familiarization and skills development of ambassadors, team leaders, regulators, customer relations advisers and bus drivers from the Autolib’, Bluecarsharing, Bluely, Bluecub and Bluestation companies. Internal training courses have the advantage of being closer to requirements expressed and of supporting the sharp growth in activities.

In 2015, Bluestation continued its training efforts initiated in 2014. Accordingly, all bus drivers, as well as supervisory staff, were trained prior to starting on the job:

- on the technical characteristics of electric buses;
- on maintenance operations;
- in energy-efficient driving to optimize bus efficiency.

Developing the employability and professionalism of employees represent two priorities for Blue Solutions. Accordingly, the division has created “occupational” ladders that serve as accurate monitoring tools for career paths and for anticipating needs in human capital. These ladders lay out the possible career paths and the steps needed to follow the path. In order to better understand its employees and to guarantee the proper balance of expertise, Blue Solutions creates job descriptions and definitions of job duties. The division has implemented a performance review process that facilitates a dialog regarding set and achieved objectives as well as desired growth.

**SUPPORTING CHANGE AND PROMOTING MOBILITY WITHIN THE GROUP**

In 2015, the Plastic films division saw the end of the plating process for dielectric films in France while maintaining the employment of forty or so employees. Each employee was redeployed internally within the division in growing activity sectors (electricity storage, battery manufacturing, etc.). Management matched the skills that became available with the needs of all the Group’s sites, particularly in the municipality of Ergué-Gabéric.

The affected employees received offers for new assignments that in some cases involved changes in location. Management committed to implementing all the necessary measures to integrate these employees in their new positions and to organize training courses for adapting skills.

A personalized support program was created for each employee in a new position.

Each employee therefore benefited from a training/adaptation period of three months after which a review was done involving the employee, his/her boss and HR in order to determine any additional potential steps to take. 50 instances of training that were not initially planned took place to integrate employees into their new positions. Over the course of one and a half years, one out of four individuals changed job locations or job titles in the Plastic films division.



The Blue Solutions factory in Brittany.

## PRODUCING AND INNOVATING SUSTAINABLY

### Reducing the environmental footprint of the activities of the division

#### Identification of environmental hazards

The management of environmental risks is an essential prerequisite for the companies of the divisions whose activities involve energy storage solutions.

Each year, the divisions prepare an analysis of the environmental risks that are of particular concern to them and these are then incorporated into the Group's risk mapping. They implement action plans to reduce their impacts (see table of environment-related industrial risks pages 54, 55 and 56 of the 2015 Bolloré registration document).

By way of illustration, since 2008, IER has set up a work group known as the "Green Team" whose mission is to define an environmental action plan.

It is composed of: the head of general services and security, a health, safety and environmental engineer, the head of marketing and the manager of methods and industrialization in Besançon. It meets regularly with the objective of defining and initiating actions to reduce the environmental impact of our activities and products.

For this purpose, IER has performed voluntary ICPE audits (installations classified for the protection of the environment) of all the design and production sites. In 2015, "explosive atmospheres" (ATEX) diagnostics were initiated on the these same sites. An overall action plan has been deployed to reduce this risk.

#### Less energy-intensive production sites

The new battery production site opened in Brittany in 2013 was designed to limit energy consumption thanks to the following measures:

- heat recovery for processes and uses;
- high performance engines with speed variations;
- good building insulation;
- energy-efficient lighting.

An increase in the rates of production for batteries put in place in early 2015 has led to an optimization of the consumptions on the site. The energy needed to produce one 30 kWh battery pack has dropped by 40% between 2014 and 2015.

#### Recycling technology products

The products designed by IER undergo regular maintenance for many years. Some of these products, which are now over 15 years old, continue to be used by clients. At end of life, the products' composition makes them highly recyclable.

They are primarily composed of metals, which makes them more than 80% recyclable. As a producer of electrical and electronic equipment, IER is committed to recycling its waste. Since 2009, it has developed, along with a certified and accredited company that also operates internationally, a complete recovery and reprocessing solution for products at end of life.

As regards electric cars, specifically Autolib' vehicles, IER recovers and sorts tires and spare parts (mirrors, bumpers) to send them on to specialized recycling companies.

### Emergence of "clean" solutions for access to energy

#### Products responding to tomorrow's environmental challenges

In 2015, a new study was done on the 6-meter version of Bluebus and Bluetram.

Collective mobility solutions represent practical responses to the new challenges:

- the fight against global warming: reduction of CO<sub>2</sub> emissions during the vehicle's life cycle compared to an equivalent combustion-powered bus;
- the fight against urban pollution: elimination of exhaust emissions (particles, nitrogen oxide) and a fivefold reduction in particle emissions associated with brake pads;
- the fight against noise in downtown areas: elimination of noise pollution during the starting and acceleration stages;
- use of renewable energies: possibility of recharging vehicles via 100% renewable and/or locally produced energy.

In order to ascertain the impacts of its products and to confirm their environmental advantage, Blue Solutions has been performing life cycle assessments on the applications originating from its energy storage solutions since 2012.

IER is well-aware of the environmental impact that a technical decision may have on a product in the design phase and has educated its engineers and buyers on eco-design rules. An IER ecodesign guide is currently being created.

#### Access to 100% renewable energy

The Blue Solutions division seeks to reduce the environmental impact of its activities. To this end, it has taken out a subscription with Compagnie Nationale du Rhône (CNR), a producer of 100% renewable electricity for Bluecub.

CNR is the second-largest producer of electricity in France (after EDF). It has a high-performance industrial strategy, mainly focused on developing a renewable energy mix relying exclusively on hydraulic, wind and photovoltaic sources.

Following the partnership created with CNR to improve the performance of the Bollène solar plant, some LMP® batteries (1 MWh) were installed near the plant by Blue Solutions. The objective is to store a portion of the solar production to supply the network after sunset, thereby improving productivity.

In addition, Autolib' has held a renewable energy certification awarded by EDF since 2012. Every year, the equivalent of the annual electricity consumption supplied by charging terminals is purchased from EDF, which in turn commits to producing the same quantity from renewable energy sources (wind, photovoltaic solar, geothermal, etc.).

