

# Bolloré

Corporate social  
responsibility report

2016



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## Contents

- 01 — Message from the Chairman
- 02 — The Group's CSR strategy
- 06 — Group profile
- 08 — The Bolloré Group worldwide
- 10 — The trends that shape our markets
- 12 — Materiality analysis of issues
  
- 14 — Innovating in response to major economic  
and environmental changes
- 20 — Investing in men and women
- 30 — Bringing the Group together around a shared  
corporate culture and ethical standards
- 36 — Taking action for local development

## Message from the Chairman, Vincent Bolloré

Corporate Social Responsibility (CSR) is an unavoidable issue, the importance of which will continue to grow over the coming years. Our CSR approach, which we started in 2000, is incorporated in the Group's global strategy and in our governance system. It is applied in the 143 countries where the Bolloré Group operates its three activities. Bolloré Group is committed to reduce its' activities' environmental footprint, to develop innovative and clean transportation solutions and to enable access to clean and renewable energy.

As our fifty-year presence in Africa shows, our Group has also been committed for many years to building its activities locally and sustainably.

In 2016, the Group successfully continued to roll out its car-sharing services by starting the service in Turin (Blue Torino) and winning two new car-sharing projects in Singapore and Los Angeles (set to start at the end of 2017). In public transport, we delivered 38 of the 6-metre Bluebus to local authorities and private companies, and 22 12-metre buses to RATP (21 additional ones to be delivered in 2017) as part of the launch of line 341, RATP's first 100% electric bus route, in May 2016.

We began to roll out, in partnership with Vivendi, energy storage solutions to supply Canal Olympia venues with electricity in Africa. The first complex was inaugurated in 2016 in Cameroon; six others are currently being studied.

These commercial successes, which offer environmentally friendly electric transportation solutions and foster renewable energies integration in the electricity mix are answers to help tackle sustainable development and climate change challenges.

2016 saw the finalization of the new sustainable warehouse, "Green Hub", in Le Havre, certified LEED 4 Silver and Écocert, and awarded the BiodiverCity® label. Following Singapore in 2012 and Roissy in 2015, this is the third Green Hub commissioned by Bolloré Logistics. These achievements provide Bolloré Transport & Logistics with modern tools to support its growth and development, while helping to reduce the environmental footprint of its sites.



In 2017, the year of the Bolloré Group's 195<sup>th</sup> anniversary, we will continue to invest in these three main lines of business, consisting in the digitalization of transportation, building a global media and communications champion, and developing our performance in electricity storage. —

**“Our commercial successes, which offer citizens environmentally-friendly electric mobility solutions or which foster the integration of renewable energies, are answers to the issues of sustainable development and climate change.” —**

# The Group's corporate social responsibility strategy

## MILESTONES



2000  
Group Code of Ethics



2003  
The 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

The Bolloré Group's family and patrimonial culture allows it to project its activities in the long term, to diversify them and to invest in innovative projects in full independence. Driven by a strong entrepreneurial spirit and the desire to create a link between people and their environment, the Group associates humanism with a results-based culture. Responding to the most material issues related to the conduct of its business in the 143 countries in which it operates through its Transportation and logistics, Media and Communications, and Electricity storage solutions divisions, the Bolloré Group presents the four main priorities of its 2017-2022 CSR strategy. —

## 2017-2022 CSR Strategy

### PRIORITY 1

#### Innovating in response to major economic and environmental changes

To meet the high expectations of its clients and to adjust to the emergence of new models and economic trends, the Bolloré Group is investing long-term in the development of innovative, connected offers which are respectful of people and the environment.

### PRIORITY 2

#### Investing in men and women

The Bolloré Group's financial performance is based on the commitment of the women and men who work to achieve it. With the aim of building a sustainable relationship, the Group strives to manage its employees' careers in the long term by providing guidance and offering them internal career development opportunities.

### PRIORITY 3

#### Bringing the Group together around a shared corporate culture and ethical standards

Having locations in 143 countries puts extra pressure on the Bolloré Group's ethical conduct.

The Group has thus set up an organization to ensure that the good practices set down in its Code of Ethics are shared by all employees and to reduce risks related to business ethics and respect of human rights.

### PRIORITY 4

#### Taking action for local development

With its locations in developing countries, particularly Africa, the Bolloré Group is a key player in the economic and social development of the regions in which it operates.

With its capital expenditures in port and rail infrastructures, it contributes to economic growth, the opening-up of certain countries, the development of public services and the up-skilling of local populations.

01. Inaugurated in 2016, the HGE buildings of Bolloré Logistics in Nantes.

02. Blue SG, the car-sharing service due to be launched at end-2017 in Singapore.





**Reporting serving this approach**

A company's extra-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. A methodological framework has been defined 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 which has improved 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 began in 2014 between the teams (division and Group) dedicated to CSR and local contributors continued in 2016, 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 2016, 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 2017.

**2016-2017 CSR focus areas**

- Following the materiality analysis and the review of strategic priorities concerning its CSR policy in 2016, work will be carried out in 2017 to define key extra-financial objectives and indicators.
- Initiated in 2016, the focus area concerning definition of a Group monitoring plan by business line will continue in 2017.
- Following the pilot in 2016 with Sitarail, the focus area concerning the roll-out of a Group human rights policy will continue in 2017.
- The Bolloré Group will also continue its work on:
  - the ISO 26000 process;
  - measuring the socio-economic effects of the Group's activities;
  - mapping local stakeholders;
  - labeling suppliers and evaluating subcontractors.

**Performance**

The materiality analysis carried out in 2016 has identified the Group's key issues. Integrated into the four main priorities of the CSR strategy, they will be monitored and assessed on the basis of key performance indicators selected and validated by the Ethics – CSR and Sponsorship Committee in a specific project in 2017. —





**PRIORITY 1**

Innovating in response to major economic and environmental changes

**PRIORITY 2**

Investing in men and women

**Governance**

The Group's CSR governance is made up of two bodies: the Ethics – CSR and Sponsorship Committee and the Group CSR Department.

**The Ethics – CSR and Sponsorship Committee**

In 2014, the Groups' Ethic Committee became the Ethics and CSR committee, confirming the fact that ethics is the cornerstone of the Group's CSR commitments. In 2016, sponsorship was incorporated into the Ethics and CSR Committee in order to improve coordination of the Group's social initiatives.

The Committee comprises a Chair, the Group Executive management team, the division managing directors, the Group Human Resources manager, the Group Legal Affairs manager, the Group Management Control manager, the Group Ethics manager, the Investor Relations manager, the Group Deputy Communications manager, the Group Sponsorship manager and the Group CSR manager.

The purpose of this Committee is to set down working areas in terms of ethics, CSR and sponsorship for which the divisions' Ethics, CSR and Sponsorship managers must spearhead actions in 2017. The Committee meets once to twice a year to review ongoing or completed projects and to define new initiatives in the three fields.

**CSR Management**

The Group CSR is managed by the Group Vice-President, who is also the Group Finance and Administration manager. He is assisted by the Group Deputy Communications manager and the Investor Relations manager. The Group CSR team is supported by the divisions' CSR Departments and their network of CSR delegates. The internal CSR network thus has over 200 contributors all over the world, who help to

roll out the Group's CSR strategy in each entity and report on essential extra-financial information of the Bolloré Group.

**Network of data protection and liberties correspondents**

The new shared mobility services offered by the Group (Autolib', Bluely and Bluecub) must be able to assure consumers of the secure and efficient processing of their personal data in order to guarantee full confidentiality.

To do this, the Bolloré Group has included the following paragraph in its Code of Ethics and values: "[...] The holders of confidential information commit to not divulging it to unauthorized persons and to abstaining from its use, directly or indirectly, for personal reasons [...]" In addition, in order to comply with the provisions of the National Commission for Data Protection and Liberties (CNIL) and the European ruling on personal data, the Group appointed a Group Data Protection and Liberties Correspondent (CIL – Correspondant informatique et libertés). The correspondent set up an internal group dedicated to the management of data processing that participates in the CIL's work, in particular:

- updating records concerning personal data processing that is exempt from disclosure;
- submitting authorization requests to the CNIL;
- giving an opinion on the clauses included in contracts that relate to personal data processing.

In 2016, the Group CIL continued its work on the situational analysis on processing to be performed throughout the entire Group. The objective is to create a network of CIL delegates who raise the awareness of and train employees on these provisions.

**Stakeholders**

The materiality analysis carried out in 2016 led to the updating of part of the mapping of stakeholders. In order to continue and refine this work, the Group initiated a pilot project within its Electricity storage and solutions division. This project should lead to a more effective structuring of dialog with the stakeholders of this division. This work will continue in 2017. —

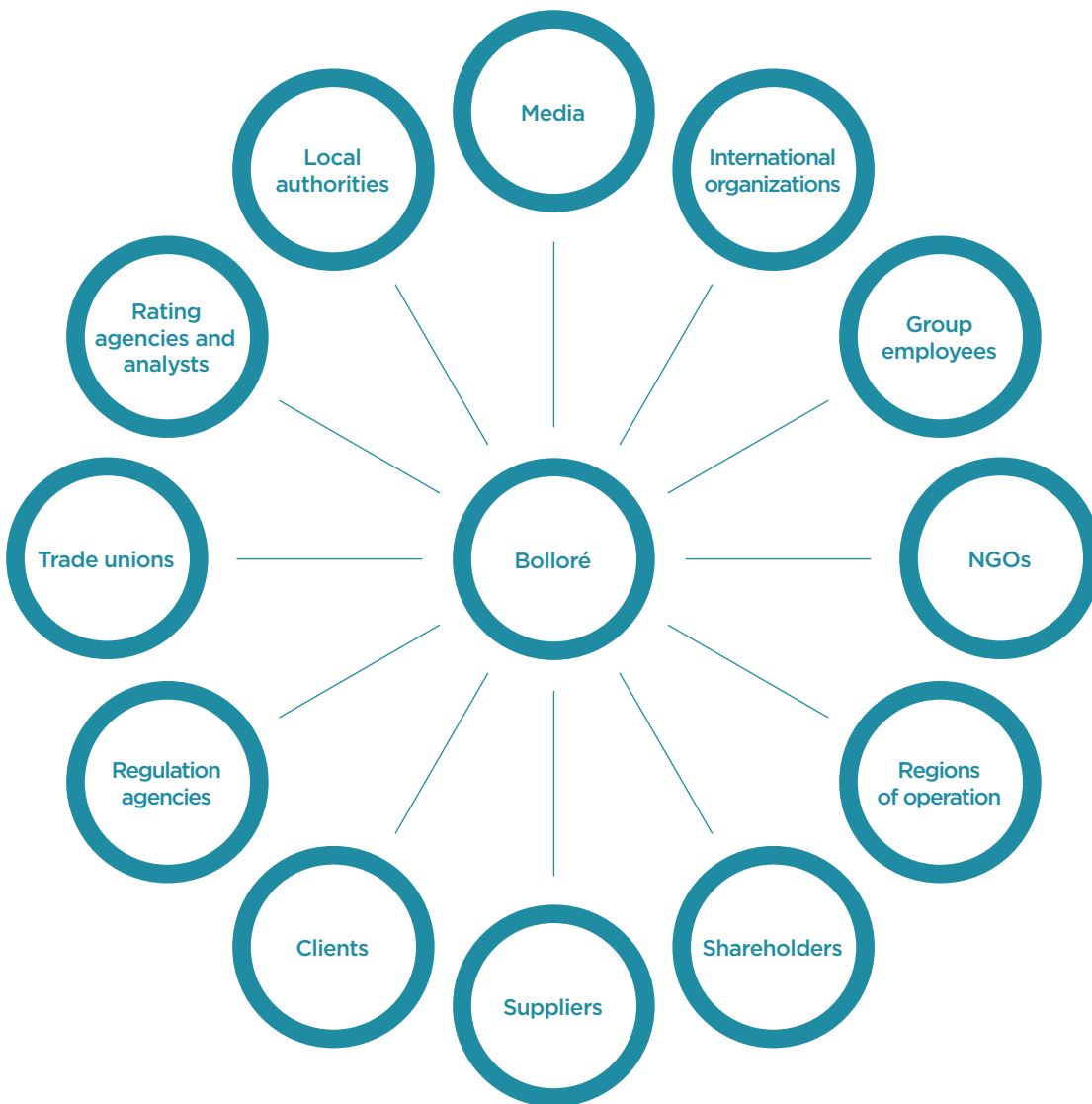
# The Group's corporate social responsibility strategy

**PRIORITY 3**

Bringing the Group together around a shared corporate culture and ethical standards

**PRIORITY 4**

Taking action for local development



Mapping of stakeholders

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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, the Group currently holds strong positions in its three lines of business. —

**Transportation  
and logistics**

Bolloré Transport & Logistics is one of the world's leading transportation groups, with close to 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. It also owns the free daily French newspaper *CNews Matin*, and has a stake in Gaumont. It also has interests in telecoms. Lastly, in October 2016, it increased its share in Vivendi, exceeding the threshold of 20% of the share capital and voting rights. As of this date, this share is accounted for under the equity method in the Bolloré financial statements. —

