



Bolloré

Corporate social
responsibility report 2017

- 01**— Message from the Chairman
- 02**— Bolloré Group profile
- 04**— The Bolloré Group worldwide
- 06**— Commitments of the Bolloré Group
- 10**— Materiality of Bolloré Group issues
- 11**— 2017 focus areas and 2018 outlook
- 12**— Ensuring the Group's compliance with an increasingly stringent regulatory framework

- 14**— Acting responsibly and promoting human rights in our activities
- 34**— Innovating in response to major economic and environmental change
- 54**— The company's greatest strength, its men and women
- 64**— Taking action for regional development

- 77**— Cross-reference table

Message from the Chairman



Vincent Bolloré

Following a long history in the paper industry, the Bolloré Group has boosted its resilience over the past 200 years by evolving and moving into new sectors. Nowadays it is involved in transport and logistics, media, communications and electricity storage. As well as diversifying its business it has branched out internationally and is now present in all continents. The Bolloré Group's family and cultural heritage has enabled it to achieve this by planning its activities over the long term, and having the full independence to invest in innovative projects.

The Bolloré Group's development is based on strong values and on a robust business culture, which comprise loyalty, entrepreneurial spirit, solidarity, proactiveness, boldness and diversity. The Group's CSR policy and development strategy embody these values with a focus on four key areas:

- > acting responsibly and promoting human rights in our activities;
- > innovating in response to major economic and environmental changes;
- > our people: the lifeblood of the company;
- > taking action for regional development.

Each Group division applies this strategic vision while considering the specific aspects of each business unit, to ensure that actions are deployed consistently and sustainably.

The diversity of the Group's business areas feeds into its CSR policy:

- > a particularly robust HR and health and safety policy have been put in place for the Transport and logistics division, due to its specific nature and geographical locations. Employees are key to the success of this business area;
 - > through Vivendi, the Communications division's strategy is based around human rights, and particularly promoting cultural diversity, knowledge sharing, supporting young people and protecting personal data;
 - > the development of the Electricity storage and Solutions division is based on an investment and innovation policy which is committed to combating pollution and supporting the energy transition.
- The Group's priorities, which are shared by all of its subsidiaries, include reducing risks related to business ethics, ensuring compliance with human rights, deploying an employment policy which supports sustainable relations with its employees, investing in the development of innovative and environmentally-friendly products and services, and acting as a prominent partner in the economic and social development of the regions in which it is based. —

Bolloré Group profile

Founded in 1822, the Bolloré Group is among the 500 largest companies in the world. Publicly traded, 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: transport and logistics, communications, and electricity storage and solutions.

Transport and logistics

Bolloré Transport & Logistics is one of the world's leading transportation groups with more than 36,000 employees spread among 106 countries throughout Europe, Asia, the Americas and Africa where it operates in ports, freight forwarding and railroads. It is also a major player in oil logistics in France and in Europe. —

Communications

The Bolloré Group's Communications division is primarily based on its shareholding in Vivendi, which comprises: Universal Music Group, global music industry leader; Groupe Canal+, pay television market leader in France; Havas, one of the leading advertising and communications consultancy groups and Gameloft, a leading mobile video games provider. It also owns the free French news channel CNews and is present in the telecoms sector. —

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. Using this technology, the Group has diversified into mobile applications (car-sharing systems and electric cars, buses and trams) and battery-driven stationary applications, as well as systems for managing these applications (IER, Polyconseil). —

Other assets

Together with these three areas, the Bolloré Group manages a series of shareholdings worth more than 7.4 billion euros to end 2017, including 1.1 billion euros in the Bolloré portfolio (Mediobanca, Socfin Group...) and 6.4 billion euros in the Vivendi portfolio (Telecom Italia, Ubisoft, Mediaset, Telefónica, Fnac Darty). —

2017 CSR key figures



Acting responsibly and promoting human rights in our activities



1,052 training initiatives delivered on ethics-related topics within the Transport and logistics division



In Africa, more than **100,000** people (25,000 employees and their beneficiaries) receive supplementary healthcare cover



7 CanalOlympia cinemas opened in 2017 in sub-Saharan Africa to promote access to culture and discover new talent



Innovating in response to major economic and environmental change



121 million euros: research and development investment amount



More than **4.5** million euros: environmental investment amount



388,989 : the Group's environmental footprint in metric tons CO₂ eq.



The company's greatest strength, its men and women



4,483 new hires



1,361 internal transfers



677,955 training hours delivered to Group employees



Taking action for regional development



More than **300** million euros invested in Africa

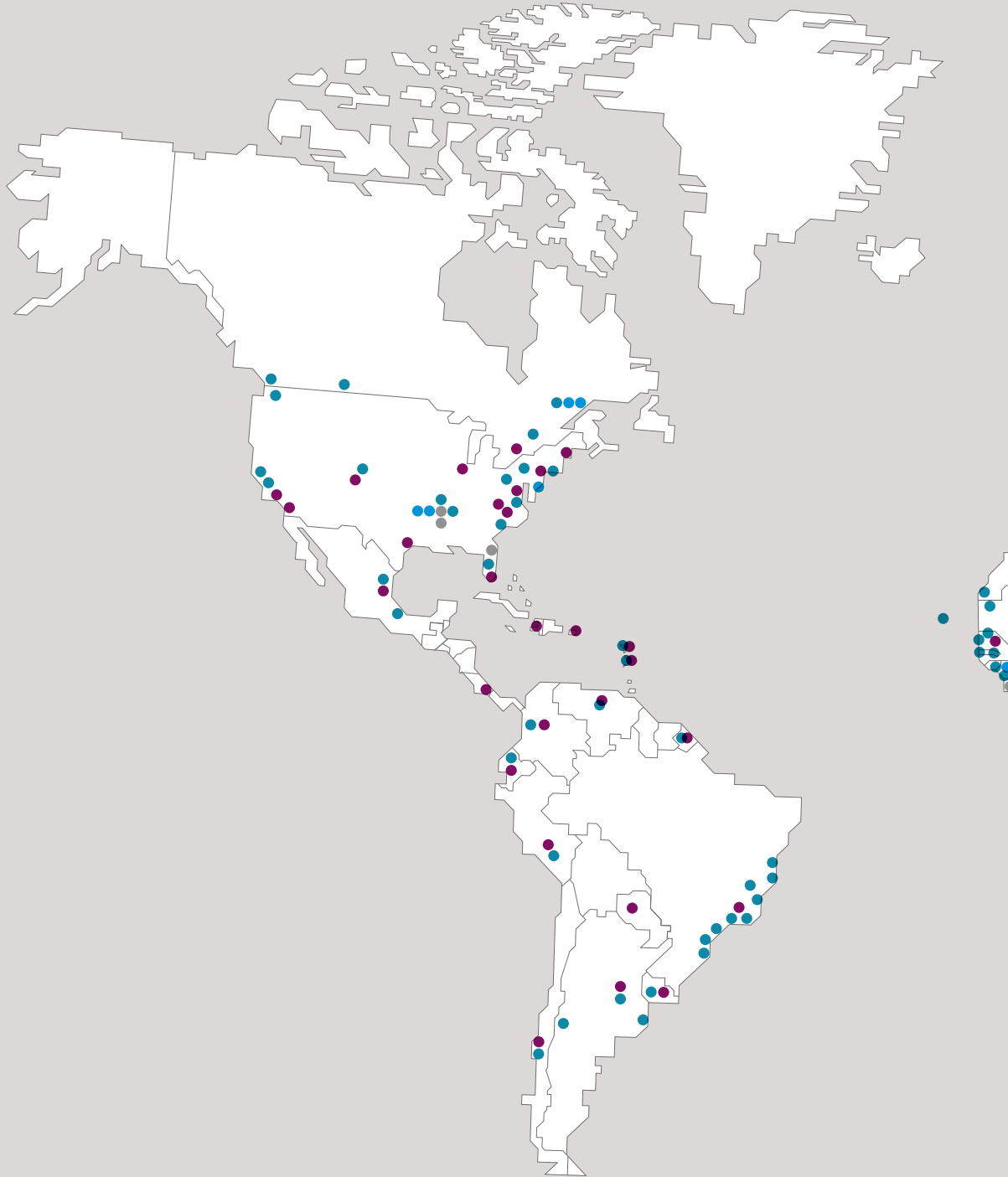


793 social projects financed including **370** life projects supported by the Fondation de la 2^e chance



46.8 million euros invested in local African, Vietnamese and Polish content

The Bolloré Group worldwide



Distribution of workforce by geographical area



30%
Africa



22%
France and
French overseas
departments
and territories



15%
Americas



18%
Europe
excluding
France



15%
Asia-Pacific

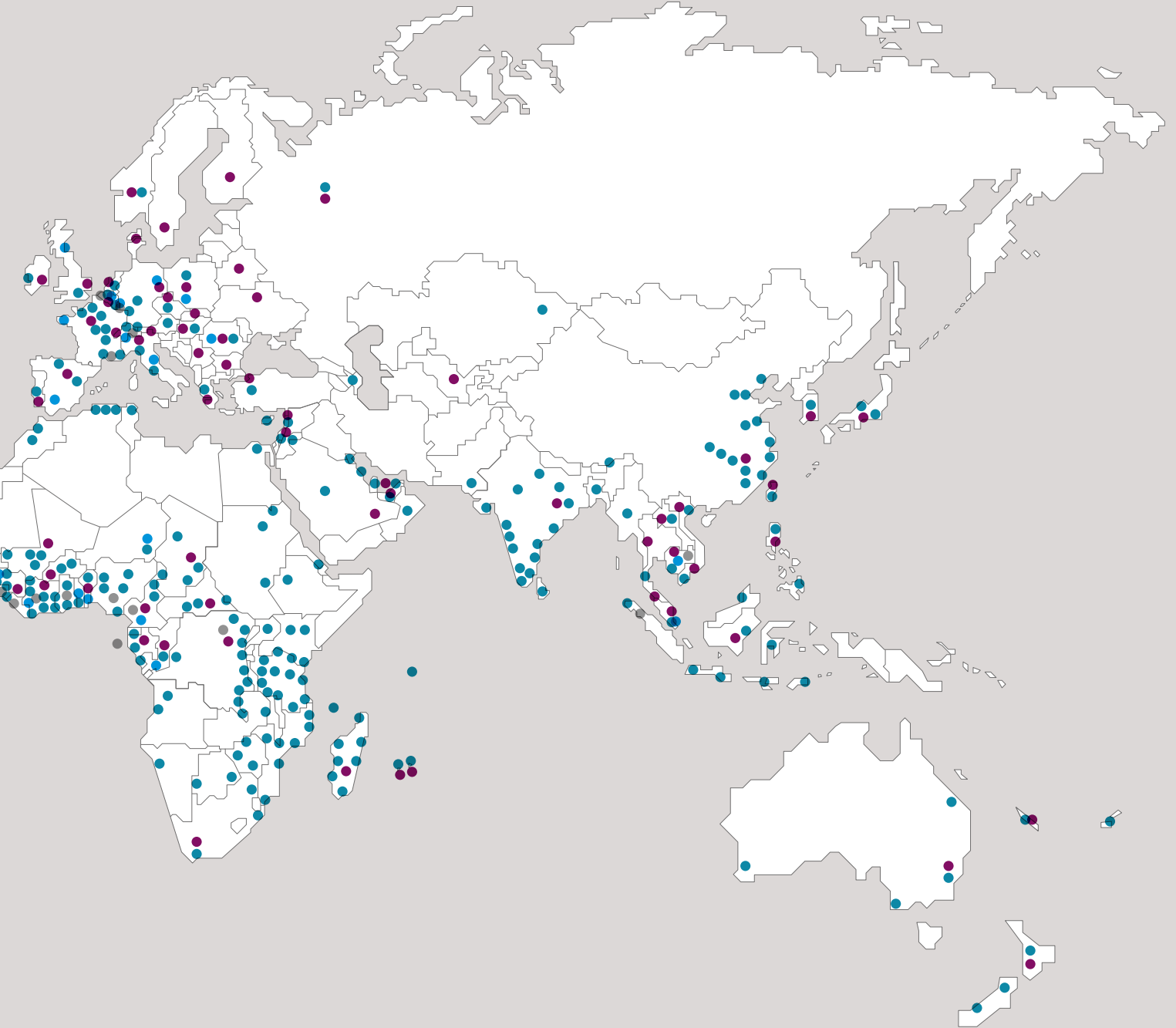
Total workforce of the
Bolloré Group:
81,420 employees worldwide
spread over **130** countries.