In Lyon, Bluely benefits from the "Move in Pure®" service offered by CNR, which certifies that the electricity supplied was produced from a river (hydraulic energy). This production is certified 100% renewable by the independent organization TÜV SÜD. With this partnership, the Bluecar® vehicles provided by the Bluely car-sharing service are powered by 100% renewable, locally generated electricity.

**Developing new forms of mobility**

**New collective and individual mobility solutions**

**Bluetram**

On January 16, 2015, Blue Solutions inaugurated a Bluetram factory on the Pen-Carn site in Brittany.

Equipped with tires and completely electric, Bluetram is a clean form of public transportation that works without rail or catenary. Thanks to the Blue Solutions technology (the supercapacitors), Bluetram recharges itself at each station in only 20 seconds through a collapsible charge connector, while the passengers get on and off. Each recharge provides Bluetram with a range of up to two kilometers. To make this rapid recharge possible, each station is equipped with storage capacity that is equivalent to that of the vehicle. The 6-meter Bluetram version can transport 22 passengers and the 12-meter version can transport 90.

The experience acquired in the management of car-sharing services along with the Polyconseil and IER areas of expertise will eventually make it possible for the Blue Solutions division to offer an integrated solution for the management of tramway lines (vehicles, stations, IT management systems for flows and traffic).

**Bluebus**

IER and Blue Solutions work in close collaboration on the deployment of electric buses and the associated charging solutions.

The 6-meter long Bluebus has the highest level of onboard energy in the market for buses in its category, thanks to three packs of LMP® batteries stored in the ceiling, which enable it to cover a range of over 120 km (needed for an entire day's use). Its efficiency is also reinforced by the use of energy recovery systems while braking, which favors recharging during use. Bluebus features and onboard technology allow for the placement of the LMP® batteries on the roof and improve vehicle safety, as well as its accessibility for individuals with reduced mobility thanks to flooring that is flat and low.

It can accommodate around twenty passengers. It has already become part of the public transportation networks in Tours, the island of La Réunion, Rambouillet, Laval, Luxembourg, Tarbes, as well as industrial sites such as CEA in Grenoble, B.E. Green and vente-privee.com. Bluebus has also been adopted by the Louis Vuitton Foundation and Canal+.

Finally, it has been made available, as a replacement for combustion-powered buses, to the employees of various companies of the Bolloré Group, enabling them to reach their workplace.

The 12-meter Bluebus, 100% electric and with a 100-passenger capacity, is equipped with LMP® batteries that give it a maximum range of 250 km.

The RATP (Paris region transportation authority) has chosen Bluebus to test their first 100% electric line that will be launched in 2016 as part of the conversion of its bus fleet.



Bluetram.



E-Mehari.

**Bluesummer**

Bluesummer, the latest in 100% electric vehicles, does not emit any sound and is outfitted with a raised frame that makes off-road driving possible.

Following the signature of a partnership in June 2015 between the Bolloré Group and the PSA Group, the Bluesummer will be manufactured and sold beginning in Q2 2016 by Citroën under the E-Mehari brand.



Charging terminals in London.

**Environmentally-friendly car-sharing solutions**

As the leader in electric car-sharing in France (Autolib' in Paris, Bluely in Lyon and Bluecub in Bordeaux), the electricity storage and solutions division has deployed its electric automobile car-sharing system in Indianapolis and in London.

**Blueindy**

The Blueindy car-sharing service was inaugurated on September 2, 2015. Currently still being deployed, Blueindy may become the largest car-sharing service for electric vehicles with flexible drop-off in the United States. As of December 31, 2015, it provided 183 Bluecar® vehicles, 62 stations and 130 charging terminals to urban populations.

It will eventually include 500 electric vehicles and 200 rental locations equipped with 1,000 charging terminals.

**Bluepoint London**

As for the car-sharing service launched in London in June 2015, Blue Solutions managed the installation of 1,400 charging terminals.

**Autolib'**

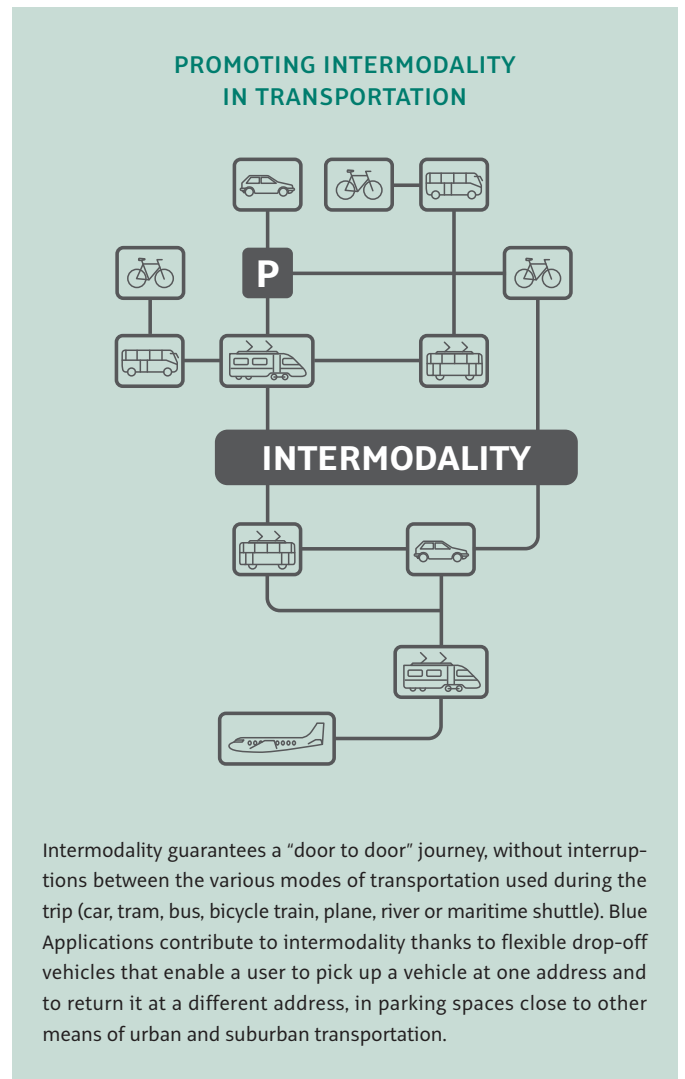
At December 31, 2015, Autolib', an alternative to private cars, already had a presence in the 90 municipalities in Île-de-France and was acclaimed by over 98,000 regular subscribers who share 3,540 vehicles over 1,060 stations. 5,939 charging terminals are available to users for self-service. Thanks to more than 12 million rentals completed between its opening and December 31, 2015, Autolib' has covered over 117 million kilometers and has prevented the associated greenhouse gas emissions.