**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 over 4.5 billion euros at the end of 2016. Its biggest investment is Vivendi, which represented 3.6 billion euros at December 31. —



**PRIORITY 1**

Innovating in response to major economic and environmental changes



**185** million euros invested in research and development



**3.8** times the Earth's circumference traveled each day by our clients in our car-sharing services



**11** million euros invested in the environment

**PRIORITY 2**

Investing in men and women



Over **10,000** new employees, of which 66% under open-ended contracts



**91%** retention rate



**44%** of employees took training in the year

**PRIORITY 3**

Bringing the Group together around a shared corporate culture and ethical standards



**2,421** employees were trained in Group ethics



**89** countries took part in a country risk assessment

**PRIORITY 4**

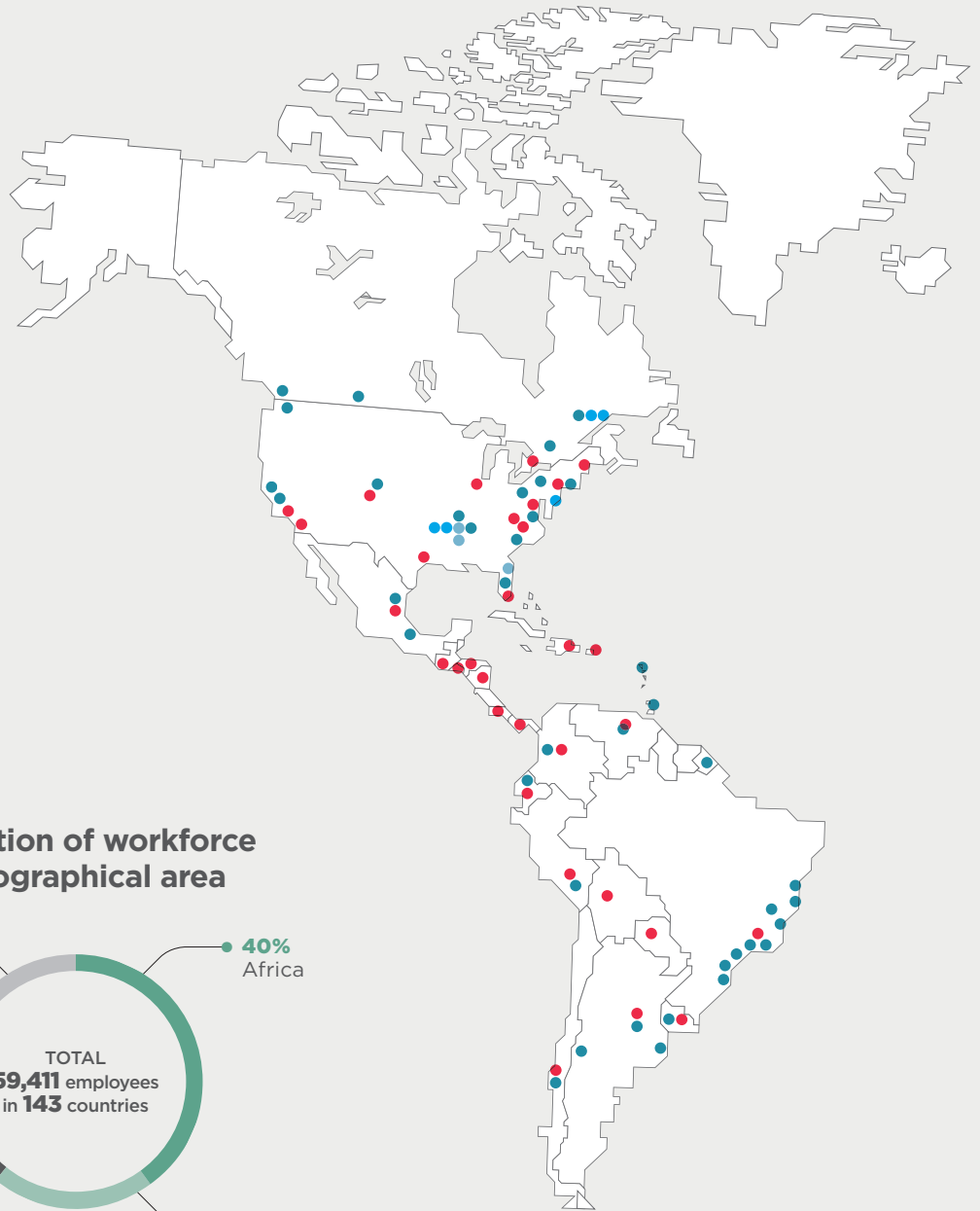
Taking action for local development



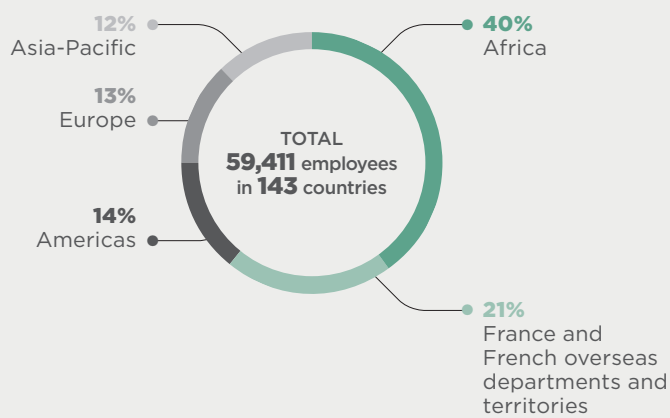
**86%** of the workforce employed locally



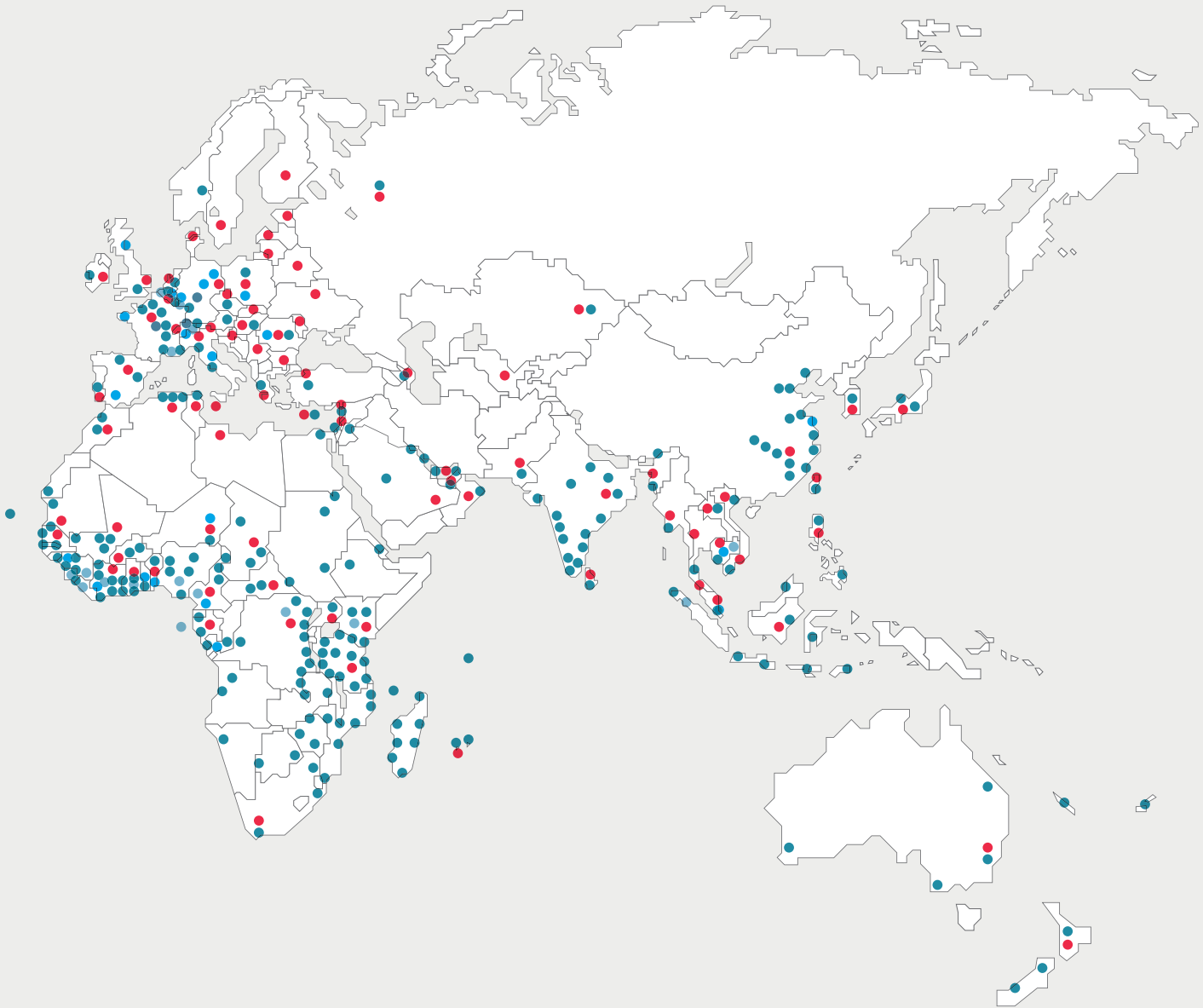
**815** social projects funded



## Distribution of workforce by geographical area



- Transportation and logistics
- Communication
- Electricity storage and solutions
- Agricultural assets



# Major trends that shape our markets

## THE BOLLORÉ GROUP IN AFRICA

Close to **24,000** employees

Presence in **46** countries

**1<sup>st</sup>** port operator

**18** concessions in operation

## THE CAPITAL EXPENDITURE POLICY OF THE BOLLORÉ GROUP'S ELECTRICITY STORAGE AND SOLUTIONS DIVISION

Turnover of **310** million euros in 2016, up **17%**

### Growth in trade in Africa

The 2012-2016 period shows a strong growth in trade in Africa, which conveys improved integration in global trade and the opening of new markets.

With operations in 46 countries and close to 24,000 employees, the Bolloré Group has been established in Africa for fifty years. It is the leading port operator with 18 concessions in operation. It also operates three rail concessions. 2016 turnover in Africa reached 2.3 billion euros, representing 24% of the Bolloré Group's total turnover.

### Climate change

The Paris Agreement, agreed at COP21 and which will enter into force in 2020, integrates commitments from the signatory countries to fight climate change: "keep global temperature rise to below 2 °C and pursue efforts to limit the temperature increase even further to 1.5 °C; provide 100 billion dollars annually by 2020 to fund projects enabling countries to adapt to climate change or reduce greenhouse gas emissions (GHG)".

In this context, demand for sustainable mobility solutions from individuals and companies or the production of renewable energy to reduce greenhouse gas emissions should continue to develop significantly in the coming years.

The climate issue is a major priority of the Bolloré Group's sustainable capital expenditure policy. The Group's Electricity storage and solutions division is particularly committed to this (2016 turnover of 310 million euros, up 17%).

Thanks to research and development on the Lithium Metal Polymer (LMP<sup>®</sup>) battery, the Bolloré Group is able to offer innovative and recognized services (car-sharing service with

100% electric vehicles, electric buses, stationary electricity storage system) in order to encourage the integration of renewable energies and electric mobility in both industrialized and developing countries.

The Bolloré Group is also aware of the importance of taking environmental issues into account in its transportation and logistics activities. A true innovation driver, optimizing the environmental performance of its offers is a need expressed by the Group's clients, and therefore represents a competitive edge. For example, the SAVE Program is a new logistics offer with an integrated environmental solution whereby reducing carbon emissions is a genuine driver of logistics performance.

The Group's Communication branch is using advertising to fight against climate change. Advertising stimulates the imagination and thus has a strong influence on consumers' values and lifestyle, and can therefore change behavior. With the intention of building positive momentum, Havas, for example, has committed, along with the world's five largest advertising groups, to take part in achieving 17 sustainable development objectives as part of the Common Ground initiative.

Each group has committed to meet a specific objective: Dentsu, health, IPG, access to drinking water, Omnicom, education, Publicis, food, WPP, gender equality, and Havas, climate change.

### The digital transformation

The digital transformation, the strong growth of social media and the mobile market are creating new experiences with stakeholders, notably in terms of more direct communication of companies with their clients and suppliers, changes in advertising formats and marketing tools, or the creation of new business models which rely on the immediate exchange of information.

The Group is taking on these changes and suggesting new solutions to meet its clients' new needs.

Havas is an expert in pluri-digital media and proposes innovative solutions to its clients in order to digitalize classic media and content. The car-sharing services of the electricity storage division, set up in Europe, the United States and in Asia (by the end of 2017), offer

users connected mobility services from a smartphone application to book and park vehicles.

Bolloré Logistics launched the GLOBE program to meet the needs of its clients brought about by the digital transformation (real-time tracking, transparency, safety and respect for the environment). This program is based on a new transport management software (TMS) with extended functions and on a decision management platform (DMP) for freight forwarding activities, which includes a predictive model and provides real-time data aggregation and management. Connected to the TMS, the platform allows the customer to get the best transport option.