● Transport and logistics

● Communications

● Electricity storage and solutions

● Other assets





Anticipate and meet client expectations, protect human capital, protect environmental diversity and be proactive in developing the company. All of these factors provide a basis for future value creation.

The Bolloré Group is aware that these issues are key to its business success, and therefore implements a policy of commitments. This policy is demonstrated on a daily basis by the Group's vision of social responsibility being spread over all of its divisions.

The Bolloré Group has set out its 2017-2022 strategic CSR priorities to better reflect its values and promote its CSR commitments to the stakeholders involved in its activities. At the end of 2017, work was carried out to streamline the strategic CSR priorities integrated by Bolloré Group and Vivendi over the year.

The four cornerstones of sustainable commitment

Acting responsibly and promoting human rights in our activities

- > Establishing a framework to guarantee ethical business conduct.
- > Promoting human rights in our activities.
- > Protecting the health and safety of our people in the light of the risks that they are exposed to in the context of our business activities.
- > Promoting ethical and responsible communications.

Innovating in response to major economic and environmental change

- > Innovating and anticipating digital transformations and changes.
- > Being committed to energy transition while conducting our business activities.
- > Managing our environmental footprint.

The company's greatest strength, its men and women

- > Attracting talent and retaining employees.
- > Developing our employees' skills.

Taking action for regional development

- > Contributing to and promoting local employment.
- > Investing in the local economy.
- > Committing to social measures to the benefit of local communities.

1. Havas employees in Sydney.

Group CSR milestones

2000

Ethics charter

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

2009

Group Values Charter

2010

Introduction of CSR action plans by the divisions

2012

Mapping of the issues and challenges facing each division

2014

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

2016

Materiality analysis and definition of new priorities for the 2017-2022 CSR strategy

2017

Streamlining of Bolloré and Vivendi strategic priorities. Integration of Vivendi into the Group CSR Policy

The commitments of the Bolloré Group are based on the United Nations 17 Sustainable Development Goals



The purpose of the 17 Sustainable Development Goals adopted by the 193 United Nations Member States at the New York Sustainable Development Summit in September

2015 is to ensure that human rights are upheld, specifically by ending extreme poverty, combating inequality and exclusion, and eliminating injustice, and addressing

climate issues and the erosion of biodiversity. Companies are encouraged to contribute to the achievement of these Goals in line with their own capabilities.

Governance and monitoring of CSR performance



Ethics – CSR and Sponsorship Committee

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 implement actions within their own areas. The Committee meets once or twice a year to review ongoing or completed actions and projects, and to set new plans and priority projects in the three areas.

The Committee has the following members: Chairman, the Group's Executive Management, Division Heads, Group HR, Group General Counsel, Head of Group Management Control, Group Ethics Manager, Head of Investor Relations, Deputy Director of Group Communications, Head of Group sponsorship and Head of Group CSR.

CSR Management

The Group CSR Department is managed by the Group Vice-Chairman, who is also Group CFO. He is assisted by the Deputy Director of Group Communications and the Director of Investor Relations. The Group CSR team works with the CSR departments of the divisions and their network of CSR representatives to roll out the Group CSR strategy within each entity. The internal CSR network thus has over 300 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.

A network of correspondents and a performance-focused reporting system

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. In 2009, the Bolloré Group, boosted by its strong internal network, set up an automated and efficient extra-financial reporting system by developing an integrated software package. This package, which initially covered over 100 Bolloré Group entities (106 entities/236 contributors for 2017) was extended to the Vivendi Group in 2017 (96 entities/20 CSR contributors). Therefore, as part of the annual campaign, over 100 extra-financial performance indicators are reported on each year. Under decree 225 of the French Grenelle II law (2012), the indicators deemed to be the most relevant to the Group's activities are subject to in-depth audits every year by an accredited third party (extra-financial Statutory Auditor), as well as a number of quality meetings to determine firstly that the audits are sufficiently comprehensive in order to comply with the law, and secondly to ensure that the published data is reliable. The divisions implement the Bolloré Group CSR policy on a daily basis, to ensure that CSR is at the core of each business area. Practical action plans have been put in place to respond to specific markets and stakeholders.



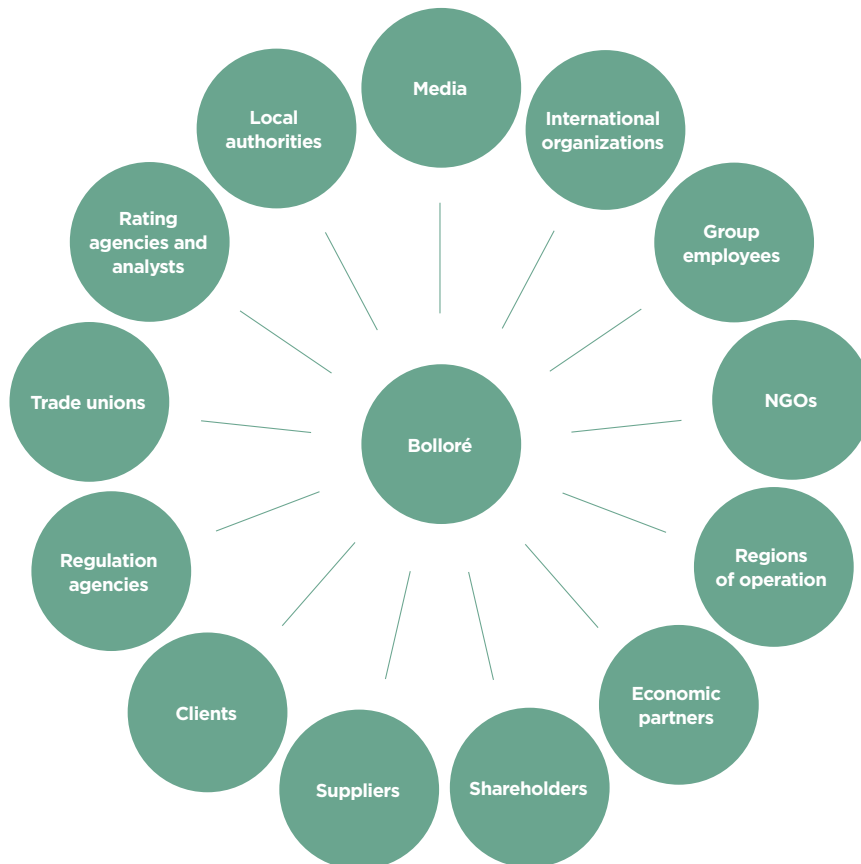
1. Blue Congo project team focused on reducing the energy bill.
2. Temporary staff in a logistics warehouse.

Mapping of stakeholders

In 2017, the Bolloré Group reviewed its work to identify stakeholders in the broadest sense, to respond to new legal requirements on duty of care which require companies to set boundaries in their relationships with stakeholders. The Bolloré Group is therefore in the process

of developing a new identification and mapping method to be rolled out to all subsidiaries from 2018, with the purpose of putting together a care plan. Although discussions with stakeholders have not yet been organized at a Group level, Bolloré's divisions and subsidiaries hold ongoing discussions with their stakeholders. —

Mapping of stakeholders



Materiality of Bolloré Group issues

In 2016, the Group carried out a materiality analysis of CSR issues linked to its activities with the help of an external firm.

In 2017, the main CSR issues of the Vivendi Group, whose activity represents 8,911 million euros in turnover for the Bolloré Group (contribution from April 26, 2017 to December 31, 2017), have been integrated into the analysis and preparation of the Bolloré Group materiality matrix.

This integration shows that the Vivendi and Bolloré issues are complementary, and that the 13 issues identified for the Bolloré Group in 2016 also come up in the integration of the Vivendi Group.

Acting responsibly and promoting human rights in our activities

- > Human rights⁽¹⁾.
- > Loyal practices⁽²⁾.
- > Duty of care and responsible purchasing⁽³⁾.
- > Protection of personal data⁽⁴⁾.
- > Health and safety at work⁽⁵⁾.

The company's greatest strength, its men and women

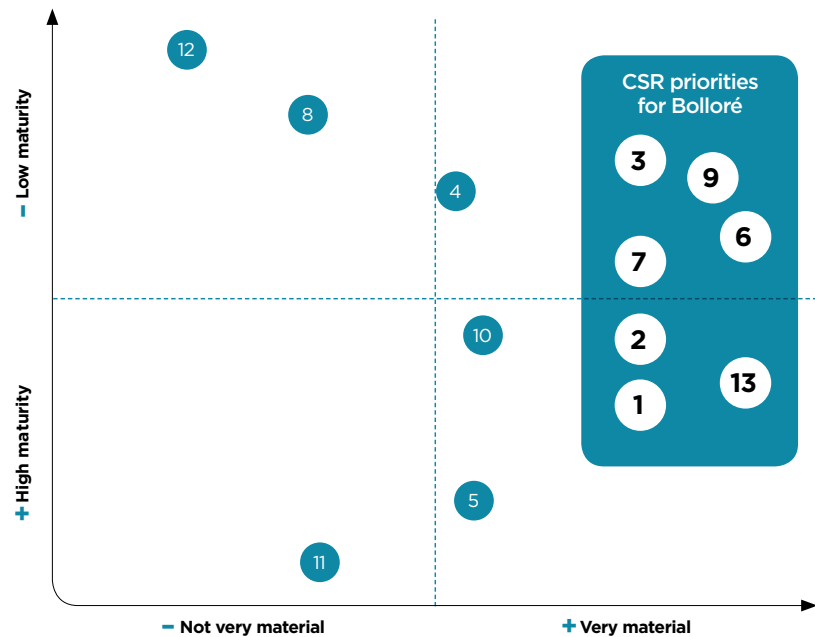
- > Our people: the lifeblood of the company.
- > Attracting talents and retaining employees⁽⁶⁾.
- > Management and development of skills⁽⁷⁾.
- > Promoting diversity⁽⁸⁾.