**Bluely**

The Greater Lyon area has adopted the car-sharing service Bluely since October 10, 2013. At December 31, 2015, Bluely had 249 electric vehicles in service, including 30 Twizy, 99 stations and 486 charging terminals.

**Bluecub**

Launched in Bordeaux on January 9, 2014, Bluecub had 70 stations and a fleet of approximately 200 electric vehicles in service at December 31, 2015. The service has over 70 stations in Bordeaux and in 9 bordering municipalities as well as in Arcachon.



Intermodality guarantees a "door to door" journey, without interruptions between the various modes of transportation used during the trip (car, tram, bus, bicycle train, plane, river or maritime shuttle). Blue Applications contribute to intermodality thanks to flexible drop-off vehicles that enable a user to pick up a vehicle at one address and to return it at a different address, in parking spaces close to other means of urban and suburban transportation.

### The deployment of mobility services for professionals

As a major player in the field of eco-mobility, the electricity storage and solutions division has continued to deploy its "green" mobility products among professionals.

The division was already allowing tradespeople to access a fleet of commercial vehicles (Blueutility) in 2014 to make their deliveries or to go to work sites while minimizing their CO<sub>2</sub> emissions.

In 2015, IER developed the Bluedistrib solution. This product is based on IER's expertise in the field of geopositioning.

The information system developed by the division offers optimization solutions for delivery rounds and makes it possible to maximize the usage of the fleet and to cover the least number of kilometers possible while ensuring that time commitments are met.

By relying on this technology coupled with that of the Blue Solutions division, Bluedistrib makes it possible to make deliveries in cities without producing noise, odors or fine particles, and outside rush hour periods.

Finally, Blue Solutions signed two partnerships, with Europcar and Darty, in 2015. Accordingly, 75 Bluecar® vehicles were incorporated into the Europcar rental network and 12 Dartyblue (commercial vehicles) were made available to the employees of the brand.

### Innovative energy storage solutions

The LMP® batteries make it possible to store electric energy and to defer its consumption. It relies on the principle of load shedding. The objective is to reduce demand during peak hours and to thereby eliminate the consumption peaks without having to resort to additional production sources. In order to test the real-life potential of storage solutions and smart energy management, a demonstrator intended to make some power load reductions was put in service on Blue Solutions' Brittany site.

This installation makes it possible to reinject 1 MWh, for a two-hour period, into the internal electrical network of the Blue Solutions and Plastic films plants and to relieve the pressure on the power grid by the same amount, particularly at peak usage times. It is now fully operational and a load reduction contract has been signed with the energy supplier for 2016.

Bluestorage, a subsidiary of the Blue Solutions division, develops and operates innovative energy storage solutions through BlueElec.

By using BlueElec, industrial companies can accumulate energy in storage. When the company then initiates load shedding in its production units, the traditional electric supply is stopped, and the stored electricity takes over.

## TAKING ACTION FOR LOCAL DEVELOPMENT

### Providing access to energy for all: Bluezones

The Bolloré Group has undertaken investments on the African continent, where energy poverty is a real hindrance to development, to deploy stationary applications using the LMP® battery.

Thanks to the electricity produced by fields of photovoltaic panels (360 m<sup>2</sup>) stored in containers filled with LMP® batteries (180 kWh), hectares of wasteland with no access to the grid become lit spaces, supplied with drinking water and connected to the Internet.

In addition, the Bluezones enable the local population to benefit from:

- the Internet thanks to Wi-Fi (provided by Wifirst, a Group subsidiary);
- healthcare and prevention centers;
- libraries and media libraries;
- training (e-learning);
- business incubators for young entrepreneurs;
- artisan workshops;
- sports facilities (football fields, basketball courts, pétanque strips, wrestling facilities, etc.);
- cultural venues (including the Canal Olympia entertainment venue, etc.).

In 2014, three Bluezones became operational in Kaloum in Guinea-Conakry, in Cacaveli in Togo and in Dosso in Niger.

In 2015, four new Bluezones were opened in Dixinn, Kagbelen, Sonfonia and Yattaya in Guinea, as well as in Cotonou, Benin and in Niamey, Niger.

### Commitment to supporting local development

IER and Blue Solutions have a strong local presence and have supported several local projects in France through the Fondation de la 2<sup>e</sup> chance.

In 2015, Blue Solutions supported six project leaders for training and/or occupational retraining. The division also contributed to 39 local events, primarily involving sports, culture, humanitarian aid and supporting medical research. IER has become the point of reference for Fondation de la 2<sup>e</sup> chance in the northern Hauts-de-Seine department (92).

In 2015, IER supported 13 projects, including 11 involving training and 2 involving business start-ups.



Blue Youth Space.



Bluezone – sports equipment.



Kaloum Bluezone – Guinea-Conakry.

### THE CACAVELI BLUEZONE

In Togo, the Cacaveli Bluezone endeavors to provide the ideal environment to support education, training, talent development and the emergence of any initiatives likely to effectively contribute to the development of local communities.

During the 2015 financial year, the Bluezone organized:

- 50 activities involving the participation of 31,660 individuals;
- 20 workshops and training courses for 7,450 individuals.

31 partners (student associations, NGOs, public and para-governmental companies, etc.) helped to carry out all these activities.

Throughout 2015, the Bolloré Group’s Togolese subsidiary chose to organize events in the Bluezone in preparation for COP21.

Six workshops on environmental protection and sustainable development were held in the Cacaveli Bluezone.

Nearly 15,000 people received an Internet connection. Along the same lines, the multifunctional platform created and provided for the use of the Cacaveli district development committee, which is both its operator and beneficiary, led to a significant increase in the level of trust between BlueLine Togo and the overall Cacaveli community.

This work also entails strict compliance with health, environmental and safety rules both for the operators and the users.