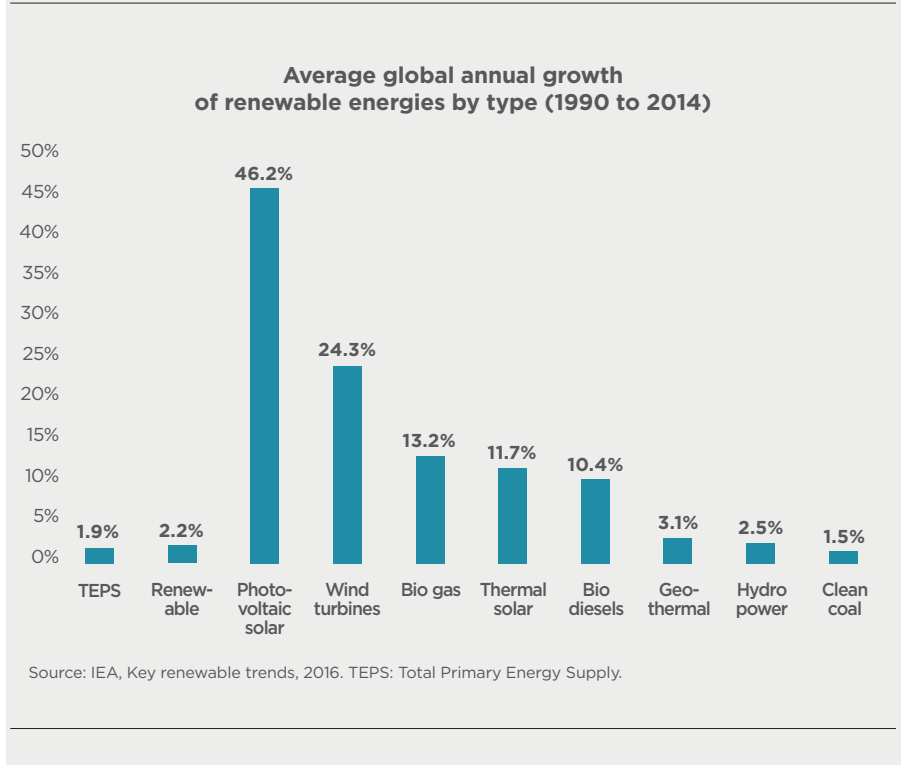
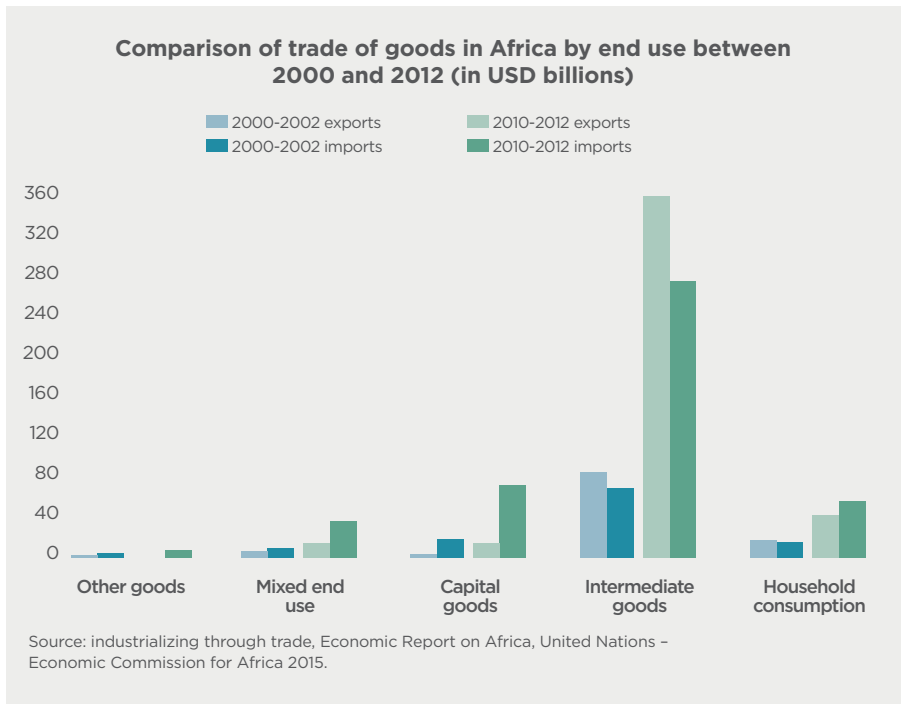
**Changes in the regulatory framework**

The regulatory and legal frameworks regulating the activity of companies have changed greatly since 2010 in response to requests and aspirations of civil society. The main changes to regulations which have an impact on the activity of the Group's divisions include:

- measures taken as part of the French Energy Transition law towards Green Growth Act (LTECV) for the development of clean transport in order to improve air quality thanks to research into energy efficiency and the use of renewable energies;
- the commitment to reduce GHGs from States and companies by setting up traffic restriction systems in city centers, removing certifications for highly-polluting vehicles or, for companies or certain economic sectors, GHG emission quotas, carbon tax or CO<sub>2</sub> trading;
- the obligation for transport companies to make information available to customers regarding emissions related to the transport business in CO<sub>2</sub> equivalent terms.

The Bolloré Group takes these regulatory changes into account in the development of its mobility offers (car-sharing services in Europe and the United States, management of charging terminals in London, etc.) or in the creation of its most recent "sustainable" logistics warehouses (Green Hub) in France (double LEED® Gold & HQE certification<sup>(1)</sup>, labeled Bâtiment Biosourcé) and in Singapore (certified Green Mark Platinum and LEED Gold), and lastly thanks to the SAVE Program, which allows its clients to reduce their CO<sub>2</sub> consumption and optimize supply-chain performances at the same time. —

(1) LEED®: Leadership in Energy and Environmental Design; HQE: high environmental quality.



**With the aim of strengthening its CSR strategy, in 2016 the Bolloré Group carried out a materiality analysis of the main CSR issues related to its activities. —**

The process, performed with assistance from an external firm, took place in three stages:

- a listing of the CSR issues for each division, carried out through interviews with CSR contributors and correspondents and through analyzing the action plans and indicators used;
- ranking the issues by category and depending on their impact on the Group and its three divisions (social, environment, local development and human resources);
- linking these analyses with data available internally on the expectations of stakeholders (clients, employees, public authorities, NGOs).

## Definition of these priority issues

Defining these priority issues then allowed the Group to set down the four main strategic priorities of its 2017-2022 CSR policy.

## Materiality matrix and priority issues

After the analysis and the establishment of the materiality matrix, 13 issues were identified, of which 6 are considered priorities for the Group.

### **PRIORITY 1**

**Innovating in response to major economic and environmental changes**

- Sustainable products and services (9)
- Energy and carbon trajectory (10)
- Management of environmental risks and compliance (11)
- Raw materials (12)

### **PRIORITY 2**

**Investing in men and women**

- Health and safety at work (5)
- Attracting talents and retaining employees (6)
- Management and development of skills (7)
- Promoting diversity (8)

### **PRIORITY 3**

**Bringing the Group together around a shared corporate culture and ethical standards**

- Human rights (1)
- Loyal practices (2)
- Duty of care and responsible purchasing (3)
- Protection of personal data (4)

### **PRIORITY 4**

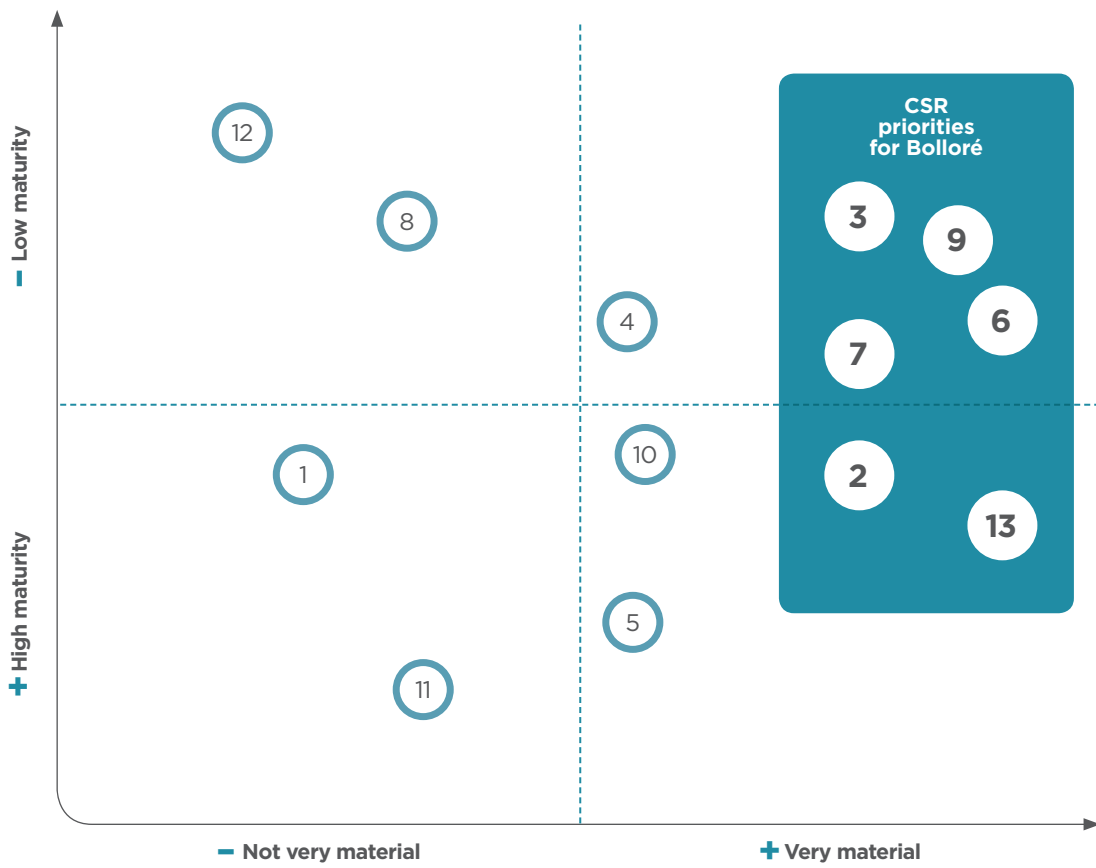
**Taking action for local development**

- Contribution to local development (13) –

Demonstrators of stationary energy storage solutions in Odet, near Quimper.







**Priority issues**

- 2 Loyal practices
- 7 Management and development of skills
- 3 Duty of care and responsible purchasing
- 9 Sustainable products and services
- 6 Attracting talents and retaining employees
- 13 Contribution to local development



Inaugurated in 2016, the Green Hub of Bolloré Transport & Logistics at Roissy Charles-de-Gaulle airport is operational. —



**PRIORITY 1**

# Innovating

**in response to major economic and environmental changes**

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**Innovating to meet new market demands**



**Rolling out new forms of sustainable mobility**



**Investing to protect the environment**

# **PRIORITY 1** Innovating in response to major economic and environmental changes

## **INVESTMENTS FOR THE LMP® BATTERY**

Over **3** billion euros invested  
**2,000** people recruited

## **DEVELOPMENT IN ELECTRIC MOBILITY VIA PUBLIC TRANSPORT**

**12-meter** Bluebus  
Bluetram

To meet the high expectations of its clients and to adjust to the emergence of new economic models and trends, the Bolloré Group is investing long-term in the development of innovative, connected offers which are respectful of people and the environment. —

## **Innovating to meet new market demands**

### **Implications for the Group**

The transport sector represented 23% of global GHG emissions in 2014 (IEA, CO<sub>2</sub> emissions from fuel combustion, 2016). Many Bolloré Group clients are making commitments to reduce their carbon footprint related to the transport of their products and therefore have growing needs in terms of sustainable logistics. The ability to meet their needs will become a barrier to entering the logistics and freight forwarding market.

### **Group policy**

In order to meet the high expectations of its clients most committed to fighting climate change, Bolloré Logistics is proposing an eco-responsible logistics offer (SAVE Program) involving an enhanced selection process of its freight forwarders (signatories of the ADEME's "Objectif CO<sub>2</sub>" charter; use of vehicles emitting less greenhouse gases, etc.) combined with designing transport plans focused on reducing GHG emissions and atmospheric pollutants, and which uses tools that provide a detailed analysis of CO<sub>2</sub>, NOx and PM emissions related to the transport of goods.



Bolloré Logistics, acting as a facilitator of international trade, thus makes its contribution to preserving the planet by minimizing the environmental impacts of the transportation and logistics sector.

12-meter Bluebus fitted with 8 LMP® batteries providing a range of up to 250 km. A clean public transport solution.

## **Rolling out new forms of sustainable mobility**

### **Implications for the Group**

For over twenty years, the Bolloré Group has invested over 3 billion euros and hired 2,000 people to develop its Lithium Metal Polymer (LMP®) battery and its different applications in order to propose innovative mobility and electricity storage solutions.

The different applications developed by the Group allow two main sustainable development drivers to be supported: access to electric mobility, to clean public transport and to car-sharing; an increased proportion of renewable energies in the production of electricity thanks to electricity storage.