Innovating in response to major economic and environmental change

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

Taking action for regional development

- > Contribution to local development⁽¹³⁾.



7 priority issues identified

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

2017 focus areas and 2018 outlook

Focus areas	2017	2018
CSR policy	<ul style="list-style-type: none"> > Review of the materiality analysis and streamlining of the main strategic priorities of the CSR policy in 2017 following Vivendi's consolidation into the Bolloré accounts. 	<ul style="list-style-type: none"> > Preparation of compliance measures to transpose the European directive, including: CSR risk mapping, adapting policies and action plans, and setting out any associated KPIs
Extra-financial reporting campaign	<ul style="list-style-type: none"> > Optimization of the reporting system: configuration, questionnaire, protocol; > Consolidation of the Vivendi scope into the Group reporting process, awareness-raising and training for teams. > Consolidation of health and safety reporting for Ports and Rail BU. > Forming and implementing a qualitative reporting process. 	<ul style="list-style-type: none"> > Focus areas for review of the indicators to respond to the European directive; > Optimization and improved performance of the extra-financial reporting system: integration of new hires and deployment of the reporting system to other business areas; > Optimization of the qualitative reporting process.
Duty of care	<ul style="list-style-type: none"> > Defining a Group methodology, holding internal awareness-raising meetings (holding and subsidiaries), care risk mapping, defining care plan priorities. 	<ul style="list-style-type: none"> > Full inventory and situational analysis of all of the Group's existing care methods in partnership with the operational entities. Adapting and adjusting as required for inclusion in the care system. > Risk mapping for suppliers and stakeholders. > Warning system.
Responsible purchasing	<ul style="list-style-type: none"> > Launching discussions to raise Management awareness of purchasing. 	<ul style="list-style-type: none"> > Assisting purchasing managers with setting up a risk assessment of the supplier and subcontractor chain.
Human rights	<ul style="list-style-type: none"> > Integration of Vivendi's CSR strategy. 	<ul style="list-style-type: none"> > Defining a Group human rights policy.
Dialogue with stakeholders	<ul style="list-style-type: none"> > Continuing talks with teams from the Socfin Group. Bolloré only holds a minority interests in this company but continues to be influential as a responsible shareholder, seeking continued improvement of CSR practices for the plantations. 	<ul style="list-style-type: none"> > Focus areas for analysis of the methodology and reporting system to update stakeholder mapping at Group level.
PDE	<ul style="list-style-type: none"> > Launch of regulatory mobility plans (Law on the energy transition for green growth) on the Group's pilot sites. 	<ul style="list-style-type: none"> > Mobilizing subsidiaries and deploying mobility plans for all entities covered by the regulations; > Implementing and monitoring action plans at Group level.
Communication	<ul style="list-style-type: none"> > Optimization of existing tools and creation of new communications tools to raise awareness internally, as well as improving the transparency and legibility of the Group's CSR actions vis-à-vis external parties. 	<ul style="list-style-type: none"> > Optimization of existing tools and creation of new communications tools to raise awareness internally, as well as improving the transparency and legibility of the Group's CSR actions vis-à-vis external parties.

Ensuring the Group's compliance

with an increasingly stringent regulatory framework



The regulatory and legal frameworks regulating the activity of companies have changed greatly over recent years in response to the demands and aspirations of civil society. The main regulatory changes which have had an impact on the activity of the Group's divisions include three major laws.

Law on the duty of care: the Bolloré Group care plan

A cross-disciplinary working group has been set up to implement the new requirements of law no. 2017-399 of March 27, 2017 on the duty of care of parent companies and instructing companies. The work carried out has highlighted the need to develop shared tools for all divisions, enabling care to be managed centrally at Group level, and demonstrating the Group's willingness to optimize care management over all activity scopes.

In the light of the nature, diversity and geographical locations of its activities, the Bolloré Group's care process includes:

- > ensuring that the Group and its business relationships are compliant with the most relevant international standards, and with local legislation if more stringent;
- > a specific focus on its employees, suppliers and subcontractors by monitoring working conditions and ensuring that health and safety standards are high across the board;
- > protecting the environment using accurate impact measurements of the Group's activities and business relationships, and by putting in place actions to protect against and mitigate environmental risks;
- > applying particular care to safety conditions and ensuring that we uphold the fundamental rights of users of our

services and solutions, and of local populations in the regions in which we are located.

Under this framework and in light of the geographical and sectoral diversity of its activities, the Bolloré Group will apply reasonable care, initially focusing its efforts on a number of defined care priorities. This approach will enable the Group to allocate the necessary resources to any care and vigilance issues identified, in order to obtain effective results which can be reapplied to other geographical areas and Group activities. It will also boost the Group's continued improvement method as part of its care processes.

The Bolloré Group's care plan focuses on the entities that it controls as defined by article L. 233-16, II of the French



commercial code (*Code de commerce*), and the subcontractors and suppliers with whom it holds an established business relationship.

The Bolloré Group care plan does not cover companies in which it has a shareholding which does not grant control as defined by article L. 233-16 of the French commercial code (*Code de commerce*). However, as part of its responsible shareholder method, where possible, the Bolloré Group exerts its influence as in the case of the Socfin Group, which designed and set up an ambitious sustainable development policy linked to a transparency initiative approved by The Forest Trust.

In the 2017 fiscal year, the Bolloré Group began to publish a care plan covering all subsidiaries in its registration document.

Sapin II law: anti-corruption

The French law of December 9, 2016 known as “Sapin II” came into force on June 1, 2017. It requires both French and foreign companies to implement their own anti-corruption measures.

Since 2000, the Bolloré Group has ensured that sharing the same business ethics is a priority of its CSR strategy. It is therefore committed to fighting all forms of corruption, and has taken the necessary measures including: Signing the United Nations Global Compact,

implementing an Ethics Charter and an ethical warning system, mapping of risks linked to its activities and those of its stakeholders (due diligence), and even a training and awareness-raising program. These effective and consistent ethical measures enable the Group to communicate clear rules of conduct to all employees. The ethics compliance management system is primarily a management system dedicated to ethics compliance and anti-corruption, which also incorporates Sapin II law recommendations.

General Data Protection Regulation

Following the strengthening of legal provisions (European Regulation of April 27, 2016 on protecting personal data), and the increased digitalization of the Group’s activities and shared mobility services, measures are needed to ensure that consumers’ personal data is processed securely and efficiently in complete confidentiality.

In this case, the Bolloré Group has set out an action plan to ensure that it is compliant with the provisions of the European Regulation, which comes into force on May 25, 2018, focusing on the rights of people over their data and the division of roles and responsibilities between the various companies which process this data.

In 2017, the Group set up a Steering Committee dedicated to the deployment of these new obligations. The Committee comprises data protection and liberties correspondents (future Data Protection Officers) appointed by each division, together with legal advisers and information system, HR and purchasing representatives.

Its main tasks include:

- > mapping personal data processing;
- > identifying which actions need to be taken in order to comply with the new provisions;
- > implementing internal procedures to ensure that data protection can be managed at any time;
- > raising awareness and training employees on these obligations. —



1. BlueTorino, fully electric car-sharing service in Turin.

2. Digitalization of logistics flows.

3. Securing of couplings.



3

Acting responsibly and promoting human rights in our activities





Establishing a framework to guarantee ethical business conduct



Promoting human rights in our activities



Protecting the health and safety of our people in the light of the risks that they are exposed to in the context of our business activities



Promoting ethical and responsible communications

Establishing a framework to guarantee ethical business conduct



Implications for the Group

The fact that the Bolloré Group operates in over 130 countries means that it is heavily exposed to business ethics. The Group established an organization to ensure that the best practices set out in its Ethics Charter are shared by all employees and enable it to reduce the risks arising from 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".

This document was revisited right at the beginning of January 2017 in order to provide a practical reintroduction and reminder of the 12 fundamental principles of the initial Ethics Charter (2000). It also included key points from the brand new French anti-corruption "Sapin II" law (enacted on December 9, 2016), in advance of the recommendations due to be published by the French Anti-corruption Agency, in December 2017. Finally, the General Code of Business Conduct/Compliance Guide, which was previously implemented at division level, has undergone a major revision and a validation process has been launched vis-à-vis the Group's main expert roles (June 2017). However, and in accordance with this reference in

the "Ethics and Values" Charter, "the scrupulous respect of the laws and regulations in force" would not currently be sufficient.

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 principles of the United Nations Global Compact as regards human rights, labor rights, the protection of the environment and the fight against corruption, as well as on the Group's values, this approach aligns economic performance to shared business ethics.

This first point breaks down into a number of obligations:

- > preserve the Group's image and shared heritage;
- > ensure the necessary confidentiality, notably as regards personal data;
- > 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. Led by the Committee Chairman, appointed by the Group Chairman, the Committee's members include Group and Division Chairmen and Chief Executive Officers, the Head of Internal Audit, the Group Human Resources Director, the CFO, the General Counsel of the holding company, the Group Ethics and Compliance Director, the division Ethics and Compliance Directors, and any other person that Executive management feels will help the Committee carry out its work.

The division Ethics managers report to the Group Ethics manager. There is a network of ethics representatives across the Group's logistics activities with further such representatives in the process of being appointed in the other divisions. This "local" network reports to the various Management levels and to Executive management for each division, and is operationally linked to various levels of the ethical compliance structure within these same divisions.

Ethics compliance management system set up within the divisions

> **The Bolloré Group's Ethics Charter**, as defined by the provisions of article L. 233-1 of the French commercial code (*Code de commerce*), which is shared by all divisions and is known as "Ethics and Values", is the reference document

in which the "fundamentals" 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. This Ethics Charter is one of the documents provided to new hires within the company, and is mandatory for all managerial staff.

> **The Code of Conduct**: this division-level document (Transport and logistics division) has been entirely revised so that its June 2017 version covers all Bolloré Group scopes and activities, as defined by the provisions of article L. 233-1 of the French commercial code (*Code de commerce*). The managers of the entities adhering to the Code for the first time are involved in the process. It defines the fields of ethics felt to be of extreme importance, including: security of transportation, health and safety of employees, the fight against corruption, respect for competition rules and respect for the environment. The new version is enhanced by recommendations linked to two additional key areas: prevention of conflicts of interest, compliance with regulations on export controls and commercial sanctions. The Code naturally evolves as new national or international laws, regulations and requirements are introduced.

> **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. These include a risk

assessment (focus area of the revision launched during the year to meet the new "mapping" criteria set out by the Sapin II law and the recommendations of the French Anti-corruption Agency), awareness-raising, training, rules for gifts and sales talk with third parties, supplier selection (due diligence), and finally accounting transparency and auditing of the compliance management system.

> **The "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. This procedure has been fully revised to incorporate the requirements of the Sapin II law and the recommendations of the French Anti-corruption Agency.