### KEY FIGURES FOR BLUEZONES IN JUNE 2015

**USERS:** 100,407

**EVENTS (SPORTS AND CULTURAL):** 300

**NGO PARTNERS:** 19

**INTERNET CONNECTIONS:** 35,000

**ELECTRICITY PRODUCED:** 1,800 KWH/DAY

**DRINKING WATER PRODUCED:** 50,000 L/DAY

**DIRECT AND INDIRECT JOBS CREATED:** 2,500

## SOCIAL COMMITMENT OF EMPLOYEES

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### Three group actions

The Fondation de la 2<sup>e</sup> chance, the Earthtalent program and the Foyer Jean Bosco – Mater Amoris are the community actions deployed Group-wide.



## SOCIAL COMMITMENT OF EMPLOYEES

### Fondation de la 2<sup>e</sup> chance

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. The Foundation promotes new starts in life, particularly in the form of qualifications-based training and business start-up projects.

#### PRESENTATION

On November 2, 2015, the Foundation obtained the renewal of the IDEAS label. This label informs and reassures donors that the charity concerned follows best practice in terms of governance, financial management and efficiency monitoring.

The Foundation can achieve its mission thanks approximately 100 corporate partners, private and public, including the Caisses d'Épargne (savings banks), the Caisse des Dépôts (state-owned financial institution) and a few individual donors. Over the past seventeen years, the Fondation de la 2<sup>e</sup> chance has helped more than 6,800 people, with a total of 27 million euros used for new projects.

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. The Foundation supports people and projects in this spirit.

In 2015, as a demonstration of its overall activities, the Fondation de la 2<sup>e</sup> chance continued a major retrospective entitled *Mémoire vivante* (Living Memory) to illustrate the Foundation's accounting reports from 1999 to 2013:

- out of 100 businesses created in 2013, 69 were still active in 2015;
- out of 100 candidates who received training in 2013, 50 said in 2015 that they had found employment;
- finally, out of all candidates since 1999, 55% stated they are no longer in a vulnerable situation.

In 2015, the Foundation supported 418 new candidates, including 61 women. The average grant per candidate is 3,000 euros. Out of 418 candidates, 79% were assisted through the completion of a training program and 21% were helped in creating a business. Candidates between 26 and 40 years old represented 47% of the projects supported.

#### PRINCIPLES

The Foundation, which has 60 relay offices, assists candidates in achieving their career goals via qualification-based training or aid in the creation or the resumption of a business.

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

- the candidate has been through a major rupture in their past life;
- the candidate is currently in a vulnerable situation;
- co-financing;
- the project is realistic and sustainable.

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

– independent volunteers or volunteers from associations) meet with the candidates and carefully study their goals.

The relay offices are split into five large regions throughout France. Each of these regions is placed under the responsibility of a coordinator, from the Foundation's headquarters. The 60 relay offices are managed by local representatives who lead the local training and sponsor team. The Bolloré Group directly provides housing to nine of them. Sponsorship is thus always provided regionally: the recipients are always near volunteers.

The decision to support a project is made 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 all of the participants;
- 1,000 working or retired volunteers act as on-site delegates, instructors and sponsors.

In 2015, the nine relay offices hosted by the Bolloré Group directly contributed to 109 life-changing events (versus 73 in 2014), thanks to the involvement of 47 volunteers, Group employees or retirees who perform the functions of local representatives, assistant representatives, instructors and sponsors.

#### A GREAT EXAMPLE OF A HELPING HAND GIVEN AT THE METZ RELAY OFFICE HOSTED BY SFDM



Zabiullah, aged 25, a candidate from the Foundation in 2015 for his project to start a tailoring business.

With the support of his sponsors and financial support of 8,000 euros, this man, whose life path meets the Foundation's eligibility criteria for funding, was able to start his business. He has taken on several interns and is now considering hiring one person given the rapid growth in his business.



## Earthtalent

Created by Group employees in 2008,  
the Earthtalent by Bolloré participative program promotes local talent  
and supports entrepreneurship among women and young people throughout the world.

### EARTHTALENT BY BOLLORÉ, AN INNOVATIVE COMMUNITY PROGRAM

Within the context of the UN's Millennium Development Goals for sustainable development, the empowerment of women and gender equality represent a powerful lever of development.

By highlighting local talents and supporting projects with a strong social impact, Earthtalent has chosen to use this lever to develop women's skills in economic sectors with strong social value.

A community of 760 employees in 47 countries, led by 18 local ambassadors, has supported 30 projects (since its creation) that have benefitted approximately 6,000 people: creation of businesses and jobs, access to education, professional training, prevention and awareness-raising on health and legal topics, etc.

The winning projects are financed from year to year following a strict annual review that takes into account their actions and their social impact.

In 2015, seven projects obtained the renewal of their financing totaling between 2,500 and 4,500 euros per project.

In 2016, nine African projects, financed since 2014, will be subjected to one last review of their overall actions.

The Earthtalent by Bolloré program will initiate a new call for projects in 2016. This call is intended to support local entrepreneurship and will involve the participation of local employees in several African countries and in India. The empowerment of women remains at the very core of this work, to identify talents and projects in sectors that meet the essential requirements for local sustainable development. The financial grants that traditionally reward the projects are accompanied by skills support to ensure the viability and sustainability of the projects.

### PROJECT: NAKULABYE BRICKETS MAKING TECHNOLOGY, UGANDA (KAMPALA)

*"We trained several groups of people on how to make fuel bricks. Once trained, these people can not only reproduce the technique themselves but also teach it to others."*

Alice Zalwango, Chair of the Nakulabye Brickets Making Technology association.

In 2014, the winning project in Uganda was created by Alice Zalwango, a solidarity professional, and her daughter, Tophus Ndoye. They invented a manufacturing process to make fuel bricks from a mixture of organic waste and clay. These bricks can then be used as non-polluting, economical fuel (biomass), or as a building material.

This project thus operates at three levels: city sanitation, raising environmental awareness and developing an income-generating business for women.

In 2015, around one hundred young unemployed mothers received training with high added value.

Juliet Opio, IT Manager (Information Technology) at Bolloré Africa Logistics Uganda, got involved in this waste conversion project in her city. She would like to train women in this technique of collecting and sorting waste before making bricks so that they can both build their homes and sell the bricks.