### **Group policy**

The Group rolls out and operates car-sharing services which use technologies developed within the company (LMP® battery, charging terminals, information systems). It is continuing its development efforts in electric

mobility by proposing new products for public transport, notably with the 12-meter Bluebus or the Bluetram.

## Investing to protect the environment

### Implications for the Group

Improving the energy performance of Group facilities and machines leads to reduced operating costs. Beyond the financial impact, the challenge for the Group is to reduce the environmental impact of its activities and to prevent pollution by acting on four environmental factors:

- GHG emissions;
- waste production;
- soil pollution, pollution of surface water and of underground water;
- water and energy consumption.

### Group policy

#### Reducing the environmental footprint of our sites

Reducing the environmental footprint of our sites involves rolling out an environment management system, regularly increasing ISO 14001 certification of our industrial sites, and also analyzing the results of our industrial and environmental risk mapping (measuring waste, emissions, land use – presented in section 4. Risk factors).

This mapping also makes it possible to list preventive or corrective actions and thus constitutes a decision-making support tool for the actions to be put in place.

### Waste processing

The Group pays particular attention to tracking waste on its different sites, in France and

abroad. This concerns “hazardous” waste (waste that, in view of its reactivity, flammability, toxicity or other hazardous properties, cannot be eliminated by the same means as other waste without creating risks for people or the environment), and “non-hazardous” waste (waste that does not present any risks for people and the environment). Waste processing is an integral part of the Group’s extra-financial reporting thanks to a precise nomenclature of the sites.

The reporting results are used to track production of hazardous and non-hazardous waste on each site, and to identify how much is recycled or reused.

Hazardous waste comes from the Transportation and logistics division in Africa. Specific treatment is applied to waste oil, which is recycled in partnership with Total, notably in Cameroon, Republic of Côte d’Ivoire and Senegal. This waste also comes from electricity storage (battery production plants, Bluecar<sup>®</sup> production plants, IER and car-sharing activities) and Bolloré Energy (oil depots where residual hydrocarbons are either treated through thermal regeneration or buried).

### GHG emission reduction policy (scopes 1, 2 and 3)

Every year, the Group assesses the GHG emissions related to its energy consumption. In 2016, in compliance with current regulations, the Group began to identify and measure the main emission items in scope 3.

The main scope-3 emission items of the Bolloré Group are:

- combustion of oil products sold by Bolloré Energy;
- emissions related to goods’ transport during freight forwarding services in Europe.

### Significant events of 2016

The Group continued to roll out its car-sharing services by starting the service in Turin (Blue Torino), winning two new car-sharing projects in Singapore (vehicle fleet of up to 1,000 cars and 2,000 charging terminals) and Los Angeles (set to start at the end of 2017), and with the development currently underway of the fleet of terminals in London which will lead to a new car-sharing service in the near future.

In public transport, the Group delivered 38 of the 6-meter Bluebus to local authorities and private companies, and 22 12-meter buses to RATP (21 additional ones to be delivered in 2017) as part of the launch of line 341, the RATP’s first 100% electric standard bus route, in May 2016.

Lastly, IER and Bolloré Logistics marketed the Bluedistrib solution in Paris as a joint-venture with online distributors and large retailers. It is based on making deliveries to pick-up points at Autolib’ sites during night-time hours using electric vehicles.





Assessing emissions related to the combustion of oil products sold is based on volumes of each type of oil product sold and its emission factor in the ADEME database. Lastly, employees' travel, although not a main emission item of the Group, is considered in the emission calculations.

### Significant events of 2016 Reducing the environmental footprint of our sites

(see table 1)

- After Singapore in 2012 and Roissy in 2015, Bolloré Logistics finalized in the final quarter of 2016 the new "sustainable – Green Hub" warehouse in Le Havre, which is LEED 4 Silver and Écocert certified, and has been awarded the BiodiverCity® label.
- In 2016, Bolloré Transport & Logistics assessed the biodiversity footprint of its sites. On all sites studied (the sites were identified by geo-referencing), 24% were selected as priorities for a biodiversity diagnosis to be performed, which will lead to the creation of biodiversity indicators of the sites and the promotion of labels or certifications pertaining to biodiversity.

### Waste processing

(see table 2)

### GHG emission reduction policy

(see tables 3 and 4)

In 2016, Bolloré Energy continued with updating its oil vehicle fleet: 18 new oil vehicles acquired (Euro 6 standard), 22 vehicles withdrawn. A total of 84 trucks (26% of the fleet) comply with the Euro 6 standard.

The main scope-3 items of Havas are purchasing, waste, couriers/transport and employees' professional travel. In 2016, Havas group

scope-3 CO<sub>2</sub> emissions represented 107,474 metric tons eq. CO<sub>2</sub>. The coverage rate of scope 3 of Havas is 100%.

### Water and energy consumption reduction policy

In 2016, the Transportation and logistics division represented 87.7% of the Group's total water consumption. Bolloré Logistics is aware of the impact of its activities and in the course of the year carried out an evaluation study of its water consumption in relation to national reserves at 600 sites worldwide.

In the future, this work will be used to create a policy relating to the division's water consumption.

Concerning energy consumption, 10% of the entities in the reporting scope declared they used renewable energies in 2016.

Autolib', Bluely and Bluecub have signed up to a balance offer certifying the supply of 100% renewable energy for car-sharing fleets. —



01 –



02 –

**01.** Le Havre, Green Hub of 36,000 m<sup>2</sup> dedicated to logistics close to Pont de Normandie.

**02.** Bolloré Energy continues to update its oil vehicle fleet. In total, 84 trucks (26% of the fleet) comply with the Euro 6 standard.



# PRIORITY 1 **Innovating** in response to major economic and environmental changes



## 1. Environmental management system (EMS) and ISO 14001<sup>(1)</sup> certifications

	2015	2016
Percentage of Group entities having set up an EMS	34%	<b>39%</b>
Percentage of entities (all divisions excluding Havas) who are ISO 14001 certified	15%	<b>16%</b>
Percentage of ISO 14001 certified industrial sites	10%	<b>24%</b>

## 2. Treatment of Group waste (in metric tons)<sup>(2)</sup>

	2015	2016	Scope (% Group workforce)
Total waste (hazardous and non-hazardous) evacuated	32,552	<b>41,375</b>	88%
Total waste (hazardous and non-hazardous) recycled	14,178	<b>14,058</b>	95%
Total waste (hazardous and non-hazardous) eliminated	16,832	<b>25,734</b>	95%

## 3. Total GHG emissions (scopes 1 and 2, in metric tons of CO<sub>2</sub> eq.)<sup>(3)</sup>

	2015	2016
Greenhouse gas emissions associated with energy consumption scope 1	492,854	<b>294,849</b>
Greenhouse gas emissions associated with energy consumption scope 2	71,921	<b>76,787</b>
Greenhouse gas emissions associated with energy consumption scopes 1 and 2	564,775	<b>371,636</b>

(1) The Havas group does not conduct any industrial activities requiring the set-up of an EMS (environmental management system).

(2) The total amount of waste evacuated includes 1,583 metric tons from Havas.

(3) The GHG emissions shown in the table above are associated with the Group's energy consumption, including that of Havas. The calculation methodology used is the ADEME carbon base method issued December 17, 2015.

## 4. Total GHG emissions (scope 3, in metric tons CO<sub>2</sub> eq.)

	2015	2016
Combustion of oil products sold by Bolloré Energy	NA	<b>8,292,841</b>
Emissions associated with freight-forwarding activities	NA	<b>NA</b>
Employees' work-related travel	NA	<b>32,396</b>



Transport of land-based wind turbines. The Group is France's leading player in this sector. Its port network is a major asset in the development of marine renewable energy (MRE) programs in the English Channel, the Atlantic Ocean and the Mediterranean Sea. —



**PRIORITY 2**

# Investing

in men and women

---



**Having a top-level health and safety policy**



**Attracting talent and retaining employees**



**Developing our employees' skills**

## PRIORITY 2 **Investing** in men and women

### 2016 FIGURES

**1,193** collective agreements signed  
**117** sites covered by a strong health and safety certification policy

**The Bolloré Group's financial performance is based on the commitment of the women and men who work to achieve it. With the aim of building a sustainable relationship, the Group strives to manage its employees' careers over the long term by providing guidance and offering them internal career development opportunities. —**

In France, as in numerous other countries, employees working in industrial or commercial structures are represented by independent trade-union organizations or by representatives elected by the staff. Every year, negotiations are entered into and agreements signed by labor and management on numerous issues. In 2016, 1,193<sup>(1)</sup> collective agreements were signed within the Bolloré Group.

### Having a top-level health and safety policy

#### Implications for the Group

Ensuring employee health and safety is of crucial importance for the Bolloré Group. This is of particular significance for Bolloré Transport & Logistics, which operates in 105 countries, including 46 African countries. Bolloré Transport & Logistics helps to improve living conditions in its countries of operation by providing employees and their dependents with access to healthcare coverage,

applying international health and safety standards in the workplace, and investing for the prevention of workplace accidents.

#### Group policy

##### Safety policy

The Bolloré Group carries out its business in environments where accident risks are high and makes it a priority to ensure workplace safety for its employees, partners and subcontractors. Across all its divisions and sites, the Group implements appropriate policies and procedures.

It is committed to making work environments safe and preventing risks of workplace accidents (deployment of the Pedestrian Free Yard program in port terminals and inland container depots, and reinforcement of HSE training for logistics activities).

The Group also has a strong certification policy regarding the main standards (ISO 9001, ISO 14001, OHSAS 18001 and IRIS).

##### Policy concerning employee health

The Bolloré Group has an effective social protection policy. It involves the implementation of prevention programs and access to healthcare according to the location of the business.

On certain sites, the Group also exceeds basic legal requirements by offering supplementary health cover to its employees.

#### Significant events in 2016

##### Safety policy

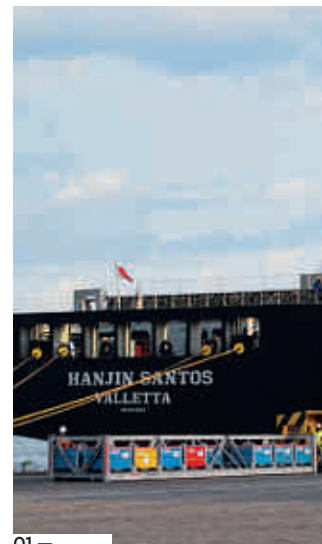
- 29 additional companies set up a certified safety management system (25 in 2015). In 2016, a total of 117 sites had a workplace health and safety certification.
- The renewal of the port terminals' ISO 9001 certification confirms the effectiveness of the health and safety policy.
- Sitarail obtained the IRIS certification after the launch of the project in 2013 in Bolloré's rail entities. For Camrail, the process is still under way.
- The number of workplace accidents<sup>(2)</sup> dropped to 494 in 2016, versus 526 in 2015.

(1) Scope of the Havas workforce covered: 79%.

(2) The number of workplace accidents concerns all Bolloré Group companies, including Havas.

**01. Pedestrian Free Yard — Abidjan Terminal, for increased safety.**

**02. Blue Congo project team focused on reducing the energy bill.**





For the Bolloré Group excluding Havas, the workplace accident severity rate stands at 0.17, while the frequency rate is 5.48.

2016 was marked by a train accident in Cameroon, which took place on October 21 in Eseka, resulting in 80 deaths and 678 injuries. Camrail immediately responded to the emergency by dispatching significant resources to support the authorities: 120 people were on the site of the accident in less than three hours, along with 10 ambulances, a special train fitted with medical equipment, 20 buses, and the entire fleet of Camrail service vehicles.

At the same time, an emergency unit named "CAP 152" was set up to inform, identify and help the victims of the accident and their families. CAP 152 set up a toll-free emergency number, opened special desks in Camrail's main stations, provided an assistance and psychological support unit, and liaised with hospitals. Following the accident, Camrail took additional measures to improve safety on the lines operated: it limited passenger train speed across the whole network, suspended the intercity service, launched a safety audit, and set up a new organizational structure with the appointment of an executive director in charge of safety. An internal inquiry commission was set up to identify the causes of the accident. Its preliminary report was submitted to the authorities. In addition, Camrail and its insurers set up a process to compensate the victims of the accident. Camrail firstly offered each family of the people who died in the accident an immediate payment for funeral costs, amounting to 1.5 million CFA francs. To facilitate the compensation process for victims and their families, Camrail provided special assistance for the filing of claims. Knowing that

this process can take time, Camrail provided cash advances to the people injured and to the families of the deceased, while material losses were also compensated. Compensation arrangements are in progress for the victims of the accident (deceased and injured persons).

#### Policy concerning employee health

The Ebola epidemic, which had started in 2013, ended in 2016. In March 2016, the WHO officially recognized Guinea as being Ebola-free. The Group thus ended the special crisis management measures it had introduced at the beginning of the epidemic. Thanks to constant monitoring and stringent rules (training and reminder of safety rules every morning to all employees of Group entities in the countries affected, and Group crisis unit), the epidemic made no victim within the Group.

### Attracting talent and retaining employees

#### Implications for the Group

The Bolloré Group is well aware that its development is directly linked to that of its staff, and that their expertise lies at the heart of the Group's economic success.