1.
DRPC Seveso-classified hydrocarbon storage site in Rouen.

2.
Maritime transport.



1. Green Hub hybrid truck in Singapore.

2. New SNCF terminals, main lines developed by IER.



•••

Significant events in 2017

The primary focus of 2017 was the improvement of the compliance management system for the Bolloré Transport and logistics division, given that this system is the basis for the extension of the applicable provisions to the Group's other divisions.

Awareness-raising on ethical provisions continued in the form of face-to-face meetings to introduce changes linked to the new French Sapin II law.

Awareness-raising was also conducted by the subsidiaries based on the process in use since 2010.

Ethics-related e-learning training sessions continued to be actively delivered throughout the year, particularly on topics included in the Code of Conduct. These training sessions covered: anti-corruption laws (Foreign Corrupt Practices Act, UK Bribery Act, etc.), the Group's "Ethics and Values" Charter, the General Code of Business Conduct for

companies in the Transport divisions, and regulations on compliance with competition rules.

At the same time, the working group set up to develop a new e-learning training module on export control and commercial sanctions (embargos) continued its work and completed the module outline. Information delivery tools used for training have been updated. They provide:

- > employee access to fundamental Group documents, regulations and the list of approved suppliers;
- > access to a team site for division managers and their regional and country managers, as well as the regional and country ethics delegates. This site 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 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.

Moreover, and in line with the tightening up of international laws and regulations, requests from third parties have become increasingly insistent and robust throughout the year.

The Ethics and Compliance Department therefore intervenes in calls for tender on a daily basis to describe the ethics commitments of the Bolloré Group and its divisions.

It also intervenes during the contractual phase to ensure that the responses provided by the Group's subsidiaries comply with client expectations in this area.

Finally, there is our contribution to AFNOR's work: after completing work in October 2016 on the ISO 37001 focus area (anti-bribery management systems), in 2017 work began on the focus area for the new "Governance of organizations" standard (ISO TC 309), which we are involved in.



A responsible purchasing policy

As mentioned in the care plan (see Bollore Group 2017 registration document), the Group launched a project to map supplier and subcontractor risks in order to limit exposure to health and safety risks, environmental risks and risks linked to the fundamental rights of third parties. A comprehensive care project is set to be launched in 2018 in partnership with the Purchasing Department. This project will set out the medium-term purchasing goals for the Bollore Group care plan. However, the Group and its divisions have already implemented a number of responsible purchasing procedures, such as:

- > including environmental and ethics clauses in its framework contracts for the purchase of supplies;
- > including an ethics and environment provision that requires subcontractors to comply with the Ethics Charter, the Code of Conduct and the CSR Charter of the Transport and logistics division in the Group's sea freight contracts;
- > strict general terms and conditions of purchase for IER whereby the division asks its suppliers to comply with stringent legal provisions and ethical standards in their business and promotional relationships. IER also checks that these issues are taken into account by its suppliers during new supplier selection audits or monitoring;
- > Sitarail's rigorous supplier selection process, with periodic supplies and markets assessments via Management;
- > the requirements were sent to the main Bluebus suppliers at the end of 2017. From January 2018, CSR criteria will be integrated prior to the selection of new suppliers. —



3. Port of Pointe-Noire (Congo).

4. Solar power plant linked to LMP® batteries in Brittany.



Promoting human rights

in our activities



Implications for the Group

The Bolloré Group is present in over 130 countries, including numerous developing countries (it is present in 46 African countries). The promotion of human rights has been identified as a priority issue for the Group.

Group policy

As a member of the United Nations Global Compact for over ten years, the Bolloré Group is committed to complying with its principles, including those relating to human rights. These ethical and responsible provisions are based on the strong commitments set out by the General Code of Business Conduct, and the “Ethics and Values” Charter.

In point II, “Ensuring a trusting relationship with employees”, the Charter refers in particular to the International Labor Organization (ILO) provisions, with the Group being prohibited from “using child or forced labor, either directly or indirectly”.

Employees are also made aware of these commitments in the e-learning training modules. Moreover, human rights are at the core of the Vivendi CSR strategy, and in 2017 the Bolloré Group strengthened its commitments in this area.

Significant events in 2017

Transport and logistics division The Sitarail “Human rights” program

In order to develop this commitment, to promote and respect the protection of international law in the field, in 2016 the members of the Bolloré Ethics and CSR Committee decided to trial a “Human rights” 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 regional presence – Sitarail in the Republic of Côte d’Ivoire. The Bolloré Railways rail conces-



sion manages 1,260 km of track between Republic of Côte d'Ivoire and Burkina Faso. It has 1,524 employees and transports 160,000 passengers and 800,000 metric tons of freight annually.

The DIHR, which enjoys a broad mandate to protect and promote human rights, developed an awareness workshop to underline the Group's CSR commitments and to propose specific local courses of action.

The workshop brought together some 40 participants, including management staff and representatives of the various functions within Sitarail in Republic of Côte d'Ivoire and Burkina Faso, the social partners as well as external Sitarail stakeholders (including the special police, security firms and subcontractors in the sphere of passenger transportation).

Sitarail, by virtue of the fact that it transports goods and above all people, and its public service concession arrangements, is particularly sensitive to corporate responsibility issues in general, and human rights in particular. The legal, economic and reputational risks stemming from corporate failure to respect human rights are well documented, along with the opportunities for the company to be proactive on human rights.

The seminar provided the opportunity to specifically explore human rights in the context of the company's activities, both in terms of the rights of workers and the rights of users of its services and local residents. After the seminar, Sitarail mapped its stakeholders. This process enabled it to identify the legal, economic

and reputational risks of a failure to comply with human rights, as well as opportunities for the Company to be proactive in this area. Since then, Sitarail has set up a working group to deploy human rights actions for the track upgrade project in the vicinity of Port-Bouët in the Republic of Côte d'Ivoire. The program includes: cleaning up the station and surrounding areas (waste removal, treatment of flood water), securing Port-Bouët station facilities (installation of a fence), and building a cafeteria for employees working on the depot site. In this context, and despite delays to the revised concession agreement and therefore the track upgrade, in 2017 discussions were launched in the Port-Bouët area with the communities impacted by the station clean-up and upgrade works, including livestock sellers.

Communications division Promotion of human rights at the heart of Vivendi's CSR strategy

Vivendi, which has also been a signatory of the United Nations Global Compact since 2008 and aware of its social and cultural footprint, has endeavored to define its specific contribution to human rights compliance as a direct result of its content production and distribution activity. This contribution is closely linked to its strategic CSR commitments. Promoting cultural diversity, supporting and protecting young people in their digital and cultural achievements, and access to demanding and high-quality content are all aspects of

human rights, as set out by a number of United Nations texts such as the UNESCO Universal Declaration on Cultural Diversity, the Guiding Principles on Business and Human Rights, and even the 2030 Agenda Sustainable Development Goals.

Promoting cultural diversity in content production and distribution

Vivendi invests heavily in content creation (close to 2.9 billion euros in 2017) and promotes cultural diversity in the modern world, which involves: encouraging all types of creativity and taking a gamble on interactivity and e-culture, supporting artists and young talent, and contributing to intercultural dialogue enabling people to live together, promoting and safeguarding our heritage.

Talent is at the core of the Group, which offers musical, audiovisual and cinematographic content as well as live and comedy productions and even video games. Vivendi's growth is based on discovering, supporting and winning the loyalty of this talent. In 2017, on its five principal markets, Universal Music Group (UMG) allocated 24.9% of its marketing and recording investment to new talent. Groupe Canal+ is particularly focused on discovering cinema talent. Indeed in 2017, Canal+ financed 35 first movies and 24 second movies. The Group also supports scriptwriters, authors and composers, and supports their creative projects through various writing residencies and talent-development programs.

1.
Railway track
upgrade site.

2.
Sitarail announces
the official launch
of works to modernize
the railway network
linking Abidjan and
Ouagadougou.

3.
Taylor Swift,
Vivendi artist.





1. Versailles, an original Canal+ creation sold to more than 135 countries.
2. “Canal Football Club” program.
3. Top 14 – French rugby championship.

•••

Promoting all types of creative projects is a cornerstone of Vivendi’s editorial policy, which stands out internationally due to the strong local presence of its productions. Thanks to its investment in local talent, Universal Music Group has access to a vast catalog containing every type of musical genre. Therefore in 2017, 59.4% of UMG’s sales were made by local repertoires. Canal+ embodies the French and European cultural footprint, developing original creative works with the Canal+ stamp, while Canal+ International is a committed partner and major investor in local cinema and audiovisual productions, particularly in Africa. In 2017, Canal+ International invested 46.8 million euros in local African, Polish and Vietnamese content (excluding sporting events rights).

Protecting and promoting musical and cinematographic heritage is also at the core of Vivendi’s activities,

and those of its subsidiaries UMG and Canal+ Group. Their catalogs are extensive, including the Studiocanal film subsidiary which holds one of the largest catalogs in the world containing over 6,500 titles. The richness and diversity of these back catalogs act as a driver for the Group’s value creation. They are managed and digitized to ensure that younger generations have access to the older works. The catalogs (which include works on sale for two years or more) generate 62% of UMG’s digital turnover and 38% of its physical turnover.

Supporting and protecting young people in the media

Vivendi’s focus is on supporting and protecting younger generations in their cultural and digital practices, enabling them to express their creativity and giving them a voice as citizens. It also aims to raise awareness amongst young people and their peers of how to use digital media responsibly, to enable them to

access new opportunities for discovery, discussion and learning.

Since 2008, Vivendi’s business units have developed the creativity of and opened up opportunities to disadvantaged or sick youngsters through the “Vivendi Create Joy” community program. Each year, the program funds around 30 major projects to develop individual and collective talents in the Group’s business areas of music, cinema, video games and even journalism.

In order to support young audiences, Vivendi and in particular its UMG subsidiary place fans at the heart of what they do. The purpose is to encourage their creativity and passion for music, while strengthening links with artists by offering opportunities to share unique experiences with them. In fact, UMG is the first major company to sign a license agreement enabling Facebook and Instagram users and users of Oculus virtual reality headsets to access UMG’s back catalog (recorded music and publications), to share videos and use other interactive features on the three platforms.

Another key facet of Vivendi’s policy is to give a voice to young audiences and highlight their commitments through the Group’s business areas. With this in mind, in 2017 the Group partnered with the Hironnelle Foundation to organize a special media operation to cover the 8th French-speaking youth parliament. As the media and entertainment industry is constantly evolving, along with young people’s use of it, Vivendi also joined the European Commission’s Alliance to Better Protect Minors Online. This initiative brings together companies from the Media and Telecoms industries (including operators, online content and service publishers, online sharing platforms and search engines) with child protection NGOs, working toward a commitment to better protect children against harmful content and bullying online.





Promoting access to ambitious and high-quality content

Vivendi's primary source of value creation is its ability to offer its clients ambitious and high-quality content, while making it easy to access in different ways. By setting high standards for content creation and using the Group's influence to raise awareness on key global contemporary issues, Vivendi aims to ensure that as many people as possible can be involved in building a worldwide digital society of information and culture.