## SOCIAL COMMITMENT OF EMPLOYEES

### THE LOCAL AMBASSADORS ARE INVALUABLE RESOURCES

Our local ambassadors are motivated by the conviction that they can change the world at their level. As employees of the Bolloré Group, both men and women, represent Earthtalent in their countries and volunteer to initiate the

calls for projects, lead the local and international community, develop partner networks and regularly monitor the supported projects. As a result, they develop new skills, expand their relationships and discover new subjects. They are recognized by their colleagues and managers accordingly.

### Earthtalent as seen by the Group's employees community

*"The Earthtalent call for projects gives rise to real involvement and has a community aspect. This facilitates the building of relationships at levels that are not solely hierarchical, and achieves a more global, broader and more company-wide mode of communication within an entity. This is what differentiates overall corporate communication based on traditional channels from something that takes place, that occurs near where you live, where you work."*

**David-Alexandre Fournier,**  
HR Director Bolloré Transport & Logistics Worldwide

*"We have to make our employees understand that the CSR concepts resonate better and become more visible at the Group level and that our Asian perimeter has reached a size and maturity level that means that our Asian entities are now ready to participate in this type of project. We have grown: now it is our turn to give something back to the communities and the environment. More specifically, the project supported by Earthtalent in the Philippines opened our eyes to more complex and less obvious problems such as, for example, slums and street children in Manila. In addition, it made us aware of the importance of the number and the coverage area of these micro-NGOs that have low budgets but that are very active in the field thanks to the personal involvement of their members. This project truly highlighted the new role of the Earthtalent ambassador who demonstrated a high level of motivation and enthusiasm."*

**Jérôme Petit,**  
CEO Bolloré Transport & Logistics Asia-Pacific

*"Everyone has the ability to think and in trusting women means we find solutions to a lot of problems. You only need to approach them, to tell them they are competent and they will give their best effort for the benefit of their communities."*

**Sasmita Mohanty,**  
Regional Director of Human Resources, South Asia

*"Earthtalent provided us with an outstanding opportunity to reveal hidden talents. SDV employees discovered some issues they had been unaware of, particularly the situation of women in slums."*

**Mona-Lisa Choudhury,**  
Earthtalent ambassador from 2012 to 2015,  
Commercial Director  
Bolloré Transport & Logistics India

*"Earthtalent created connections between us. We share experiences common, not those associated with our positions but rather those from our daily lives."*

**Thérèse Ouedraogo,** Earthtalent ambassador,  
Communications and CSR Manager in Burkina Faso

*"I believe that getting involved in the Earthtalent program can help to improve society, and Bolloré Group employees should therefore become more active in it. Moreover, every individual has skills beyond those used in their jobs, participation in Earthtalent can uncover these talents!"*

**Leandro Anipa,**  
Earthtalent ambassador, from 2014 to 2015 Sierra Leone

**PROJECT: PARIBARTAN/SERAC (NGO)  
(MYMENSINGH, BANGLADESH)**

*"Having grown up in a poor family, I dreamed of becoming an independent woman. However, I didn't get the chance until I learned that the SERAC NGO offered free artisan training to women in my situation. Today, I have acquired real skills and my self-confidence has grown. Soon, I too will be able to help my family financially make a living and I may also be able to save some money."*

Jemi Sultana, 28, two children,  
beneficiary of the Paribartan association.



Faridul, project leader and  
Professor Muhammad Yunus  
(Dhaka).

Mymensingh is one of the poorest regions in Bangladesh, often ravaged by floods and other natural disasters. The SERAC NGO is committed to improving the economic and socio-cultural status of poor and vulnerable rural populations. Particular emphasis is placed on women and children.

The Paribartan project, supported by Earthtalent since 2013, aims to reduce inequality and poverty by training women to produce recycled goods and sell them (recycled paper envelopes, diaries, notebooks, picture frames, flowers and other decorative objects, etc.).

Fifty women have received training and have been supplied with raw materials. In the meantime, 14 young girls have been able to gain access to primary education.

Executive – Accounts & Administration at SDV Bangladesh, Faridul Islam Bhuyan is the project leader and ambassador of Earthtalent by Bolloré in Bangladesh. Convinced that the younger generation of Bangladesh has the will and the means to respond to socio-economic challenges in his country, and inspired by Professor Muhammad Yunus, the 2007 Nobel Peace Prize recipient, Faridul is today delighted to combine his professional work with his social commitment.

**Fondation de la 2<sup>e</sup> chance  
– Foyer Jean Bosco-Mater Amoris – Earthtalent**

A new solidarity initiative from the Bolloré Group

In order to provide premises for the Fondation de la 2<sup>e</sup> chance, which has been successfully growing for the past eighteen years (see page 46), the Group acquired and renovated a project in Paris. This former Little Sisters of the Poor house, built in 1896 and located on the rue de Varize in the 16<sup>th</sup> arrondissement of Paris, was completely restored between 2012 and November 2015. It now contains over 160 beds primarily intended to welcome young provincial and international students, as well as host bedrooms for ill young and elderly sick people. In the months to come, this space will become host to the Fondation de la 2<sup>e</sup> chance, Earthtalent and all other social works and charitable endeavors of the Group.

It is a place for sharing solidarity and fraternity generations, and will allow participants to develop their individual talents and learn to live together.



Rue de Varize – 75016 Paris.