To remain innovative and on the cutting edge in its business lines, the Bolloré Group has made attracting talent and retaining employees a priority.

This is reflected in the consistent and equitable salary policy implemented throughout the Group, the deployment of a dynamic recruitment policy and the proactive management of employee careers.

#### Group policy

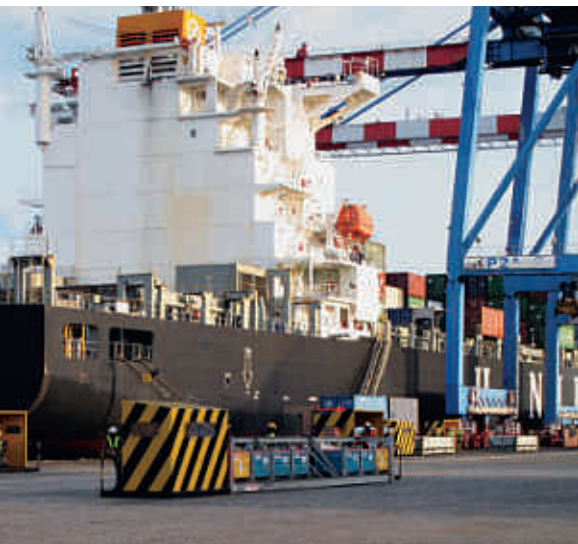
#### A consistent and equitable salary policy

To remain competitive, equitable and foster motivation, the Group's compensation policy relies on two components. Compensation must not only be consistent with the results of each division and with the local market practices, but must also steer individual efforts toward the overall performance of the Group.

It is part and parcel of meeting the objective of being an employer of choice in order to attract the new skills the Group needs and forms part of the corporate social responsibility effort.

Accordingly, as part of these guidelines, compensation and recognition can take various forms, whether monetary or non-monetary, particularly as part of social benefits, to offer an inspiring overall package to employees, primarily centered around:

- fixed compensation, which rewards the employee's skills and responsibilities in the performance of their duties, and their contribution to the collective objective;
- variable compensation, which rewards commitment and the achievement of quantitative and qualitative objectives;
- deferred compensation schemes, such as profit-sharing and/or incentives in France, which reward collective success by sharing the value created by the company with employees;
- social benefit programs, including retirement, social protection and saving schemes;
- and non-monetary benefits which meet specific local needs and constitute socially-responsible measures (provision of dispensaries and flexible working hours).



**563** agreements on compensation  
**251** agreements on health and safety

**90** agreements on working conditions  
**100** agreements on social dialogue

### A dynamic recruitment policy

In a context of worldwide competition, recruitment has become a strategic process for the Bolloré Group.

It plays a decisive role in the company's performance by drawing the best profiles, which fit in with the Group's culture and values.

Moreover, the Group sees diversity as a source of complementarity, social balance and wealth in its economic development.

The recruitment of a diversity of profiles is thus considered as a value-creating asset, making it possible to:

- foster innovation and creativity through the pooling of different skills;
- better understand customer expectations by providing them with kindred resources;
- penetrate high-growth markets in a context of globalized economy in which diversity is a prerequisite to access certain markets.

### A proactive career management policy

Being aware that adherence to the company's end goal implies long-term management of employees' careers, the Bolloré Group has been conducting annual interviews in all its countries of operation. These interviews make it possible to assess the performance of employees on an annual basis, while making sure that they adhere to the Group's values.

### Significant events in 2016

#### A consistent and equitable salary policy

In order to compare the Group's social benefits with those of the main market players, a study will be launched in 2017 with SIACI International in two pilot countries (Cameroon and Republic of Côte d'Ivoire).

This study will subsequently be extended to all countries of operation in order to build a Group-wide policy. In the longer term, the possibility of delivering a certification to subsidiaries which meet the criteria defined by the Group could be envisaged.

### A dynamic recruitment policy

The recruitment, integration and professional development of employees without distinction by culture, nationality, gender, experience and career is a key element of the Group's development policy. The external new hires that took place in 2016<sup>(1)</sup> represent 95 different nationalities. The Group also undertakes not to discriminate in terms of age when it comes to recruitment.

Among the external new hires in 2016<sup>(1)</sup>, 2,031 employees were under 30 years old (i.e., 42% of total hires), 1,703 employees were between 30 and 39 (i.e., 36%), 744 employees were between 40 and 49 (i.e., 16%) and 279 employees were over 50 (i.e., 6%).

The recruitment policy addresses the issue of high turnover among employees under 30 years old and between the ages of 30 and 39.

Furthermore, priority is given to the hiring of local people. This recruitment policy ensures better on-site integration of the Group's activities while entrusting positions of responsibility to local employees. Accordingly, out of 4,757 external new hires<sup>(1)</sup> in 2016, 4,266 were local hires (i.e., 89.7% of total external recruitment).

### A proactive career management policy

In 2016, 34,972<sup>(2)</sup> annual interviews were conducted across the Group. These progress

meetings made it possible to review the objectives set and achieved, as well as the employee's behavior, career ambitions, support/training measures and future objectives.

In 2016, to better manage employee careers, the Bolloré Transportation and logistics division set up its first career committee within the port business unit.

## Developing our employees' skills

### Implications for the Group

As it is highly diversified, the Bolloré Group must anticipate upcoming changes in its business activities across all its divisions. To support these changes, the Bolloré Group has set itself the objective of developing an ambitious training policy, in particular for its managers, and to promote internal mobility.

### Group policy

#### Investing in our managers

The ageing of the working population, which will lead to experienced employees leaving over the next few years, has highlighted the need for companies to identify, retain and develop their key members of staff. The management of talented employees, whether they are promising young graduates, well-established managers or executives, is essential if a high-performing company is to achieve its strategic objectives.

In this context, it is important for the Bolloré Group to implement a strategy for managing and developing promising employees. Specific programs are set up for these employees to achieve the following objectives:

- instill in them a feeling of belonging to the Group;



## PRIORITY 2 Investing in men and women

189 agreements  
on employee savings



Training to promote  
the use of the  
Bluecar® in Congo.

- improve their managerial practices;
- provide them with the managerial know-how to deal with certain societal issues.

### Training for skills planning

With the economic recovery and growing demand for certain categories of high-skilled staff, it has become obvious that the Bolloré Group can no longer solely depend on external recruitment for the talents it needs, but must also train employees and develop their skills in-house.

Consequently, employee training is a key priority for the Group. Every year, the Bolloré Group invests in human capital by offering training to its staff throughout their careers. In accordance with the policy of autonomous entity management, the training offer is defined by each company. This decentralized management allows coherent training to be provided that is suited to the activities and organization of each structure. In 2016, 25,720 employees<sup>(3)</sup> benefitted from training, with 617,712 hours of training<sup>(4)</sup> provided, i.e., an average of 24 hours of training per employee involved.

### Promoting mobility and professional development opportunities

Wishing to encourage its own development and enrich the professional careers of its

employees, the Bolloré Group promotes internal mobility in all its forms. With a presence throughout the world and in a highly diverse range of activities, the Group wants to offer its employees not only the chance to move up the ladder, but also moves to other countries and other functions.

In 2016, the Bolloré Group had 1,124 instances of internal recruitment<sup>(5)</sup> (i.e., 9.7% of total recruitment).

Through the Havas Lofts program, Havas offers employees an expatriate training experience. During a four-week period, participants experience working life in an agency of the Havas group.

This program gives Havas' highly-skilled employees a unique opportunity to acquire a comprehensive range of skills, broaden their cultural horizons and improve their leadership skills. To date, some one hundred employees from 49 agencies in New York, London, Paris, Boston, Prague, São Paulo, Sydney, Chicago, Buenos Aires, Milan, Madrid, Shanghai and Mexico have taken part in the program.

(1) Bolloré Group excluding Havas.

(2) Scope of the Havas workforce covered: 88%.

(3) Scope of the Havas workforce covered: 93%.

(4) Scope of the Havas workforce covered: 91%.

(5) Scope of the Havas workforce covered: 95%.

## 227 high-potential managers trained in 2016

Two new “Lofts” sessions are planned for June and November 2017 and will include participants from additional cities.

### Significant events in 2016

#### Investing in our managers

Across the scope of the Bolloré Transportation and logistics division, 133 managers were trained in 2016 through the MAPS (Management, Assertiveness, Personality and Skill) and MFT (Manager for Tomorrow) programs. The goal of these two programs is to enable participants to fully understand their managerial roles, develop their managerial skills through specific tools, and create team cohesion and motivation.

- The MAPS program targets managers who have been in their positions for at least three years. The program involves eighteen days of training over a period of three to four years, i.e. a session of two/three days every four/six months, along with project management webex meetings between sessions. In 2016, 113 managers took part in the program, including 61 in Europe, 40 in Asia and 12 in Africa.
- The MFT program targets managers who are taking up a position. The training takes place over five consecutive days. In 2016, 20 managers took part in this program in

Africa. In 2017, the program is due to be deployed on a larger scale.

Across the scope of the Havas division, 94 managers were trained through the NextGen Leadership program in 2016.

- NextGen Leadership is a comprehensive eighteen-month managerial program designed to prepare high-potential middle managers within Havas for higher management positions within the Group. NextGen involves comprehensive training followed by an opportunity for participants to put their newly acquired skills into practice via collaborative projects within the Havas network.

The program is based on three one-week training modules. Through these modules, NextGen aims to prepare Havas’ most competent and talented individuals for the managerial challenges and opportunities offered by a constantly changing industry.

In the Electricity storage and solutions division, managers wanted to get advice on the best ways of dealing with certain religious matters within their departments.

This managers’ request to have a set of guidelines for the handling of religious matters led this division to offer a pilot training session, of which the pedagogical objectives were the following:

- understanding the legal context and key concepts of the management of religious expression within a company;
- distinguishing religious convictions from religious practices;
- knowing how to handle requests of a religious nature;
- building a framework of managerial response.

This initiative enabled managers from different departments to jointly build a highly-functional managerial tool.

In 2016, 10 managers were trained at IER. In 2017, this training will be extended to other Group companies.

#### Training for skills planning

A network of learning hubs will be set up across the Bolloré Transportation and logistics division, based on the experience gained at the Abidjan pan-African center. These hubs will constitute centers of innovation in the capitalization and transmission of knowledge, with four missions:

- providing methodological and operational support to entities for the implementation of their training plans (optimization of purchases and investments devoted to training);



01 –



02 –

## PRIORITY 2 Investing in men and women

- analyzing training needs and participating in the engineering of courses in order to create new solutions or adapt existing solutions within the network;
- implementing training courses for the employees of the entities;
- helping to assess the effectiveness of the training and its impacts.

To support the digitalization of business activities across the Havas division, an internal training program focused on data and programming has been set up.

This proprietary certification program called “100% Programmatique” is available on an internal “Havas University” learning platform. It allows each person to learn new skills, become more self-reliant and understand all the programming goals. The first phase of the “100% Programmatique” program took place last autumn for employees of the creative and media entities.

A total of 3,000 employees were certified in more than 40 countries. The program will be available to all Group employees from February 2017.

Moreover, the agencies set up specific training courses in keeping with their needs. For example, at Havas Media, numerous training courses were provided on the topics of communication, interpersonal skills, customer service, leadership and management.

- plan training sessions in 2017 for the various users of this test, in France and abroad.

At Havas, the Career Mobility application set up via an Internet portal enables employees to access internal mobility opportunities across all of the Group’s agencies. —

**01. Developing synergies among business activities and areas of mutual support (Havas Paris).**

**02. Information meeting on the Bluezone in Guinea-Conakry.**

### Promoting mobility and professional development opportunities

Havas and the Electricity storage and solutions division have launched tools to promote internal mobility.

IER and Autolib’ have set up a recruitment and mobility tool using the SOSIE personality and motivation inventories.

In 2016, this tool was presented in detail to the various Group divisions in order to facilitate internal mobility within the Bolloré Group, based on a common inventory of personalities and motivation.

The working group focused on that tool has thus made it possible to:

- offer the tool to the various Group entities in France and internationally, in French and in English;







Green Hub in Singapore, a green warehouse with two certifications – Green Mark Platinum and LEED® (Leadership in Energy Environmental Design) Gold. The platform is currently the largest LEED® Gold certified logistics center in the Asia-Pacific region. —



**PRIORITY 3**

# Bringing

the Group together around a shared corporate culture and ethical standards

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**An organization to ensure the use of best practices**



**Ensuring that the Group's activities are respectful of human rights**



**Promoting ethical and responsible communications**

# PRIORITY 3 **Bringing** the Group together around a shared corporate culture and ethical standards

## BUSINESS ETHICS CHARTER AND POLICY

- ❶ Preserve the Group's image and shared heritage
- ❷ Ensure the necessary confidentiality of personal data

Having locations in 143 countries puts extra pressure on the Bolloré Group's ethical conduct. —

### An organization to ensure the use of best practices

#### Implications for the Group

The Group has set up an organization to ensure that the good practices laid down in its Code of Ethics are shared by all employees and to reduce risks related to business ethics.

#### Group policy

Ethics are considered one of the Group's assets, a factor that contributes to reputation and loyalty. The Bolloré Group created effective and consistent ethical measures 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". It is reinforced by codes of conduct laid down by the divisions each time they deem it necessary to bring in an additional code.