Quality and originality are cornerstones of Vivendi's editorial policy, and are shared by its subsidiaries. In all countries in which it operates, the Group offers content which appeals to its subscribers, the general public and the critics. Subscriber satisfaction levels are testament to the quality of the content offered. In France, the July 2017 satisfaction survey shows that Canal+ clients are happy with the movies offered by the

channel. 81% of Canal+ subscribers believe that it is the best movie channel, while 72% say that Canal+ is a channel which "offers programs which you can't see anywhere else". In the overseas territories, 84% of subscribers questioned confirmed that Canal+ offers high-quality programs and channels.

Vivendi has continued to set up CanalOlympia movie theaters and show venues to make culture accessible in countries with poor infrastructure, and to provide better cultural services in Africa. Seven movie theaters were opened in 2017. The network comprises a total of 8 movie theaters set up in 7 countries in Central and West Africa, with indoor cinemas seating 300 while outdoor cinemas can accommodate several thousand. The entrance ticket price was intentionally set at a low rate of approximately 2.30 euros to enable as many people as possible to access it. These theaters offer 19 movie screenings each week, of which 4 are youth films.

They also showcase the best African cinema by screening a minimum of one African movie each week.

Meanwhile UMG is providing special access to thousands of recordings by digitizing its exceptional music back catalog, which includes recordings no longer available on physical media. Moreover, UMG has also partnered with distribution networks and digital music services in the regions in which it operates to make its products and services more accessible. —

Protecting the health

and safety of our people in the light of the risks that they are exposed to in the context of our business activities



Implications for the Group

Protecting employee health and safety is of crucial importance for the Bolloré Group in the context of its business activities. Given the industrial nature of its activities and its strong international presence (130 countries of which 46 in Africa), Bolloré's Transport and logistics division is particularly mindful of implementing appropriate measures to prevent professional risks. Although this issue is particularly relevant to the Group's industrial activities, all of the subsidiaries work on a daily basis to protect their employees' health and safety in all international locations.

Group 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. The Group rolls out appropriate policies and

procedures in all its divisions and locations. It is committed to preventing risks of workplace accidents by ensuring that working environments are secure, preventing strenuousness in the workplace and by training and raising the awareness of employees, subcontractors and partners on health and safety rules. As part of its continued improvement approach, the Bolloré Group deploys management systems and a certification system which are based on reputable major standards systems such as ISO 9001 and 14001, OHSAS 18001, IRIS and other international standards.

The Bolloré Group also has an effective social security protection policy. It involves the implementation of prevention programs and access to healthcare according to the location of the business. In certain countries, including those in Africa, the supplementary healthcare cover provided to employees far exceeds legal obligations.



Significant events in 2017

Health and safety compliance with the applicable standards systems

Since 2015, the number of Bolloré Group sites (excluding Vivendi) certified under one of the main workplace health and safety standards (e.g. OHSAS 18001, ILO/OHS 2001, BBS 8800, MASE, ISRS) has been steadily rising.

These standards are primarily used by the Transport and logistics division, for example:

- > on French and African territories, the health and safety policy applied by the port and rail entities follow the major reputable French and international standards systems such as the British Standard, Factory Mutual, APSAD, ISO, IRIS (rail) and OSHAS standards. These exacting health and safety systems are systematically implemented on all sites and for all new locations and projects. 29 of the 36 ports are covered by an ISO 9001 quality and safety management system. The other entities are currently undergoing certification or use other major standards systems.

Preventing professional risks and accidents

The number of workplace accidents rose in 2017 despite the Group's constant endeavors in this area. This is primarily due to the increase in the number of railway line renovation sites: these operations provide greater potential for accidents than routine maintenance operations.

Transport and logistics division

Prevention is a crucial aspect of the health and safety policy for the port and rail entities, particularly as regards the risks and responsibilities arising from the handling of specialist industrial equipment, for example the handling of containers (more than 10 million containers managed in 2017). For example, routine screening of risky behavior due to medication, drug and alcohol use is in place for drivers of specialist equipment. The number of port and rail accidents has been reduced to a third of those recorded for 2015, despite a 10% increase in the number of employees. For reference the LTI (Lost Time Injury) ratio is 0.51 for terminal and related concession employees.

Bolloré Energy has set up preventive maintenance contracts for all of its facilities in order to reduce the accident risk. These preventive checks have enabled more in-depth checks to be performed in warehouses and any errors to be corrected.

Communications division

Occupational health and safety prevention actions are also an area of concern which all Vivendi business units deal with. Communication between employees and Workplace Health and Safety Committee (known as the CHSCT in France) leads to action plans and preventative measures being put in place and adapted to each business unit. The CHSCT is responsible for resolving health and safety issues, and (in France) for preparing a unique professional risk

assessment document. The Committee's objectives include :

- > monitoring and updating the document which lists the risks and prevention plans;
- > participating in or ensuring that a prevention plan is put in place for stressful situations linked to organizational constraints or to the pace of work (specific hours);
- > factoring in the need for a work/life balance for all employees;
- > ensuring that the necessary action is taken in the case of a serious crisis (including fires, attacks and natural disasters);
- > improving workstation ergonomics (keyboard/mouse use, eye strain from screen work, postural issues), setting up assessments in occasional strenuous work situations;
- > promoting best practice during business travel, identifying and analyzing the causes of accidents while traveling;
- > monitoring the safety of work premises and preventing illness, particularly work-related illnesses;
- > ensuring that employees can travel to their workplace in the case of public transport problems.

Electricity storage and solutions division

Blue Solutions also prioritizes professional risk prevention on a daily basis to guarantee the health and safety of its employees. In 2017, Bolloré Plastic films invested 350,000 euros to prevent professional risks, with the installation of new bunkers to reduce handling.

1. Logistics: packaging of cosmetics in Singapore.

2. Preparations for a heavy package loading operation between specialists at Bénin Terminal.

Workplace health and safety certified sites

	Number of certified sites workplace health and safety by entity (e.g.: OHSAS 18001, ILO/OHS 2001, BBS 8800, MASE and ISRS)	% of sites certified workplace health and safety
Bolloré Group		
2015	90	9.3
2016	113	11.2
2017	125	11.7

Workplace accidents (excluding Vivendi and Havas)

Reporting period	Number of lost-time accidents for employees of the entity	Frequency of workplace accidents (per 1,000)	Severity of accidents (per 1,000)
2015	428	6.31	0.16
2016	365	5.06	0.14
2017	444	5.78	0.17

•••

In Blue Solutions France battery factories, 310,000 euros have been spent primarily on new equipment designed with safety in mind. Finally, Bluebus has set aside 70,000 euros to pay for additional access methods to prevent falls.

In 2017, over 150 safety inspections were performed at the various Bolloré sites (91), at Blue Solutions (35), and at Bluebus (25). These inspections target professional and accident risks. They are approved by the CHSCT Committee, for which Blue Solutions has appointed a higher number of members than the legal requirement.

This continued improvement is also being rolled out to the Blue Solutions Mobility division. Incident analysis and feedback are used as a basis for preventive and corrective action to improve the management of professional risks.

In 2017, a chemical risk study was launched in partnership with the CHSCT, in order to adapt and modify products without losing their effectiveness. The purpose of this study was to remove or replace certain products to reduce employee exposure to hazardous chemical agents, as well as the non-negligible physical constraints of wearing personal protective equipment. This equipment has also been adapted in keeping with the new hazards identified.

In 2017, the washer fluid used for car-sharing vehicles was replaced by an organic product, and some workstations were redesigned and studies launched to improve working conditions in close collaboration with occupational health. In 2017, Autolib' implemented a number of measures in its maintenance workshop:

- > old hydraulic vehicle lifts were replaced by electric vehicle lifts to improve the safety of mechanics;
- > 5S sites have been created in collaboration with personnel to improve working conditions and reorganize space according to flows;

> investments have been made to renovate toilets on the maintenance site.

These various measures will continue in 2018 to boost the safety process across all car-sharing sites worldwide.

In 2017, IER focused on the safety of its "isolated" workers. Following several months of testing, all Autolib' traveling technicians were provided with an isolated worker protection solution (PTI) on their smartphones. The app sends emergency calls to the Suresnes call center, to send emergency help quickly where required, thereby boosting the safety of these "isolated" employees.

Prevention of strenuous situations in the workplace

Transport and logistics division

Bolloré Transport & Logistics Sénégal won an award for the best Workplace Health and Safety Committee 2017, outstripping a number of other international companies. The Senegalese Employment Minister Mansour Sy presented a check for two million CFA francs (over 3,000 euros) to the Bolloré Transport & Logistics Sénégal delegation. These funds will be used to pay for new personal protective equipment, set up new training sessions and strengthen safety measures at its facilities. This success is the result of an effective HSE policy which places safety at the forefront of operations.

Electricity storage and solutions division

The electricity storage and solutions division has implemented a policy to prevent strenuous situations in the workplace. These actions and commitments form part of a continuous and dynamic professional risk prevention process which has been in place for a number of years (health and safety policy, working in partnership with occupational health, etc.). Since July 2016, all factors related to strenuousness are analyzed as part of the risk



assessment for each workstation. The company has maintained a risk analysis which covers all factors contributing to strenuousness, going above and beyond the legal obligations.

The company's policy is to use preventive protection, technical or organizational measures to resolve the maximum possible number of strenuousness factors which may arise (e.g. noise, posture, carrying loads or exposure to chemicals). Prevention cannot be applied to team shift work where this working structure is intrinsic to the activity. This is why since 2016, staff working shifts for the majority of their careers are covered by a progressive early retirement scheme, to compensate for the fact that the personal strenuousness account cannot be backdated (bonus scheme for the time saving account).

At the same time, various modifications are being applied to production and storage flows and locations in the Besançon and Persan IER plants, to optimize pro-

1. All Group subsidiaries lead awareness-raising actions with their employees.
2. HSE training at Bolloré Energy.
3. Fire risk training.



cesses. In this context, a new terminal assembly line was set up in Besançon in 2017 to reduce strenuous postures and improve the ergonomics of each workstation. These works will be completed during the course of 2018.

Training and awareness-raising

Every year, all of the Group's subsidiaries lead awareness-raising actions with their employees, which are reiterated worldwide on the World Day for Safety and Health at Work on April 28.

In 2017, in addition to the worldwide theme of optimizing the quality of HSE (Health, Safety and Environment) reporting, Bolloré Transport and logistics led awareness-raising actions on additional operational themes such as safety conditions for night workers in the Bolloré Ports and Bolloré Railways divisions, while Bolloré Logistics addressed emergency procedures in the event of a fire, first aid and well-being at work. Also

for this event, Blue Solutions informed their employees about the "safety culture" to promote the prevention of workplace accidents and work-related illnesses. This commitment is based on the involvement of managers, the training and mobilization of all employees and social partners, improving risk management and health and safety performance monitoring.

Meanwhile, Bolloré Energy managers held a discussion on the topic of "See and be seen", to raise awareness among their employees.