## CROSS-REFERENCE TABLE

### Grenelle II cross-reference table

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2015 registration document	Information published in the 2015 CSR report	Scope covered by the indicator (registration document)
<b>Social information</b>						
Total workforce and distribution of workforce by gender, age, geographical area	LA 1	6.4.4		see 17.3.5.1.2. "Information on workforce"; "Workforce at December 31, 2015", workforce indicators in "Social reporting", pages 114-115		Group
Hiring and departures	LA 2	6.4.4		see 17.3.2.4. "Integrating diversity in all forms and guaranteeing equal opportunities throughout employees' careers", page 105 see 17.3.5.1.2. "Recruitment and departures", workforce indicators in "Social reporting", page 116	"Increasing the share of young people on work-study contracts in the division's new recruitments", in Bolloré Logistics, page 16 "Identifying and promoting local talent", in Bolloré Africa Logistics, page 22 "Encouraging intergenerational transfer and developing skills", in Bolloré Energy, page 27 "Supporting skills development" (run a dynamic, well-supported recruitment policy), in Electricity storage and solutions, page 38	Group
Compensation and changes in compensation	EC1 and EC5	6.4.4		see 17.3.5.1.2. "Compensation (in euros)", workforce indicators in "Social reporting", page 117 see 17.3.2.4. "A fair and consistent compensation policy", page 105		France
Organization of working time	LA	6.4.4		see 17.3.5.1.2. "Organization of working time", workforce indicators in "Social reporting", page 117		Group
Absenteeism	LA 7	6.4.4		see 17.3.2.4. "Responsible management of temporary employment", page 105 see 17.3.5.1.2. "Organization of working time", workforce indicators in "Social reporting", page 117		France
Organization of dialog with the workforce, (in particular the procedures for informing and consulting staff as well as negotiation procedures)	LA 4	6.4.3 and 6.4.5	#3	see 17.3.2.5. "Encouraging social dialog, employee involvement and commitment", page 105	"Committing to and for employees" – Promoting social dialog, in Bolloré Energy, page 27	Group
Collective agreements	LA 5	6.4.3 and 6.4.5	#3	see 17.3.2.5. "Encouraging social dialog with the workforce, employee involvement and commitment", page 105 see 17.3.5.1.2. "Labor relations and collective agreements", workforce indicators in "Social reporting", page 117		France
Workplace health and safety conditions	LA 6 and LA 8	6.4.6	#4-5	see 17.3.2.1. "Ensuring the health and safety of all employees", pages 103-104	"Committing to and for employees" – Ensuring employees' health and safety, in Bolloré Logistics, pages 14-15 and Bolloré Africa Logistics, pages 20-21 "Committing to and for employees" – Continuous enforcement and improvement of health and safety processes, in Bolloré Energy, page 26 "Committing to and for employees"; "Ensuring the health and safety of employees", in Electricity storage and solutions, pages 36-38	Group

## CROSS-REFERENCE TABLE

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2015 registration document	Information published in the 2015 CSR report	Scope covered by the indicator (registration document)
<b>Social information</b>						
Workplace accidents (particularly their frequency, their severity and work-related illnesses)	LA 7	6.4.6	#4-5	see 17.3.2.1. "Ensuring the health and safety of all employees", pages 103-104 see 17.3.2.4. "Responsible management of temporary employment", page 105 see 17.3.5.1.2. workforce indicators "Absenteeism" in "Social reporting", page 117	"A commitment to and for employees" – Guaranteeing the safety of employees, in Bolloré Logistics, page 15 and in Bolloré Africa Logistics, pages 20-21 See box "Active participation in the 2015 World Day for Health and Safety at Work", page 20 "A commitment to and for employees" – Regularly applying and improving health and safety systems, in Bolloré Energy, page 26 "Committing to and for employees" – Guaranteeing the safety of employees, in Electricity storage and solutions, pages 36-38	France
Report of agreements signed with trade unions or staff representatives regarding occupational health and safety	LA 9	6.4.6	#4-5	see 17.3.2.5. "Encouraging social dialog with the workforce, employee involvement and commitment", page 105 see 17.3.5.1.2. "Labor relations and collective bargaining agreements", workforce indicators in "Social reporting", page 117		France
Training policies	LA 11	6.4.7		see 17.3.2.2. "Anticipating changes in jobs, developing skills and promoting local talents", page 104 see 17.3.5.1.2. "Training", workforce indicators in "Social reporting", page 116	"Committing to and for employees" – "Developing skills, promoting talents and encouraging mobility", in Bolloré Logistics, pages 15-16 "Committing to and for employees", – Developing skills and retaining staff, in Bolloré Africa Logistics, pages 22-23 "Committing to and for employees" – Encouraging intergenerational transfer and developing skills, in Bolloré Energy, pages 26-27 "Developing skills, promoting talents and encouraging mobility" – Developing skills, in Communications "Enhancing skills", pages 31-32 "Supporting skills development" and box "Supporting organizational change and promoting mobility within the Group", in Electricity storage and solutions, pages 38-39	Group
Total number of hours of training	LA 10	6.4.7		see 17.3.2.2. "Anticipating changes in jobs, developing skills and promoting local talents"; "Training for skills planning", page 104 see 17.3.5.1.2. "Workforce indicators", workforce indicators in "Social reporting", page 117		France
Measures taken to improve gender equality	LA 14			see 17.3.2.4. "Integrating diversity in all forms and guaranteeing equal opportunities throughout employees' careers", page 105	"Promoting equal opportunities" – Guaranteeing gender equality, in Communications, pages 30-31	Group
Measures taken to encourage the employment and integration of disabled people	LA 13			see 17.3.2.4. "Integrating diversity in all forms and guaranteeing equal opportunities throughout employees' careers", page 105 17.3.5.1.2. "Professional insertion and people with disabilities", workforce indicators in "Social reporting", page 117	"Promoting equal opportunities" – Increasing the hiring of disabled workers, in Communications, page 31 "Supporting skills development", in Electricity storage and solutions, pages 38-39	France