According to the "Ethics and Values" Charter, "today, the scrupulous respect of the laws and regulations in force is not enough". This is why the Bolloré Group is committed to an ethical and responsible approach, based on strong commitments which are conducive to shared outcomes for its activities as a whole. Based on the Group's values and on the principles of the United Nations Global Compact regarding human rights, labor rights, the protection of the environment and the fight against corruption, this approach aligns economic performance with shared business ethics (see point I of the Ethics Charter).

This first point breaks down into a number of obligations:

- ❶ preserve the Group's image and shared heritage;
- ❷ ensure the necessary confidentiality, notably as regards personal data;
- ❸ place relationships with the authorities under the Ethics umbrella;
- ❹ pay very close attention to conflicts of interest;
- ❺ ensure the reliability and accuracy of financial information;
- ❻ maintain business relationships that comply with ethical standards;
- ❼ ensure objectivity in choosing suppliers.

01. Real-life training session.

02. Logistics: packaging of cosmetics in Singapore.



01 —



02 —



- Place relationships with the authorities under the Ethics umbrella
- Pay very close attention to conflicts of interest
- Ensure the reliability and accuracy of financial information
- Maintain business relationships that comply with ethical standards
- Ensure objectivity in choosing suppliers

### Ethics governance

In order to ensure the effectiveness of these measures, the Ethics Committee defines and coordinates the roll-out of the ethics policy within the Group. Placed under the authority of the Committee Chairman appointed by the Group Chairman, the Committee is composed of the Chairmen and Chief Executive Officers of the Group and its divisions, the Internal Audit manager, the Group's HR manager, the Chief Financial Officer, the Chief Legal Officer of the holding company, the Group Ethics and Compliance manager, the divisions' Ethics and Compliance managers, and any other person whom the Executive management wishes to include in the Committee for the performance of its missions. The Group Ethics manager is backed by the divisions' Ethics managers. A network of ethics delegates has been deployed in the Group's Logistics division and is being set up in the other divisions. It comes under the direct authority of the Executive management.

### Ethics compliance management system set up within the divisions

- The Group's "Ethics and Values" Charter, which is shared by all divisions, is the reference document in which the "fundamen-

tals" of the ethics system are set forth. It constitutes the system's first reference base, while the second is the United Nations' Global Compact, of which the Bolloré Group has been a signatory since 2003. The "Ethics and Values" Charter is one of the documents given to new employees joining the Group and is mandatory for all managerial employees.

- **Code of conduct:** this division-level document (Transportation and logistics business) defines the areas of ethics which are of extreme importance – transport safety, employee health and safety, the fight against corruption, fair competition and respect for the environment. To enable each person to take them into account within their entities, they are described in detail, along with the principles, rules of conduct and behaviors to adopt. This code is due to be amended in the near future in order to become a Group-wide standard.
- **Management system for ethics compliance and anti-corruption measures:** to put the above-described ethics principles into practice, the Procedures Manual sets out the operational rules to be followed. It concerns risk assessment, awareness raising, training, rules concerning third-party gifts and entertainment, the selection of suppliers (due diligence), as well as accounting transparency and the auditing of the compliance management system.
- **Whistleblowing system:** lastly, a whistleblowing procedure is in place in each division, allowing confidential reporting to the Ethics manager of facts relating to any serious breach in matters regarding finance, corruption, anti-competitive practices, discrimination or harassment, health and safety, or environmental protection.

### Significant events in 2016

In 2016, in its ongoing effort to extend its ethics policy, the Group decided to undertake the unification of its ethics processes and their dissemination to all employees so that everyone would share the same standards. The internal organization rests on:

- an Ethics – CSR and Sponsorship Committee, which defines the Group's ethics policy;
- a Group Ethics manager, appointed to coordinate and implement the Group's ethics policy across all divisions. He/she has an ongoing advisory role vis-à-vis the Executive management. He/she is responsible for the deployment of compliance tools across the Group. He/she coordinates a network of Ethics managers in each division;
- the divisions' Ethics and Compliance managers are tasked with deploying the Group's compliance tools and ensuring compliance with the principles and rules laid down in the divisions' ethics charter and code of conduct;
- a whistleblowing procedure enables employees to report any malfunctions or irregularities detected in accounting or financial matters.

In 2016, information on ethics provisions continued to be disseminated via face-to-face meetings in the subsidiaries, based on the awareness-raising process introduced from 2010. As in the past, these meetings were supplemented with e-learning sessions throughout the year.

They focused on: anticorruption laws (Foreign Corrupt Practices Act, UK Bribery Act, etc.), the Group's "Ethics and Values" Charter, the General Code of Business Conduct of the companies in the Transportation and logistics division, and fair competition regulations.





**SITARAIL NETWORK****1,260 km** of railways**1,524** employees**160,000** passengers a year on average**800,000** metric tons of freight

At the same time, a working group was set up to develop a new e-learning module on export control and commercial sanctions (embargos). Specific tools made available to employees facilitate the dissemination of the information provided during the training sessions:

- employee access, via the divisions' intranet, to the "Ethics" site where they have access to the Group's fundamental texts, applicable regulations and the list of approved suppliers;
- a team site made available to the regional and country managers, and to the regional and country ethics delegates. It provides access to the Procedures Manual and to a toolbox that facilitates the use of interactive documents (risk assessment, supplier evaluation questionnaire, due diligence). The site was 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;
- involvement of the Ethics and Compliance Department of the Transportation and logistics divisions in calls for tenders, to describe the ethics commitment of the Bolloré Group and its divisions, as well as at the contracting stage in order to ensure that the Group's subsidiaries comply with client expectations in this area.

Moreover, in 2016, the Ethics Department of the Transportation and logistics division continued to take part in AFNOR's work on the defining of the ISO 37001 standard (anti-bribery management system). This international standard was validated by ISO in October 2016.

## Ensuring that the Group's activities are respectful of human rights

### Implications for the Group

The Bolloré Group is present in 143 countries, including numerous developing countries (it is present in 46 African countries). Respect of human rights is thus an important issue in terms of company ethics.

### Group policy

#### Respect of human rights

As a member of the UN Global Compact for over ten years, the Group is committed to complying with its principles, including those relating to human rights. These provisions are translated into e-training modules relating to the "Ethics and Values" Charter and the General Code of Business Conduct of the Transportation and logistics divisions, which are provided to employees.

The Bolloré Group is committed to implementing an ethics and CSR policy which rests on strong commitments laid down in the "Ethics and Values" Charter.

In this context, in point II "Ensuring a trusting relationship with employees," it refers to the provisions of the International Labor Organization (ILO): "the Group shall refrain from using child or forced labor, either directly or indirectly."

#### A responsible purchasing policy

The Group includes environmental and ethics clauses in its framework contracts for the purchase of supplies. The Group's sea freight contracts include an environmental and ethics clause requiring subcontractors to comply with the ethics charter, code of conduct and CSR charter of the Transportation and logistics division.

### Significant events in 2016

#### Respect of human rights

In order to make progress in this commitment, and to promote and respect the protection of international law in this regard, the members of the Ethics – CSR and Sponsorship Committee decided to conduct a first assessment in 2016 and launch a human rights



01 –



02 –

01. The Sitarail network running between Abidjan and Ouagadougou employs 1,524 people.

02. Land-based transport of heavy items in Nigeria.

## **PRIORITY 3** **Bringing** **the Group together around a shared** **corporate culture and ethical standards**



program on a pilot site in Africa. The Group selected a reference partner – the Danish Institute for Human Rights (DIHR) – to assist it in its process, as well as a site which is representative of its activities and territorial presence. The DIHR, which has a broad mandate in terms of protection and promotion of human rights, set up an awareness-raising workshop which reminded participants of the Group's CSR commitments and enabled them to put forward ideas for appropriate actions on the local level.

Sitarail, a site which has been audited by the Statutory Auditors for the past three years, was selected to carry out this action. The company operates 1,260 km of railways between the Republic of Côte d'Ivoire and Burkina Faso. It has 1,524 employees and transports 160,000 people and 800,000 metric tons of freight a year, on average.

The workshop brought together some forty participants, including management staff and representatives of the various functions within Sitarail in the Republic of Côte d'Ivoire and Burkina Faso, as well as social partners and representatives of external entities (such as the special police, security companies, passenger transport subcontractors, etc.). Given its line of business, Sitarail is well aware of social responsibility and human rights issues, as well as the legal, economic and reputational risks brought about by any failure to respect human rights. The seminar introduced a more specific approach to human rights within the scope of the company's activities, concerning workers' rights as well as the rights of users and local populations.

Following this workshop, a working group was formed with participants from various Sitarail functions. This group's mission is to come up with a human rights action plan which

addresses the risks identified during the workshop (particularly within the scope of railway rehabilitation work), and to integrate this plan in the local actions implemented. The operational teams (at the registered office and at local level) actively participated in the set-up of this workshop and now want to continue to raise the awareness of Sitarail employees.

The Group intends to capitalize on this initial experience in order to set up a more global human rights policy.

### PRINCIPLES LAID DOWN BY THE HAVAS GROUP

- Adherence to laws and regulations; honesty and integrity in business dealings
- Respect for individuals
- Respect for the environment

## Promoting ethical and responsible communications

### Implications for the Group

As a producer of advertising campaigns and content, Havas pays particular attention to compliance with the rules of ethics in advertising and journalism, to the choice of the messages conveyed in its productions, and to the media on which it buys space for third parties.

### Group policy

To better meet the expectations of its stakeholders, Havas updated its Code of Ethics and its guide to internal procedures. These documents have been distributed to all of the Group's entities.

The Code<sup>(1)</sup> sets out the various principles laid down by the Group:

- 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 conflicts of interest;
- transparency and relevance of information;
- respect for the environment.

### Integration of skills and tools dedicated to sustainable development

In 2016, 16 campaigns were designed with sustainable development experts including in-house staff and external consultants. Having received a "Gold" rating from the EcoVadis extra-financial rating platform last



May, BETC is now listed in the United Nations Global Compact "Advanced" level. The agency has been implementing a global sustainable development approach since 2008, with initiatives concerning internal procedures as well as audiovisual production and brand support.

### Efforts are focused on developing working methods prior to the design of campaigns, with closer involvement of client company stakeholders

Closer consideration of the expectations of client company stakeholders, in particular when the topic of the campaigns involves sustainable development arguments, is essential for the process of defining the lines of communication.

In 2016, 11 campaigns were thus produced after consultations with client company stakeholders (NGOs in particular). Most of the entities which adopted this process are media agencies, particularly in Spain and in certain Latin American countries. —

(1) To view the Havas group Code of Ethics (in French), visit the Havas.com website, click on RSE and then Publications for the year 2010: <http://www.havas.fr/rse/publications?year=2010>.



**PRIORITY 3** **Bringing**  
**the Group together around a shared**  
**corporate culture and ethical standards**

- Adherence to ethical rules in the communications sector
- Transparency and relevance of information
- Protecting the Group’s interest at all times (company’s property, resources or information, or in the event of conflicts of interest)



- 01. Organization:**  
 Vision Share  
 Campaign title: “Sharing makes us human”  
 Agency: Havas Germany
- 02. Organization:**  
 Médecins du Monde  
 Campaign title: “Names Not Numbers”  
 Agency: BETC Paris

**Significant events in 2016**

Havas intensified its efforts on its responsible communication program aimed at ensuring that all the advertising campaigns produced abide by the rules of good conduct and run no risk of being amended, or even prohibited in extreme cases, by the regulatory authorities. In 2016, 59 agencies within the Group set up internal procedures to validate the compliance of creative projects with applicable ethics rules, and nearly 51% of employees were updated on applicable laws and ethics rules regarding communications.

Over 3,368 creative projects were submitted to the existing regulatory authorities (in France, Spain, Portugal, Italy, Canada, Australia, China, the United States and other countries) before their dissemination, and only 4% were deemed non-compliant or received an unfavorable opinion. Out of the unfavorable opinions received, only one involved a request from the advertising regulation authority, in France, to withdraw the campaign.

The prime expectation of our stakeholders is that we produce responsible communications which take into consideration the impact of the images conveyed and ensure the truthfulness, clarity and fairness of the information stated or implied in our messages.

Our commitment focuses on the medium/long term, and the initiatives of the Group’s agencies in this regard are gradually growing.

Three areas for improvement have been defined:

- the integration of skills and tools dedicated to sustainable development in Group agencies;
- the development of working methods prior to the design of the campaigns, with closer involvement of client company stakeholders;
- the intensification of the Group’s societal commitment through skills sponsorship.