Transport and logistics division

All port and rail entity staff receive training on Health, Safety and Environment rules. Nearly 20,000 hours of training were delivered to employees in the Rail Business Unit, representing an increase of 10% on 2016, while 2017 saw 62,000 hours of training delivered in the ports (compared with 46,662 hours in 2016). 22,000 hours of additional

training were also delivered to on-site subcontracted staff (e.g. site security, transport operations).

In addition to regular awareness-raising sessions such as the "study weeks" organized by the registered office for local managers to discuss and share best practice for implementation on a day-to-day basis, Bolloré Energy also deploys major training plans on a regular basis. In 2017, a safety campaign was rolled out to train all branch managers on the various risks arising from their activities, and preventive actions to be put in place. Therefore in 2017, a number of actions were taken including:

- > noise studies to assess employee exposure to noise in their working environments;
- > driver training including extreme conditions for all road tanker drivers (over three years);
- > launch of a training program on good movement and posture for all jobs involving handling (2017-2020).





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

2. Control room for container handling operations, Abidjan Terminal.

•••

Electricity storage and solutions division

The Blue Solutions electricity storage and solutions division also delivers numerous safety training sessions, including: workplace first aider training and refresher courses, ESI (back-up fire warden) training, causal tree method awareness sessions, chemical risks awareness sessions, ATEX (explosive atmospheres) training for the batteries site, movement and posture training based on analysis of a real working environment, a workstation and its features by an occupational physician. The Blue Solutions Electricity storage and solutions division also delivers training and awareness-raising on psychosocial risks to its employees. All managers receive this stress and management training, regardless of their status. Bolloré Packaging has produced six awareness-raising videos on workplace accident risks, featuring its employees in real working situations. These videos are shown to all new employees. In 2017, 2,111 hours of health, safety and environment training were delivered in Blue Solutions factories, 2,670 hours to Plastic films and 345 hours for bus employees.

Awareness sessions were also delivered to car-sharing employees from the Blue Solutions Mobility division, who are exposed to numerous risks linked to vehicle maintenance, work on charging terminals, and to pedestrians and vehicle traffic on the public highway. Within France (Paris, Lyon and Bordeaux car-sharing), more than 1,115 hours of safety training and awareness were delivered in 2017 to a total of 560 employees (road and fire risk prevention, workplace first aider training, electrical qualifications, etc.). IER implemented the Group health and safety policy through safety training, assessment of day-to-day risk, analysis of workplace accidents and actions to reduce them. 2017 saw 1,089 hours of HSE training rolled out, and the continuation of the chemical risk prevention program launched by IER in 2013.

Health and well-being at work

For Bolloré, employee well-being is of crucial importance, and all of the Group's divisions are committed on a daily basis to creating a pleasant and comfortable working environment to promote good health in the workplace. Improved employee well-being both enables the company to operate more efficiently and sustainably, and gets the very best from employees.

Therefore in 2017, as part of the quality of life in the workplace week organized by the French National Agency for the Improvement of Working Conditions, the Human Resources Department (in partnership with occupational health) organized an awareness week on the topic of health and well-being at work, for employees at the Puteaux registered office. Over four days, some 250 participants gathered for a series of conferences and workshops on "Understanding stress", "Sleep and nutrition" and "Physical activity", which included personalized nutritional assessments. The results of the satisfaction questionnaire showed that the initiative was very popular with employees, and that it had fully met their expectations. In the light of the enthusiasm for the October 2017 awareness week, new awareness weeks and hands-on workshops are scheduled for 2018.

In the same vein, in September 2017 Tour Bolloré employees were also invited to an awareness workshop on healthy and responsible eating by the Bolloré Logistics CSR Department and the Puteaux registered office Occupational Health Department. As well as providing advice, tips and recipes, workshop attendees

discussed best practice, and the President of the Easy Healthy association (also a responsible eating and integrative nutrition coach) led a tasting session.

Meanwhile, Bolloré Logistics (subsidiary of the Bolloré Transport and logistics division) in South Korea and China contributed by installing high-quality air purifiers in offices to eliminate 99% of pollutants including fine airborne particles. Following a significant amount of positive feedback from employees, Bolloré Logistics in China aims to expand this action throughout the country, in an effort to promote an ever healthier working environment.





Protecting employee health

At the Bolloré Group registered office, in addition to planned medical appointments, the infirmary welcomes employees in need of advice, treatment, urgent care, guidance or a friendly ear. Throughout the year, information is provided on emerging infectious diseases based on the latest information in France and abroad.

Travelers and expatriates are individually monitored, which includes: a health assessment, information on/prevention of health risks in countries visited (malaria, dengue fever, chikungunya, zika and the plague), vaccinations and treatment on return from travel where required.

Critical situations in France and abroad are managed in partnership with Euteimed. In 2017, the occupational health physician at the Bolloré Group registered office also set up an active health prevention program by organizing blood donation drives (164 Bolloré and

Havas donors), raising awareness on disabilities, preventing/screening of melanomas and even using defibrillators and first aid skills.

Also in 2017, the Human Resources Department was closely involved in launching an employee awareness program for well-being in the workplace, with the aim of making positive and lasting changes to employees' health-related behaviors.

Workshops on topics including nutrition, physical activity and managing sleep/stress formed the basis of the program, which is endorsed by the French Health Authority.

Transport and logistics division

All port and rail entity employees receive an annual medical check-up, and the division also runs vaccination sessions for employees' families (dependents). Each year in Africa, over 100,000 relatives of Port and Rail employees are vaccinated by the Group. Moreover, QHSE Management for

Bolloré Ports and Rail puts great effort into preventing pandemics, epidemics and other local health crises.

In order to tackle the Ebola epidemic, from 2013 to 2016 the Group's crisis unit set up twenty-four-hour monitoring seven days a week, as well as implementing training sessions and safety rules with daily reminders for employees and subcontractors in the affected countries. These stringent precautionary measures helped to ensure that employees remained healthy, as none contracted the disease.

In 2017, Bolloré Ports launched a new prevention program against the dengue fever epidemic in Tuticorin, based on awareness-raising of hygiene measures and changing behaviors to limit the risk of the virus spreading, as well as the distribution of suitable treatment to combat the virus/infection.

In addition, a health warning was issued this year following the Lassa fever virus outbreak in West Africa. Since then, the Group's crisis unit has been active in monitoring the epidemic. Bolloré Logistics also prioritizes its employees' health and safety, and is committed to creating a pleasant and comfortable working environment for its staff.

To address severe air pollution in certain Asian countries, in 2017, Bolloré Logistics Korea and China installed high-quality air purifiers in offices to eliminate 99% of pollutants such as fine airborne particles. Shanghai also regularly monitors fine particles both inside and outside. Following a significant amount of positive feedback from its employees, Bolloré Logistics China aims to expand this action throughout the country, in an effort to promote an even more pleasant working environment.

Monitoring of the Camrail accident

2016 was marked by a major train accident which took place on October 21 in Cameroon. Camrail immediately responded to

1. Camrail operates 1,000 km of railways and transports 1.6 million passengers per year.
2. Prevention and optimization of actions to anticipate potentially risky situations.



• • •

the emergency by providing all necessary resources to support the authorities: Within three hours 120 people were rushed to the scene of the accident, including 15 of the company's doctors and nurses, 10 ambulances, a special train which transported 89 of the injured and 52 of the deceased to Yaoundé on the night of the accident, and 20 chartered buses to return unharmed passengers and those with minor injuries to Douala. The entire Camrail vehicle fleet was also made available. The "CAP 152" emergency unit informed, identified and helped the victims of the accident and their families, primarily by setting up a toll-free number, opening special desks in Camrail's main stations, providing an assistance and psychological support unit, and liaising with hospitals.

After gathering all possible human and material resources to help the authorities, Camrail's immediate primary objective was to compensate accident victims. In accordance with regulations, this process has been managed by the insurance companies. To facilitate the compensation process for victims and their families, Camrail has provided special assistance to put together the necessary paperwork.

Aware of the fact that this process may take some time, Camrail provided cash advances for the personal injuries and material damage suffered by the victims and to the families of the deceased. Camrail organized the immediate provision of 1.5 million CFA francs to cover funeral costs for all families of the 80 people who died.

By March 1, 2018, the victim compensation process initiated by Camrail and its insurers was already in the advanced stages, with the following actions having been taken:

- > 453 compensation awards had been finalized for the 625 injured who had completed their medical files, with support from Camrail;
- > settlements had been finalized with 82% of the victims' families;

- > 622 people had received financial assistance for social harm and to cover medical costs;
- > 767 people received compensation for loss of belongings.

The process has run smoothly and efficiently thanks to a full-time team of 20 people (doctors, insurers and experts) providing on-demand administrative assistance to victims' families so that they can file their claims and medical files and submit their claims to Camrail in proper and due form. With the support of doctors, Camrail has also provided psychological support to victims' families, visited all victims in hospital to monitor their health status, as well as helping to meet the additional care needs of the injured where required. The compensation settlements awarded to beneficiaries far exceed the guidance issued by the Inter-African Conference on Insurance Markets (CIMA). For example, the compensation which Camrail has awarded to nearly 580 people for social harm includes home assistance, childcare, transport and medical costs. Compensation for physical damage has been awarded based on the diagnosis made by the victim's doctor, with the assistance of Camrail's insurer's physician.

Finally, Camrail has since implemented various measures to boost safety on the lines that it operates, including: carrying out an assessment and safety improvement audit, setting up a Monitoring Committee for the main operational risks which reports to the Chief Executive Officer, passenger train speed limits on certain sections of the network, the releasing of additional investments for tracks, signaling and equipment as well as the suspension of the Intercity service. The criminal legal proceedings are ongoing, a number of hearings have been held and Camrail is cooperating with all ongoing investigations in a fully transparent manner.

Communications division

Vivendi's health and safety risk identification process is broken down into a number of steps:

- > researching and assessing professional risks specific to the activity;
- > assessing the risk control level;
- > determining individual and collective prevention measures to eliminate or reduce each risk;
- > defining a training program or a management program for occupational health and safety to control residual risk.

In addition, the various entities are implementing an ever-increasing number of local initiatives and actions to boost and promote the well-being of employees at their workplace. For example:

- > Universal Music Group in the United States organizes the Come Together Events program, offering a series of health and well-being-related activities, including twice-weekly yoga classes for employees, shared experiences during special events such as the Turkey Bowl, Halloween Costume Party and Battle of the Bands. The Woodland Hills site in California also provides a "well-being room" that employees can use for meditation and relaxation during their breaks.
- > Universal Music Group in Norway: an awareness campaign has been set up on the importance of physical exercise.
- > Canal+ Cameroon: aware of the importance of being active in reducing the risk of cardiovascular disease, the company offers all of its employees the chance to participate in a sport on the third Saturday of every month.
- > Gameloft: the same initiatives have been set up for a number of studios including yoga and sports classes, installation of games or break rooms and distribution of fruit baskets.
- > Digitick: employees can access the services of a masseur-physiotherapist once a month.
- > Dailymotion: employees can attend yoga or meditation classes and have access to a special relaxation room; Dailymotion has also started to explore new ways of improving its employees' well-being.