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Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2015 registration document	Information published in the 2015 CSR report	Scope covered by the indicator (registration document)
<b>Social information</b>						
Policy to combat discrimination	LA 13			see 17.3.2.4 "Integrating diversity in all forms and guaranteeing equal opportunities throughout employees' careers", page 105	"Promoting equal opportunities", in Communications, pages 30-31 "Supporting skills development"; "Promoting diversity", in Electricity storage and solutions, page 38	Group
Respecting freedom of association and the right to collective bargaining	HR 5; LA 4 and LA 5	6.3.10	#3	see 17.3.2.5. "Encouraging social dialog with the workforce, employee involvement and commitment", pages 105-106		Group
Elimination of discrimination in respect of employment and occupation	HR 4; LA 13 and LA 14	6.3.10	#6	see 17.3.2.4. "Integrating diversity in all forms and guaranteeing equal opportunities throughout employees' careers", page 105	"Promoting equal opportunities", in Communications, pages 30-31 "Supporting skills development"; "Promoting diversity", in Electricity storage and solutions, page 38	Group
Elimination of forced or compulsory labor	HR 6 and HR 7	6.3.10	#4-5	see 17.2.1. External repositories, "The UN Global Compact: The 10 principles", pages 100-101 see 17.2.2. "Internal standards"; "The Ethics and Values Charter", page 101 see 17.3.1. Sharing the same business ethics, "Human rights", page 103	"The Group's corporate social responsibility strategy", – 2016 focus areas, page 3	Group
Effective abolition of child labor	HR 6	6.3.10	#4-5	17.2.1. External repositories, "The UN Global Compact: The 10 principles", page 100 see 17.2.2. "Internal standards"; "The Ethics and Values Charter", page 101 17.3.1. Sharing the same business ethics, "Human rights", page 103	"The Group's corporate social responsibility strategy", – 2016 focus areas, page 3	Group
<b>Environmental information</b>						
Organization of the company to respond to environmental issues and, where applicable, environmental evaluation and certification processes	Managerial approach	6.5.1 and 6.5.2	#7-8-9	see 17.3.3.1. "Reducing the environmental impact of activities" see "Mapping environmental hazards and implementing actions", pages 106-109 see "Table of environment-related industrial risks", in 4. "Risk factors", pages 54-56 see 17.3.3.2. "Innovating to anticipate new environmental requirements", see "The new logistics hub project in Le Havre", pages 109-110	"Producing and innovating sustainably", in Bolloré Logistics, pages 16-18 "Guaranteeing the safety of employees", in Bolloré Africa Logistics, pages 20-22 "Producing and innovating sustainably", in Bolloré Africa Logistics, page 23 "Producing and innovating sustainably", in Bolloré Energy, pages 27-29 "Preventing and reducing the environmental impact of our activities", page 33 "Innovating to anticipate new environmental requirements", in Communications page 33 "Producing and innovating sustainably", in Electricity storage and solutions, pages 41-43	Group
Training and raising awareness of employees on the protection of the environment	Managerial approach	6.5.1 and 6.5.2	#7-8-9	see "Table of environment-related industrial risks", in 4. "Risk factors", pages 54-56 see 17.3.3. "Producing and innovating sustainably", pages 106-109	"Committing to and for employees" – Training accessible to all, in Bolloré Logistics, page 15 "Developing skills, promoting talents and encouraging mobility"; "Developing the CSR strategy internally", in Communications, page 31	Group

## CROSS-REFERENCE TABLE

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2015 registration document	Information published in the 2015 CSR report	Scope covered by the indicator (registration document)
<b>Environmental information</b>						
Resources allocated to preventing environmental hazards and pollution	EN 30	6.5.1 and 6.5.2	#7-8-9	see "Table of environment-related industrial risks", in 4. "Risk factors", pages 54-56 see 17.3.3.1. "Producing and innovating sustainably"; "Mapping environmental hazards and implementing actions", page 107 see "Environmental investment and spending", page 120	"Producing and innovating sustainably", in Bollore Logistics, pages 16-18 "Guaranteeing the safety of employees", in Bollore Africa Logistics, pages 20-22 "Producing and innovating sustainably", in Bollore Africa Logistics, page 23 "Producing and innovating sustainably", in Bollore Energy, pages 27-29 "Preventing and reducing the environmental impact of our activities", in Communications, page 33 "Producing and innovating sustainably", in Electricity storage and solutions, pages 41-43	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)	EN 28 and EC 2	6.5.1 and 6.5.2	#7-8-9	See note 10 – "Provisions for contingencies and charges", page 188		Group
Measures to prevent, reduce or remedy emissions into air, water and soil that seriously damage the environment	EN 22, EN 23 and EN 24	6.5.3	#7-8-9	see "Table of environment-related industrial risks", in 4. "Risk factors", pages 54-56 see 17.3.3.1. "Reducing the environmental impact of the activities"; "Mapping environmental hazards and implementing actions", pages 107-108 see "Facilities classified for the protection of the environment (ICPE)", page 120	"Producing and innovating sustainably", in Bollore Logistics, pages 16-18 "Treating and recycling waste", in Bollore Africa Logistics, page 23 "Preventing environmental hazards", in Bollore Energy, page 27 "Preventing and reducing the environmental impact of our activities", in Communications, page 33 "Producing and innovating sustainably" – Reducing the environmental footprint of the activities, in Electricity storage and solutions, page 40	Group
Measures to prevent, recycle and eliminate waste	EN 22	6.5.3	#7-8-9	see 17.3.3.1. "Reducing the environmental impact of the activities"; "Managing and re-using waste", page 107	"Producing and innovating sustainably" – Treating and recycling waste, in Bollore Africa Logistics, page 23 "Producing and innovating sustainably" – Recycling technology products, in Electricity storage and solutions, page 40	Group
Taking account of noise pollution and any other form of pollution specific to a business	EN 25	6.5.3	#7-8-9	see "Table of environment-related industrial risks", in 4. "Risk factors", pages 54-56 see 17.3.3.1. "Reducing the environmental impact of the activities"; "Mapping environmental hazards and implementing actions", pages 107-108		Group
Water consumption and water supply having regard to local constraints	EN 8, EN 9 and EN 21	6.5.4	#7-8-9	see 17.3.3.1. "Reducing the environmental impact of the activities"; "Optimizing water and energy consumption", page 106 see 17.3.5.2.2. "Tables of environmental and societal indicators"; "Water and energy consumption", page 119	"Producing and innovating sustainably" – Assessing environmental impact, in Bollore Logistics, page 17 – Monitoring energy consumption, in Bollore Africa Logistics, page 23	Group