Kaloum Bluezone in Guinea-Conakry. An example of the concept developed by the Group for renewable energy storage. These new zones offer a set of services which increase the well-being of local populations and accelerate economic development. —





**PRIORITY 4**

# Taking action for local development

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**Contributing  
to local  
employment**



**Economic  
development  
of the country**



**Defining a local  
sponsorship policy**

# PRIORITY 4 Taking action for local development

## THE BOLLORÉ GROUP IN AFRICA

- 📌 turnover of **2.3** billion euros
- 📌 **18** concessions in operation

With its locations in developing countries, particularly Africa, the Bolloré Group is a key player in the economic and social development of the regions in which it operates. With its investments in port and rail infrastructures, it contributes to economic growth, the opening-up of certain countries, the development of public services and the up-skilling of local populations. —

## Contributing to employment

### Implications for the Group

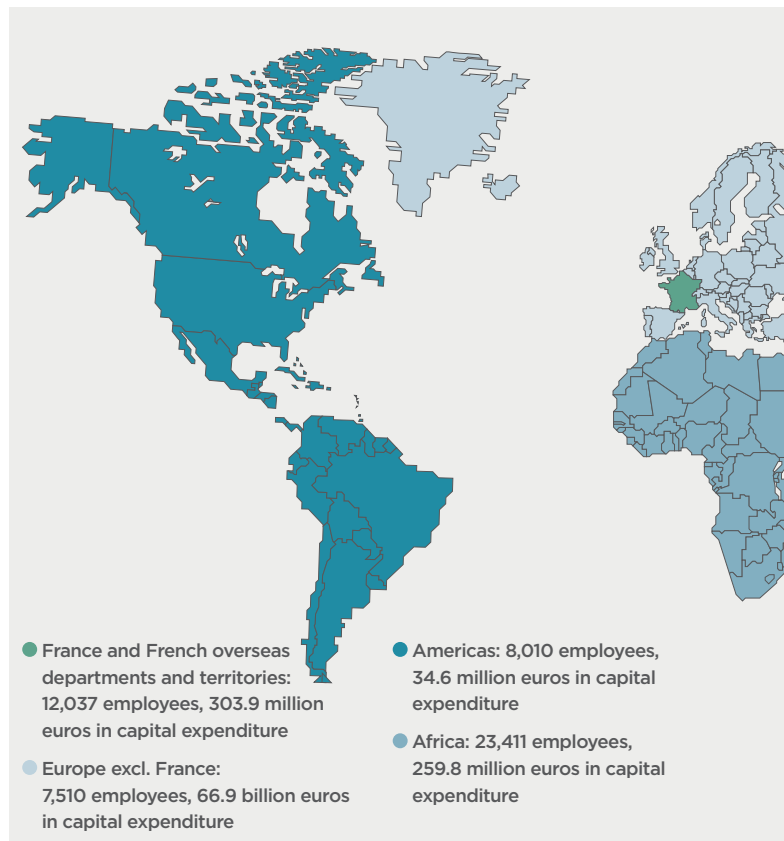
The Bolloré Group is present in 46 African countries through the various business activities of Bolloré Transport & Logistics involving nearly 24,000 employees.

It is the leading port operator, with 18 concessions under operation. It also operates three rail concessions. Turnover in Africa reached 2.3 billion euros in 2016, representing 24% of the Bolloré Group's total turnover.

Consequently, the recruitment and training of local employees are highly important for the Group.

### Group policy

In all countries where it operates, the Bolloré Group is committed to being a local employer of choice. This commitment involves the recruitment, training and promotion of local staff.



## Economic development of the country

### Implications for the Group

With its operations in developing countries, particularly in Africa, the Group is a key economic player in the development of its countries of operation.

With its investments in port and rail infrastructures, it contributes to economic growth, the opening-up of certain countries, the development of public services and the up-skilling of local populations.

### Group policy

In addition to its investments in the various concessions it operates and its contribution to local employment, the Group implements a policy of local economic development focused on two main aspects.

Geographical breakdown of employees and capital expenditure.

- 9 Bluezones
- 2 electric bus services in the Republic of Côte d'Ivoire and Cameroon



**Developing health infrastructures**

The Group strives to promote the development of health infrastructures through: the set-up of supplementary healthcare cover and the refund of healthcare costs for employees in the countries where it operates a port or rail concession; the defraying of the medical care provided, either in healthcare centers located within the various subsidiaries (centers set up in 11 African countries) with dedicated medical

staff, or in private clinics in the countries of operation; health crisis management plans (for epidemics or pandemics).

**Access to energy**

The Bolloré Group deploys energy access solutions to provide services to local populations. It has developed Bluezones in four African countries (creation of areas with electricity, drinking water and Internet access provided by containers of LMP® batteries charged from solar panels). Moreover, it has deployed clean public transport solutions in the Republic of Côte d'Ivoire and Cameroon.

**Significant events in 2016**

The Group has set up an electric bus service on the campus of the Félix-Houphouët-Boigny university in Cocody, composed of three 6-meter Bluebuses, a 140-kWh solar power plant and 360 kWh of LMP® batteries. This free service for students and university personnel transported 1,055,500 passengers in 2016.

**Defining a local sponsorship policy**

**Implications for the Group**

The local sponsorship policy implemented reflects the Group's values. It embodies the main focuses of its CSR policy and contributes to the social and economic development of the countries where the Group operates.

**Group policy**

The Bolloré Group's solidarity policy revolves around the Fondation de la 2<sup>e</sup> chance, the Foyer Jean-Bosco, and a policy of sponsorship and skills sponsorship.

**Local employment figures**

In 2016, the Group measured its impact on local employment. Of the 58,023<sup>(1)</sup> Bolloré employees present at December 31, 2016, 85.7% were employed locally.

Among these employees, 16,102<sup>(2)</sup> received training during the year (i.e. 93.6% of the total number of employees trained). Moreover, 4,358<sup>(2)</sup> local employees were promoted to managerial positions during the year (i.e. 85.6% of total promotions).

Since 2014, the Bolloré Group has been mapping practices in terms of employee compensation and social benefits worldwide.

To this effect, compensation audits were conducted in 6 African countries, while social benefit audits were conducted in 18 African countries. These consisted in taking stock of practices in terms of compensation, contingency cover, healthcare and retirement, and comparing these practices with local standards. The results obtained give the Bolloré Group an overview of the measures set up locally in order to build an appropriate governance framework.

(1) Havas workforce covered: 100% of the sample.  
(2) Bolloré Group, excluding Havas.



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

**318** new candidates supported  
**2,900** euro grant per candidate,  
 on average

**SOLIDARITY MARATHON OF BOLLORÉ  
TRANSPORT & LOGISTICS**

**12,000** participating employees  
**5** km of race



**Fondation de la 2<sup>e</sup> chance:  
 combating social exclusion  
 and promoting solidarity**

Set up in June 1998 at the initiative of Vincent Bolloré, its President, the Fondation de la 2<sup>e</sup> chance has been recognized for its public utility since 2006. The aim of the Fondation de la 2<sup>e</sup> chance is to help people aged 18 to 62 who have faced extreme hardship in life and who presently live in a vulnerable situation, but who have a real desire to get their lives back on track. In addition to fundraising, 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: vocational training, business start-ups or business rescues. This financial “leg-up” is accompanied by professional and emotional sponsoring provided to the project owner, until the project reaches a successful conclusion.

The Foundation’s ongoing activities are supported by a team of employees and volunteers. Nine employees based at the Foundation’s headquarters, located within the Bolloré Group premises, coordinate all Foundation players. A network of 1,000 working volunteers act as on-site delegates, instructors and sponsors throughout France. On November 2, 2015, the Fondation de la 2<sup>e</sup> chance was re-awarded the IDEAS label. This label is recognized and trusted by donors, and establishes respect among non-profit organizations for the implementation of best practice in relation to corporate governance, financial management and monitoring efficiency.

**Foyer Jean-Bosco, a new social initiative  
 undertaken by the Bolloré Group**

This former Little Sisters of the Poor house, built in 1896 and located on rue de Varize in the 16<sup>th</sup> arrondissement of Paris, was completely

restored between 2012 and November 2015. Today, it has more than 160 beds, mainly used by young students from French provinces and from abroad, but also provides rooms for young people suffering from illness and the elderly. In 2017, the Fondation de la 2<sup>e</sup> chance will be housed in these premises.

**Sponsorship and skills  
 sponsorship policy**

The Bolloré Group’s sponsorship policy has two main focuses: healthcare, through the set-up of measures to manage crises and emergencies, and the development of prevention programs; education, with the aim of revealing and supporting local talents.

The Group’s sponsorship actions are also expressed through the skills sponsorship developed by Havas or cultural and sports sponsorship, which is used to support major causes relating to health and education.

**Significant events of 2016**

**Combating social exclusion  
 and promoting solidarity**

In 2016, the Fondation de la 2<sup>e</sup> chance provided support to 318 new candidates. The average grant per candidate is 2,900 euros. For 75% of the candidates, financing was provided for training, while 25% received support for the set-up of a business. Candidates between 26 and 40 years old account for 40% of the projects supported.

2016 saw the launch of the Michel Giraud prize. This prize, created in memory of Michel Giraud, co-founder of the Fondation de la 2<sup>e</sup> chance, rewards exemplary projects which were supported by the Foundation. The prize winners receive a check of 3,000 euros. This year, the prize was awarded to two exemplary projects.

**Sponsorship and skills  
 sponsorship policy**

On September 22, 2016, employees were invited to participate in the now traditional solidarity marathon of Bolloré Transport & Logistics. In a festive and convivial atmosphere, nearly 12,000 employees took part in the 5-km race. With 94 countries registered for the event, Bolloré Transport & Logistics was proudly represented by its employees



01 –



02 –

**01. Presentation of  
 the Michel Giraud prize  
 rewarding exemplary projects  
 supported by the Fondation  
 de la 2<sup>e</sup> chance.**

**02. Solidarity marathon of  
 Bolloré Transport & Logistics:  
 94 participating countries,  
 covering the globe’s 24 time  
 zones in support of  
 a good cause.**



## PRIORITY 4 **Taking** action for local development

**94** countries registered for the event

**3** euros donated to the Red Cross and Croissant-Rouge NGO for each registration



running for a good cause across the globe's 24 time zones. Indeed, for each registration, Bolloré Transport & Logistics donated 3 euros to the French Red Cross and Croissant-Rouge NGO. In 2016, the Bolloré Group provided support to 815 projects worldwide, including 241 in Africa. Among these projects, some initiatives have a strong impact on the country.

#### ◆ Health and education – Djantoli project

Three-year partnership between Bolloré Transport & Logistics Mali and the Djantoli NGO, launched in 2015. The goal of this project is to sustainably improve the health of children in Samé, in the suburbs of Bamako, by providing access to quality healthcare for families through support for the local healthcare center. This partnership is implemented in three stages: health education (collective education sessions and individual advice); home follow-up (regular monitoring of the children's symptoms); health insurance and quality healthcare (defraying of healthcare costs for the most deprived, and better quality of care in the healthcare center).

#### ◆ Health – Sierra Leone

The Freetown Terminal upheld its role as a committed employer by supporting a program to combat malaria and by donating medical equipment to the hospitals and clinics of the capital of Sierra Leone.

#### ◆ Health – Republic of Côte d'Ivoire

The Abidjan Terminal provided financial support for the rehabilitation of the Adiopo Doumé medical center in Abidjan.

#### ◆ Education – Cameroon and Burundi

The Douala International Terminal donated school supplies to over 1,000 pupils in the city

of Douala. The Congo Terminal is working with local NGO AE2H, which aims to promote the schooling of disabled children.

Bolloré Transport & Logistics Burundi donated school supplies to the children of the poor districts of South Mutanga.

#### ◆ Sponsorship and skills

##### sponsorship – Havas

Havas continues to provide active support to numerous charitable and humanitarian organizations. This support partly consists of direct donations (this year, 51 agencies representing 37% of Group employees donated funds to some one hundred organizations, including 1% pour la Planète, Unicef, the Red Cross, the American Cancer Society, etc.).

##### ◆ Skills sponsorship

In 2016, 40 agencies, representing approximately 20% of Group employees, carried out pro bono work or obtained free advertising space for charities and NGOs including: Reporters Sans Frontières, Amnesty International, APAV, and FNSF (combating violence against women). The agencies devoted 3,379 days to the 94 campaigns conducted.

Act Responsible, in collaboration with the *Gunn Report*, published a new edition of the *Good Report*, which lists innovative campaigns in terms of responsible messages or major causes, while also establishing a rating of the agencies having produced the best campaigns. In this top 20 rating, the Havas Creative Group ranks 10<sup>th</sup>. Moreover, the Havas Paris agency's "My Positive Impact" campaign for the Nicolas Hulot Foundation ranked among the top 40 campaigns. —



## PRIORITY 4 **Taking** action for local development

**Three questions to Janine Goalabré, former HR manager of the Plastics division in Brittany, member of the Board of Directors of Bolloré and Odet as representative of Omnium Bolloré, and Stéphanie Chaussy, Marketing-Communications manager at Bluely and volunteers with the Fondation de la 2<sup>e</sup> chance. —**



Janine Goalabré



Stéphanie Chaussy

### **Since when have you been volunteers with the Foundation and what led you to become involved?**

● **Janine Goalabré:** As an employee of the Group since 1967, I became involved in the Fondation de la 2<sup>e</sup> chance on its creation in 1998. As the site delegate for the Brittany region, I had the pleasure of witnessing the natural interest shown by the employees of the industrial sites based in Ergué-Gabéric (the Bolloré Group's Brittany headquarters) in becoming volunteers with the Foundation. After having handed over this volunteer team coordination mission to Stéphanie Le Rest at the end of 2014, I became chairman of the Atlantic Region Approval Committee, composed of some ten volunteers.