- > as part of its “Well-being and Performance” program, Vivendi registered office has organized:
- > monthly conferences with presentations by specialists on topics such as “Neuroscience”, “Positive attitude” or “Gain a better understanding of yourself to take action”;
- > workshops delivered over a one-week period to explore and stimulate the five senses to develop skills and facilitate well-being. All of the Group’s employees were invited to participate in these workshops.

Electricity storage and solutions division

After launching a reflection process in 2013 on preventing psychosocial risks, IER set up a dedicated initiative known as “zen in the workplace”. This body comprises staff representatives, managers and human resources managers, and its purpose is to identify and prevent

situations which may potentially have an impact on individual or collective well-being at work. It meets a minimum of once a year at the request of any of its members. In 2017, IER continued the zen in the workplace initiative and psychosocial risk prevention actions, as well as intervening to anticipate potentially risky situations. IER has also purchased special materials to maintain the health of its employees. For example, assemblers working in the Persan production plant have been provided with earplugs to reduce harmful noise levels and prevent any work-related illnesses caused by noise. This process also involved optimization measures rolled out in plants such as improvements to the production line and procuring ergonomic handling equipment on the Besançon site. These measures have also helped to reduce employee exposure to health risks caused by handling activities and strenuous postures. The probability of

work-related illnesses such as musculoskeletal disorders (MSD) has therefore been reduced.

Furthermore, since 2017, the Suresnes site has implemented sites which use the 5S technique to provide a clean, tidy, pleasant, clear and therefore secure working environment.

IER hopes to extend this approach to all technical departments in 2018. The Besançon site is finally considering a quality of life in the workplace measurement project, with the goal of gathering employees’ opinions and feelings and implementing improvement measures. —



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

The Havas Group has set out six HSE progress commitments which guide all practices related to its activity, for all business areas both in France and abroad. Two of them are specifically related to responsible communications:

- > be a pioneer in creating and disseminating responsible communications through Group agencies and partnerships with clients;
- > renew our commitment to work collectively to combat climate change.

Significant events in 2017

Legal compliance of advertising campaigns

The Havas Group has stepped up its responsible communications actions to ensure that the advertising campaigns it produces comply with the rules of good conduct. In 2017, 65 agencies within the group set up internal procedures to validate the compliance of creative projects with applicable ethical rules, and nearly 62% of employees were updated on applicable laws and ethical rules for communications.

Over 3,280 creative projects were submitted to the existing regulatory authorities (in France, South Korea, Portugal, Canada, Australia, China, the United States and other countries) before their dissemination, and only 5% were deemed non-compliant or received an unfavorable opinion.

Integration of skills and tools dedicated to sustainable development

In 2017, 24 campaigns were designed with sustainable development experts including in-house staff and external consultants. BETC has been implementing a global sustainable development approach since 2008, with initiatives concerning internal procedures as well as advertising production and brand support. This approach is



embodied in the agency's flagship ACTvertising initiative, which aims to "ensure that advertising productions are more accessible and responsible using subtitling, audiovisual audio description and carbon contributions". The brands who took part in the program include Reckitt Benckiser, Canal+, Yves Saint Laurent, Française des jeux and Crédit Agricole.

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 2017, 13 agencies therefore produced campaigns after organizing consultations with client company stakeholders (NGOs in particular). Moreover, at the most recent Cannes Lions festival, Havas and the five main global communications groups Dentsu, IPG, Omnicom, Publicis and WPP decided to join forces to launch the Common Ground initiative. The purpose of this project is to contribute to achieving the 17 United Nations Sustainable Development Goals. The Havas Group is striving to become a leader in combating climate change and achieving Sustainable Development Goal no. 13, which involves taking urgent measures to combat climate change and its repercussions. The group works with the biggest global brands to create climate change-dedicated

campaigns. In 2017, Havas Group agencies created 45 such campaigns, and more than 8 agencies participated in Common Ground-related initiatives. These initiatives primarily include: The "Keep LA Cool" campaigns, participation in the Common Future Project in New York together with the "Call for Solidarity", a measure involving 80 NGOs with the aim of getting environmental solidarity onto the agenda during the recent presidential elections. —



- 1, 2. BETC - Game Changers for UNICEF, the first humanitarian fundraising project using a cryptocurrency (Ethereum).
3. BETC - The big fashion discount sale. Let's combat AIDS through fashion.



Innovating in response to major economic and environmental change





Innovating and anticipating digital transformations and changes



Being committed to energy transition while conducting our business activities



Reducing our environmental footprint

Innovating and anticipating digital transformations and changes



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.

Implications for the Group

New digital platforms give rise to new economic models based on speed, the sharing economy, cooperation and transparency.

Group policy

Innovation is at the core of Bolloré Group's strategy, proposing solutions which anticipate major changes in our society and keep up to speed with digital transformations and changes.

Significant events in 2017

Transport and logistics division

In 2017, Bolloré Logistics founded BLab, an innovative community whose purpose is to create new products, services and processes in close collaboration with clients. BLab monitors complex technologies (such as artificial intelligence) and emerging technologies (blockchain), and measures its impacts with the purpose of exploring future business areas. We also propose innovative ideas with local teams (such as BLab Asia-Pacific and Europe), and these ideas are used directly in our operations.

In addition, in 2017 two hackathons were held, bringing together Bolloré Logistics's multidisciplinary teams and representatives of key clients. These events helped to implement concrete concepts to construct a road map for the LINK collaborative platform. This platform will facilitate, accelerate, digitize and secure information flows between points of contact using all communica-

tions channels (including web, mobile, direct interface), and plans to offer new online digital services to clients in 2018 including quotation and booking.

Finally, warehouse robotics and automation have been introduced in the latest-generation Bolloré Logistics hubs, including Singapore. As the algorithm and predictive analysis technologies have multiple uses in its systems, Bolloré Logistics is investing in its DMP (Decision Management Platform), which generates optimized transport solutions by modeling a significant number of operational factors. IoT (Internet of Things) technologies provide opportunities to increase the visibility of consignments using sensors which record geolocation data, temperature, humidity and other settings.



Electricity storage and solutions division

Blue Solutions is also working on a daily basis to develop and promote advanced technologies in its business activities using ERP (Enterprise Resource Planning), via handling assistance technologies and connected tools installed in Brittany's recently opened plants. As programming languages are being updated on production equipment, Blue Solutions is enhancing its knowledge on the latest versions of the various software packages while maintaining its skill levels for the other versions. Every year, business unit upgrades are being supported by industrial computing training (over 1,000 hours of training in 2017) and office software packages (nearly 500 hours of training in 2017).

IER uses its proven technological expertise to develop new business processes and deploy innovative concepts in warehouses, vehicles, transport, sales outlets, public premises and on road networks.

IER has implemented concrete actions for its clients, which facilitate its role as operator while remaining environmentally-friendly. These include:

- > designing computer equipment offering vehicle tracking and eco-responsible driving modules. These modules raise awareness on reducing acceleration and sudden braking, which also has an impact on safety and lowers the accident rate;
- > terminal equipment with native energy-saving solutions such as lighting and scheduled automatic shutdown;

> developing an information system which offers optimization solutions for delivery routes to maximize fleet use, cover the minimum mileage possible and meet delivery time commitments;

> providing mobile applications for drivers to provide optimized transport plans, parcel tracking and to ensure that all documentation is electronic.

In 2017, in order to prevent planned obsolescence, IER restored and retrofitted several thousand self-service transport terminals which had been in service for ten years or more, to add new features, give them a new lease of life and ensure that they continue to function for many years to come. Suppliers bought back the parts changed during this operation to re-use the materials. —



1. R&D engineer for LMP® batteries.
2. Kaloum Bluezone in Guinea.
3. Abidjan Terminal gantry crane.

Being committed to energy transition while conducting our business activities



Implications for the Group

The Group is committed to long-term investment processes. The diversification of its business areas has boosted its resilience to market fluctuations, enabling it to launch new business activities, create jobs and develop its products and services while addressing the challenges of the energy transition.

Group policy

The Group is a major proponent of the energy transition, thanks to its development of the LMP® battery and battery applications and its cutting-edge logistics knowledge in the energy sector. Indeed, it has responded to challenges in this area by:

- > increasing the share of and developing renewable energies in electricity production by providing innovative and high-performing logistics solutions with its transport partners;
- > developing clean transport solutions (car-sharing solutions, public transport, electric vehicles, LMP® technology-based urban logistics);
- > smart energy management to improve energy access and optimize the use of renewable energies (stationary electricity storage solutions based on LMP® technology).

Significant events

Transport and logistics division

Proposing logistical solutions to help develop renewable energies

As the first integrated network for African energy, Bolloré Logistics is now a highly-regarded partner for numerous energy projects including the development of connected and off-grid solar farms, wind farms and thermal power plants. Its expert services and solutions cover the entire logistics chain and provide it with the tools to confront even the most complex challenges. For example, it is able to transport heavy and bulky packages such as turbines, wind turbine blades, etc. to remote areas, while meeting delivery deadlines and complying with safety rules. At the Africa Energy Forum in Copenhagen (June 7-9, 2017), Bolloré Transport and logistics presented its services and the resources it uses to contribute to energy development in Africa. Every year, the Africa Energy Forum provides opportunities for managers from the public authorities of multiple African countries to meet with international energy professionals.

Bluedistrib is continuing to deploy its urban logistics solutions in the Paris area, with plans to extend them to the whole of mainland France and beyond. Online merchant packages are delivered out-of-hours by a fully-electric Bluecar®, and are deposited in automatic lockers which are available 24/7. Bluedistrib's approach is entirely sustainable. Its services incorporate respect for the environment and socially responsible

employment (Bluedistrib ambassadors are Group employees), as well as breathing new life into the districts in which it operates by opening up these spaces to city center traders.

Electricity storage and solutions division

Development of the unique LMP® battery technology

LMP® technology represents the culmination of an ambitious research and development program which began over twenty years ago. The Bolloré Group has invested over 3 billion euros and hired more than 2,000 people to develop its LMP® batteries and their various applications, in order to be able to offer innovative mobility and electricity storage solutions. LMP® batteries are made using thin layers of plastic film made by the Bolloré Group using extrusion techniques, and are distinguishable due to their high energy density and safe usage features. They are dry (entirely solid) batteries, which provides many advantages, particularly in terms of safety. The solid electrolyte limits risks of local pollution in the event of an accident or damage to the battery pack as a whole. The batteries appeal to multiple markets and address the two main challenges of the energy transition: Developing clean transport and smart energy management.

Developing clean transport based on LMP® technology

Blue Solutions and the Bolloré Group are continuing their development

efforts in electric mobility by offering new clean transport-related products and services including car-sharing, expansion of public transport services (Bluebus, Bluetram), and even sustainable urban logistics solutions.

Car-sharing solutions

Blue Solutions and Blue Applications companies develop, deploy and operate integrated direct route car-sharing solutions (with one-way trips as an option), using fully-electric vehicles. Following the success of Autolib' launched in 2011, Blue Solutions has developed six new electric car-sharing services in Europe, the Americas and Asia over recent years.