## CROSS-REFERENCE TABLE

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2015 registration document	Information published in the 2015 CSR report	Scope covered by the indicator (registration document)
<b>Environmental information</b>						
Consumption of raw materials and measures taken to use them more efficiently	EN 1 and EN 10	6.5.4	#7-8-9	see 17.3.5.2.2. "Tables of environmental and societal indicators", page 119	"Preventing and reducing the environmental impact of our activities", in Communications, page 33	Group
Energy consumption, measures taken to use it more efficiently	EN 3, EN 4, EN 5, EN 6 and EN 7	6.5.4	#7-8-9	see 17.3.3.1. "Reducing the environmental impact of the activities"; "Optimizing water and energy consumption", page 106 see 17.3.3.2. "Innovating to anticipate new environmental requirements", pages 109-110 see 17.3.5.2.2. "Tables of environmental and societal indicators"; "Water and energy consumption", page 119	"Producing and innovating sustainably" – Reducing our carbon footprint, in Bolloré Logistics, pages 16-17 – Reducing energy consumption and the environmental footprint of activities, in Bolloré Africa Logistics, page 23 "Producing and innovating sustainably"; "Saving energy", in Bolloré Energy, page 28 "Preventing and reducing the environmental impact of our activities", in Communications, page 39 – Reducing the environmental footprint of the activities of the division, in Electricity storage and solutions, page 40	Group
Land use		6.5.4	#7-8-9	see "Table of environment-related industrial risks", in 4. "Risk factors", pages 54-56 see 17.3.3.1. "Reducing the environmental impact of the activities"; "Mapping environmental hazards and implementing actions", pages 107-108 and "Protecting and ensuring the sustainable use of land", pages 108-109	"Producing and innovating sustainably" – Preventing environmental hazards, in Bolloré Energy, page 27	Group
Greenhouse gas emissions (art. 75, Grenelle II)	EN 16, EN 17, EN 19 and EN 20	6.5.5	#7-8-9	see 17.3.3.1. "Reducing the environmental impact of the activities"; "Reducing greenhouse gas emissions", page 107 see 17.3.5.2.2. "Tables of environmental and societal indicators"; "Greenhouse gas emissions table", page 121	"Producing and innovating sustainably" – Reducing our carbon footprint, in Bolloré Logistics, pages 16-17 "Producing and innovating sustainably"; "Contributing to a reduction in greenhouse gas emissions", in Bolloré Energy, page 29 "Producing and innovating sustainably", in Electricity storage and solutions, pages 40-43	France
Adapting to the consequences of climate change	EN 18 and EC 2	6.5.5	#7-8-9	see 17.3.3.2. "Innovating to anticipate new environmental requirements", pages 109-110	"The Bolloré Group and COP21" pages 8-9 "Producing and innovating sustainably" – Reducing our carbon footprint, in Bolloré Logistics, pages 16-17 "Innovating to anticipate new environmental requirements", in Communications, page 33 "Producing and innovating sustainably" – Developing new forms of mobility in Electricity storage and solutions, pages 41-43	Group
Measures taken to conserve or enhance biodiversity	EN 11 to 15 and EN 25	6.5.6	#7-8-9	see "Environment-related industrial risks", and in particular, agricultural assets, in 4. "Risk factors", pages 54-56 see 17.3.3.1. "Reducing the environmental impact of the activities"; "Preserving biodiversity", page 109 and "The new logistics hub project in Le Havre", page 110	"Producing and innovating sustainably" – Preserving biodiversity, in Bolloré Logistics, page 18 "Taking action for local development" – Wildlife protection, in Bolloré Africa Logistics, page 25 "Producing and innovating sustainably" – Taking action to protect biodiversity, in Bolloré Energy, page 29	Bolloré Logistics Bolloré SA (vineyards)



## CROSS-REFERENCE TABLE

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2015 registration document	Information published in the 2015 CSR report	Scope covered by the indicator (registration document)
<b>Information pertaining to societal commitments</b>						
Geographical, economic and social impact on jobs and regional development	EC 8 and EC 9	6.8.5		see 17.3.4.1. "Strengthening the local presence of the Bolloré Group's activities", pages 110-111 see 17.3.4.4.2 "Earthtalent by Bolloré: a hands-on community program", page 113	"Bolloré Transport & Logistics: a single brand, a global network of expertise" – A strong local socio-economic footprint, page 10 "Taking action for local development"; "Evaluate its local socio-economic footprint", in Bolloré Logistics, page 18 "Taking action for local development" – Promoting better regional integration by ensuring energy transition, page 24 – Promoting local integration by building educational and healthcare infrastructure, in Bolloré Africa Logistics, page 25 Box "Petroplus refinery project, Petit-Couronne", in Bolloré Energy, page 29 "Taking action for local development"; in Electricity storage and solutions, pages 43-44	Group
Geographical, economic and social impact on neighboring or local populations	EC 1 and EC 6	6.8		see 17.3.4.1. "Strengthening the local presence of the Bolloré Group's activities", pages 110-111 see 17.3.4.4. "Promoting the social commitment of employees", pages 112-113	"Taking action for local development" – Establish a relationship built on trust and nurturing ongoing partnerships with civil society's stakeholders, in Bolloré Logistics, pages 18-19 "Taking action for local development" – Promoting better regional integration by ensuring energy transition, page 24 – Promoting local integration by building educational and healthcare infrastructure, in Bolloré Africa Logistics, page 25 Box "Petroplus refinery project, Petit-Couronne", in Bolloré Energy, page 29 "Taking action for local development" – Providing access to energy for all: the Bluezones, in Electricity storage and solutions, pages 43-44 Box "The Cacaveli Bluezone", in Electricity storage and solutions, page 44	Group
Nature of dialog with these persons or organizations	4.14 to 4.17	5.3.3		see 17.1. "Presentation of the Bolloré Group's non-financial performance", page 100 see 17.3.4.2. "Establish a relationship built on trust with stakeholders", page 111	"Taking action for local development" – Establish a relationship built on trust and nurturing ongoing partnerships with civil society's stakeholders, in Bolloré Logistics, pages 18-19 "Taking action for local development" – Interacting with stakeholders, in Bolloré Africa Logistics, pages 24-25 Box "The Cacaveli Bluezone", in Electricity storage and solutions, page 44	Group
Partnership or sponsorship initiatives	EC 1 and 4.11 to 4.13	6.8.9		see 17.3.4.4. "Promoting the social commitment of employees", pages 112-113 see 17.3.5.2.2. "Tables of environmental and societal indicators"; "Societal actions supported", page 121	"Taking action for local development" – Promoting the social commitment of employees, in Bolloré Logistics, page 19 "Taking action for local development" – Commitment to children and young people: the reintegration of street children, in Bolloré Africa Logistics, page 25 "Taking action for local development" – Employee solidarity and social commitment, in Bolloré Energy, page 29 "Encouraging social commitment" in Communications, page 34 – Commitment to supporting local development, in Electricity storage and solutions, page 43	Group

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