● **Stéphanie Chaussy:** I've been a volunteer with the Foundation for the past two years. When I was approached in 2015, I naturally accepted, since giving also means receiving and moving forward on a personal level in a certain way.

### **What do your volunteer duties involve?**

● **J.G.:** The Approval Committee makes decisions on the dossiers examined by the teams of instructors and site delegates in the regions concerned; in the event of hesitation, it submits the dossier to the Board of Directors for arbitration. Throughout the procedure, volunteers rely on their technical skills, professional expertise, social awareness, human sensitivity and moral commitment to appraise the feasibility of the projects and their chances of success. They also

provide support for the success of the project and to help the project initiators find a better future that will take them away from precariousness and help them regain confidence and dignity.

● **S.C.:** As a deputy site delegate, my role consists in liaising between volunteers and our regional coordinator based at the Foundation headquarters, by finding teams to examine the candidates' dossiers within the allotted time, and by searching for sponsors who will supervise the candidates selected by the Approval Committee. Being a teacher and sponsor of a training project and a business creation project, I also co-monitor the dossiers.

### **How does the work performed by the Foundation reflect the Group's values?**

● **J.G.:** The Foundation, which was created "to help and support people in distress who want to turn their lives around through a life-changing personal project", is the reflection of the Group's humanism and solidarity.

● **S.C.:** The Foundation takes into consideration the diversity of people and situations, and provides its support accordingly. This work reflects the Group's values in terms of commitment, professionalism and respect.

### **In three words, what does being a volunteer with the Foundation mean for you?**

● **J.G.:** An essential and responsible role.

● **S.C.:** Commitment and personal fulfillment. —

# Bolloré

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## 2016 cross-reference table

The Bolloré Group has been consolidating environmental and social indicators since 2011. These have been published since 2012.

They have been verified by the specialized teams of one of the Statutory Auditors since 2012. These indicators are published in the Group's registration document.

## Grenelle II cross-reference table

Information required by Grenelle II	GRI 4	ISO 26000/2010	Global Compact	Information published in the 2016 registration document	Information published in the 2016 CSR report	Scope covered by the indicator (registration document)
<b>Social information</b>						
Total workforce and distribution of workforce by gender, age, geographical area	G4-LA1	6.4.3		See 17.8.1.2. "Information on workforce"	✓	Group
Hiring and departures	G4-LA1 (staff turnover rate)	6.4.3		See 17.5.2 "Attracting talent and retaining employees" See 17.8.1.2 "Information on workforce"	✓	Group
Compensation and changes in compensation	G4-EC1 G4-EC5	6.8.1 6.8.2		See 17.5.2 "Attracting talent and retaining employees" See 17.8.1.2 "Information on workforce"	✓	France
Organization of working time		6.4.1 6.4.2		See 17.8.1.2. "Information on workforce"		Group
Absenteeism	G4-LA6	6.4.6		See 17.8.1.2. "Information on workforce"		Group
Organization of dialog with the workforce (in particular the procedures for informing and consulting staff as well as negotiation procedures)	G4-HR4	6.4.5	# 3	See 17.5.2 "Attracting talent and retaining employees" See 17.8.1.2 "Information on workforce"	✓	Group
Collective agreements	Freedom of association and the right to collective bargaining G4-HR4	6.4.5	# 3	See 17.5.2 "Attracting talent and retaining employees" See 17.8.1.2 "Information on workforce"	✓	France
Health and safety conditions	G4-LA5 to G4-LA8	6.4.6 6.4.8	# 4-5	See 17.5.1 "Having a top-level health and safety policy" See 4. "Table of environmental risks"	✓	Group
Workplace accidents	G4-LA6 G4-LA7 (work-related illnesses)	6.4.6 6.4.8	# 4-5	See 17.5.1 "Having a top-level health and safety policy"	✓	France
Report of agreements signed with trade unions or staff representatives regarding occupational health and safety	G4-LA8	6.4.6	# 4-5	See 17.5.1 "Having a top-level health and safety policy" See 17.8.1.2 "Information on workforce"	✓	France
Training policies	G4-LA10	6.4.7 6.8.5		See 17.5.3 "Developing our employees' skills" See 17.8.1.2 "Information on workforce"	✓	Group
Total number of hours of training	G4-LA9	6.4.7		See 17.5.3 "Developing our employees' skills" See 17.8.1.2 "Information on workforce"	✓	France
Measures taken to improve gender equality	G4-LA13	6.3.5 6.4.3 6.6.6 7.3.1		See 17.8.1.2. "Information on workforce"	✓	Group
Measures taken to encourage the employment and integration of disabled people	G4-LA12	6.3.7 6.3.10 6.4.3		See 17.8.1.2. "Information on workforce"	✓	France

Information required by Grenelle II	GRI 4	ISO 26000/2010	Global Compact	Information published in the 2016 registration document	Information published in the 2016 CSR report	Scope covered by the indicator (registration document)
Policy to combat discrimination	G4-HR3	6.3.6 6.3.7 6.3.10 6.4.3		See 17.5.2 "Attracting talent and retaining employees" See 17.8.1.2 "Information on workforce"	✓	Group
Respecting freedom of association and the right to collective bargaining	G4-HR4	6.3.3 6.3.4 6.3.5 6.3.8 6.3.10 6.4.5 6.6.6	# 3	See 17.5 "Investing in men and women" See 17.8.1.2 "Information on workforce"	✓	Group
Elimination of discrimination in respect of employment and occupation	G4-HR3	6.3.10	# 6	See 17.5.2 "Attracting talent and retaining employees"	✓	Group
Elimination of forced or compulsory labor	G4-HR6	6.3.3 6.3.4 6.3.5 6.3.10 6.6.6	# 4-5	See 17.6.2 "Ensuring that the Group's activities are respectful of human rights"	✓	Group
Effective abolition of child labor	G4-HR5	6.3.3 6.3.4 6.3.5 6.3.7 6.3.10 6.6.6 6.8.4	# 4-5	See 17.6.2 "Ensuring that the Group's activities are respectful of human rights"	✓	Group
<b>Environmental information</b>						
Organization of the company to respond to environmental issues and, where applicable, environmental evaluation and certification processes	G4-DMA Environment category	6.5.1 6.5.2		See 17.4.3 "Investing to protect the environment" See 17.8.2.1 "Tables of environmental and societal indicators" See 4. "Table of environmental risks"	✓	Group
Training and raising awareness of employees on the protection of the environment	Environment category	6.5.1 6.5.2	# 7-8-9	See 17.4.3 "Investing to protect the environment" See 17.8.2.1 "Tables of environmental and societal indicators"	✓	Group
Resources allocated to preventing environmental hazards and pollution	G4-EN20 to G4-EN28 G4-SO1 and G4-SO2	6.5.3	# 7-8-9	See 17.4.3 "Investing to protect the environment" See 4. "Table of environmental risks"	✓	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)	G4-EC2	6.5.5		See Note 7 to the separate financial statements, "Provisions for contingencies and charges"		Group
Measures to prevent, reduce or remedy emissions into air, water and soil that seriously damage the environment	G4-EN20 to G4-EN28	6.5.3	# 7-8-9	See 17.4.3 "Investing to protect the environment" See 17.8.2.1 "Tables of environmental and societal indicators" See 4. "Table of environmental risks"	✓	Group
Measures to prevent, recycle and eliminate waste	G4-EN20 to G4-EN28	6.5.3	# 7-8-9	See 17.4.3 "Investing to protect the environment" See 4. "Table of environmental risks"	✓	Group

Information required by Grenelle II	GRI 4	ISO 26000/2010	Global Compact	Information published in the 2016 registration document	Information published in the 2016 CSR report	Scope covered by the indicator (registration document)
Taking account of noise pollution and any other form of pollution specific to a business	G4-EN20 to G4-EN28	6.5.3	# 7-8-9	See 17.4.3 "Investing to protect the environment" See 17.8.2.1 "Tables of environmental and societal indicators" See 4. "Table of environmental risks"		Group
Water consumption and water supply having regard to local constraints	G4-EN22 G4-EN26 G4-EN8 to G4-EN10	6.5.3	# 7-8-9	See 17.4.3 "Investing to protect the environment" See 17.8.2.1 "Tables of environmental and societal indicators" See 4. "Table of environmental risks"	✓	Group
Consumption of raw materials and measures taken to use them more efficiently	G4-EN1 G4-EN2	6.5.4		See 17.4.3 "Investing to protect the environment" See 17.8.2.1 "Tables of environmental and societal indicators"		Group
Energy consumption and measures taken to use it more efficiently	G4-EN3 to G4-EN7	6.5.4 6.5.5	# 7-8-9	See 17.4.3 "Investing to protect the environment" See 17.8.2.1 "Tables of environmental and societal indicators"	✓	Group
Land use			# 7-8-9	See 17.4.3 "Investing to protect the environment" See 17.8.2.1 "Tables of environmental and societal indicators"		Group
Greenhouse gas emissions (art. 75, Grenelle II)	G4-EN15 to G4-EN21	6.5.3 6.5.5	# 7-8-9	See 17.4.3 "Investing to protect the environment" See 17.8.2.1 "Tables of environmental and societal indicators"	✓	France
Adapting to the consequences of climate change	G4-EC2 G4-EN6 G4-EN7 G4-EN15 to G4-EN20 G4-EN27	6.5.5	# 7-8-9	See 17.4 "Innovating in response to major economic and environmental changes" See 17.4.2 "Rolling out new forms of sustainable mobility"	✓	Group
Measures taken to conserve or enhance biodiversity	G4-EN11 to G4-EN14 G4-EN26	6.5.6	# 7-8-9	See 17.4.3 "Investing to protect the environment"	✓	Bolloré Logistics Bolloré SA (vineyards)
<b>Societal information</b>						
Geographical, economic and social impact on jobs and regional development	G4-EC8	6.8.5		See 17.7 "Taking action for local development" See 17.7.1 "Contributing to employment" See 17.7.2 "Economic development of the country"		Group
Geographical, economic and social impact on neighboring or local populations	G4-HR8	6.3.4 6.3.6 6.3.7 6.3.8 6.6.7 6.8.3		See 17.7 "Taking action for local development" See 17.7.1 "Contributing to employment" See 17.7.2 "Economic development of the country"	✓	Group
Nature of dialog with these persons or organizations	G4-SO1 Stakeholder involvement principle	6.3.9 6.5.1 6.5.2 6.5.3 6.8		See 17.2.2 "Dialog with stakeholders"	✓	Group



Information required by Grenelle II	GRI 4	ISO 26000/2010	Global Compact	Information published in the 2016 registration document	Information published in the 2016 CSR report	Scope covered by the indicator (registration document)
Partnership or sponsorship initiatives	G4-EC1	6.8.9		See 17.7.3 "Defining a local sponsorship policy"	✓	Group
Inclusion of social and environmental issues in the purchasing policy	G4-EC9	6.4.3 6.6.6 6.8.1 6.8.2 6.8.7	# 1-2	See 17.6.2 "Ensuring that the Group's activities are respectful of human rights"	✓	Group
Extent of subcontracting and taking account in dealings with suppliers and subcontractors of their corporate social responsibility	G4-SO9	6.3.5 6.6.1 6.6.2 6.6.6 6.8.14 6.8.2 7.3.1	# 1-2	See 17.6 "Bringing the Group together around a shared corporate culture and ethical standards" See 17.6.1 "An organization to ensure the use of best practices"	✓	Group
Initiatives to prevent corruption	G4-SO3 to G4-SO5	6.6.3	# 10	See 17.6 "Bringing the Group together around a shared corporate culture and ethical standards" See 17.6.1 "An organization to ensure the use of best practices"	✓	Group
Measures taken to promote consumer health and safety	G4-PR1 to G4-PR4	6.7.4		See 17.2.1.3 "Network of Data Protection and Liberties Correspondents" See 4. "Table of environmental risks"	✓	The Group has no products or services directly connected to consumers, except for passenger transport activities.
Other human rights initiatives	G4-EN34 G4-LA16 G4-HR3 G4-HR8 G4-HR12 G4-SO11	6.3.6	# 1-2	See 17.6.2 "Ensuring that the Group's activities are respectful of human rights"	✓	Group
<b>Circular economy</b>						
Initiatives against food wastage					Given its business lines, the Group can combat food wastage through the awareness-raising campaigns it may be called upon to produce. However, in terms of internal operation, its impacts in this regard are minimal.	

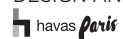
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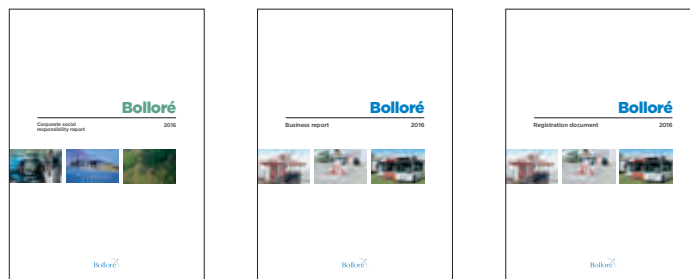
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