The Blue SG electric car-sharing service in Singapore was launched at the end of 2017. In the long term this service will provide Singapore with a fleet of 1,000 electric vehicles, 2,000 charging terminals spread over 500 stations, and all of the infrastructure required for the service to be fully operational.

In June, the Mayor of Los Angeles and the Bolloré Group also opened the first demonstration point for Blue LA, the future Los Angeles electric car-sharing service.

Blue LA Carsharing was chosen to operate the service, and has now partnered with the Los Angeles Department of Transportation (LADOT) to provide a network of 100 electric vehicles and 200 chargers in Los Angeles center from 2018. Blue LA will be available in the working-class districts of Westlake, Pico-Union, Koreatown, Echo Park and

Downtown. The purpose is to encourage use of electric vehicles by providing easy access to a means of transport that is both practical and affordable, and by providing new mobility solutions for residents.

The project's implementation and awareness campaigns are supported by the Mayor of Los Angeles Sustainable Development Bureau, the Shared-Use Mobility Center and a Committee made up of community organizations.

Clean public transport solutions

Bluebus: the Bolloré Group is continuing to develop its electric mobility offering through public transport products, including: the LMP® battery-based 12-meter and 6-meter Bluebus. The Bluebus is a French design and is produced in the Bluebus plant in Quimper, France, which has ISO 9001 certification (2015 version). Its suppliers are located in close proximity to the production sites, which helps to reduce greenhouse gas emissions in the manufacturing process.

Bluebus batteries are cleverly positioned on the roof enabling the design to include an entirely flat floor. Bluebus is therefore the only vehicle of its type to provide full access to all types of users.

The Bluebus is already in use in a number of French towns and cities including Aurillac, Tarbes, Chamonix, Rambouillet, Laval and Amiens.

The Brussels Intercommunal Transport Company (STIB) is due to procure five 12-meter Bluebuses within the next



1. Transportation of wind turbine blades.

2. Electric vehicle charging terminals developed by IER.

The Bluebus, it's:

	In 2017	
	6-meter bus	12-meter bus
Number of buses ordered	51	42
Number of buses delivered	39	22
Number of buses in use	177	44

1. LMP® technology-based stationary storage solution.
2. 12-meter Bluebus.
3. Bluezone youth hub in Cacaveli, Togo.



•••

few months, and this order may be increased over the next four years. This will be the first time that the Bluebus will have left French soil.

Blue Solutions also provides a shuttle service for its employees in France, as well as services for Louis Vuitton Foundation and Vente Privée sites, among others. Therefore in 2017, Bluestation had 20 6-meter shuttles in operation, transported 588,235 passengers and covered a total of 281,976 km.

Bluetram: the Bolloré Group is also working on developing a Bluetram, an entirely electric means of public transport fitted with tires which does not require rails or overhead lines.

The 6-meter Bluetram can transport 22 people, while the 12-meter version carries up to 90. It is produced on the Blue Solutions site in Ergué-Gabéric, Brittany. Based on R&D by Blue Applications subsidiaries Polyconseil and IER, Bluetram should eventually be able to offer an integrated tram line management system (vehicles, stations, computer management system for flows and traffic). In Singapore, Bluetram has been in the test phase since end January 2018 at Nanyang Technological University (NTU). Testing is scheduled to last two years.

Electric vehicle sales to the public: The 2018 E-Mehari, in development since 2015 in a joint venture with PSA-Citroën, is the first electric category car to be awarded the “Origine France Garantie” (French origin guaranteed) label. It was designed in Paris and will be manufactured in Rennes.

Blue Solutions also offers Bluecar® and Bluebus vehicles on long-term all-inclusive hire, including maintenance and connected and remote management of vehicle fleets, for businesses and local authorities. These customized and personal fleet management solutions have already been snapped up by: Villages Nature® Paris, coach provider Berthelet, Air France, HOP!, Darty,

Atos, Terminal du Grand Ouest (TGO) and the Félix-Houphouët-Boigny University in Abidjan.

Developing LMP® technology-based innovative energy storage solutions

Since 2014, the Bolloré Group has been deploying stationary energy storage solutions and providing practical responses to the challenges of the energy transition. These storage solutions provide energy producers and electrical network operators with storage solutions which enable large-scale integration of renewable energies and provide flexibility for the frequency and voltage settings of electrical power lines. Energy storage offers solutions which can guarantee energy access for all, even in isolated and cut-off areas. Through its stationary storage solutions, the Bolloré Group is positioning itself as a key player in the response to new energy transition requirements, and hopes to become a global pioneer in energy management and storage solutions.

Promoting access to renewable energies for the well-being of local communities

In Africa, where access to energy is a major factor in the economic and social development of communities, the Bolloré Group is continuing to develop innovative projects based on its energy storage solutions.

To date, more than 15 combined solar power and storage facilities are in operation in West Africa, where the Bolloré Group is working on a decentralized rural electrification scheme to provide electricity to off-grid villages in Guinea. In four West African countries, the Bolloré Group has developed self-sufficient energy zones for the well-being of local communities, known as the Bluezones. These spaces function like mini, self-sufficient grids powered by a solar energy source (70-140 kWp) combined with storage capacity (90-360 kWh).

In 2017, Blue Solutions and Vivendi joined forces to develop the CanalOlym-



pia movie and performance theaters, which are powered 24/7 by solar panels linked to LMP® batteries.

Providing smart energy management solutions to relieve high-voltage networks

Blue Solutions has also entered into a joint venture with Bluestorage to develop energy storage and smart energy management solutions for companies, electrical network managers and individuals. In order to carry out full-scale tests of the potential of these solutions, in 2015 a demonstrator was installed on the Odet site. The installation comprises six containers (shelters), each fitted with 12 LMP® batteries. It feeds up to 1 megawatt (MW) of power back into the Blue Solutions plants and Plastic films division electrical network every two hours, in other words 2 megawatt-hours (MWh) of energy. The purpose of the demonstrator is to test the capacity of the LMP® technology to meet load-shedding requests on the electrical network to relieve the high-voltage network during peak periods, at the request of the network operator. In 2016, 12 load-shedding capacity reserve requests were submitted, and 4 load-shedding requests were granted and actioned by the network manager. In 2017, 48 load-shedding alerts were issued, for which 4 load-shedding requests were granted and actioned. —



Reducing our environmental footprint



Implications for the Group

Improving the energy and environmental performance of the Bolloré Group raises two major issues: optimizing the costs associated with the operation of its industrial and tertiary sites, and managing the environmental risks linked to its activities.

Group policy

To reduce the environmental impact of its activities, the Bolloré Group encourages the implementation of recognized environmental management systems. It is predominantly focused on tackling the following aspects:

- > optimizing water consumption and energy performance;
- > waste processing and the circular economy;
- > preventing soil, surface water and groundwater pollution;
- > measuring and reducing the environmental footprint of its products and services;
- > measuring and reducing greenhouse gas emissions.

Implementing an environmental management system at industrial sites

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

This also makes it possible to identify the preventive or corrective actions to be taken and in fact represents a decision-making tool regarding such actions. The Bolloré Group also encourages a sustainable building approach for its new tertiary infrastructure (offices and warehouses).

This is built to the highest construction standards such as LEED®, BREEAM® and HQE®.



Significant events in 2017

Transport and logistics division

The sites of the port and rail entities are managed in accordance with the main environmental management criteria specific to ISO 14001. Since 2005, regular monitoring audits have been carried out by recognized independent bodies such as Bureau Veritas and SGS. In 2017, three environmental impact audits were carried out in Africa.

In France, both historical ports and new projects undergo frequent inspections (every quarter) by the French authorities (DRIER).

The Bolloré Group's container terminals and other concessions (shipyards, timber yards, etc.) are also managed using a quality and safety management system. Each year, French ports are audited by AFAQ/AFNOR and international terminals by SGS and Bureau Veritas.

The Bolloré Ports registered office site audited in September 2017 successfully renewed its ISO 9001:2015 certification for the support and management of international terminals.

For port entities, this annual certification demonstrates the effectiveness of processes aimed at customer satisfaction. It also reduces the risks at each terminal in terms of operational management and human resources, procurement processes, information systems, employee and subcontractor safety, and environmental protection.

Bolloré Logistics faces the major challenge of building a sustainable network of logistics platforms positioned at the

strategic crossroads of global trade, with a limited environmental impact and able to adapt to the consequences of climate change.

With almost a million square meters of real estate, Bolloré Logistics builds its office and warehouse infrastructure to the highest environmental construction standards, including LEED®, BREEAM® and HQE®. Adopting this policy means it can tackle key issues early in the building design process, such as: the environmental impact of the choice of location; the recycling of construction waste; energy management; the conservation of water resources; incentives for the use of sustainable forms of transport; quality of life in the workplace; landscape integration. Bolloré Logistics now has six "sustainable" buildings in its portfolio:

- > Singapore (2012): 40,000 m² logistics platform certified LEED® Gold and BCA Green Mark "Gold" +20,000 m² operational in 2017;
- > Nantes (2015): 2,700 m² tertiary building certified HQE® "Excellent" and awarded the BiodiverCity® label;
- > Roissy (2015): 30,000 m². air freight logistics platform certified HQE® "Exceptional", LEED® Gold and "Bâtiment biosourcé", and a 7,500 m² tertiary building certified HQE® "Exceptional" and "Bâtiment biosourcé", the site also having BiodiverCity® accreditation;
- > Le Havre (2016): 24,000 m² logistics platform awarded the BiodiverCity® label and in the process of obtaining LEED® 4 "Silver" certification;

- > Melbourne (2016): 10,000 m² logistics platform certified 5 Star Green – Australian excellence;
- > Heathrow (2017): 6,400 m² air freight logistics platform with EPC A-Energy performance certification, ranked in the BREEAM® top 25.

Following the recognition earned in 2016 for its Roissy airport platform, Bolloré Logistics was a double award-winner at the first "HQE® Sustainable Buildings Awards" presented by Certivéa and Cerway in 2017: firstly in the category of "Best certified overall performance – Offices", for the best construction of a tertiary building for the Roissy airport platform, and secondly in the category of "Best certified overall performance – all categories", in recognition of all Bolloré Logistics HQE® sites in France.

In 2018, Bolloré Logistics will begin construction on a second 50,000 m² logistics hub in Singapore called "Blue Hub". It is hoped that this innovative space, a showcase for our expertise in high value-added storage, will obtain LEED® "Gold" and BCA Green Mark "Platinum" certification and BiodiverCity® accreditation. In addition to its industrial logistics hubs, Bolloré Logistics is continuing to roll out its environmental management system within its branch network. Bolloré Logistics Germany also obtained ISO 50001 certification for the quality of its energy management system (EMS) for all its sites in 2016.

In 2017, Bolloré Energy extended the scope of its ISO 14001 certification to all the primary depots it operates.

1. EPCA Energy certified air freight logistics hub at Heathrow.

2. Automated handling operation.

Environmental management system (EMS) and ISO 14001 certifications

	2015	2016	2017
Proportion of entities putting in place an EMS	40	44	46
Percentage of entities (all divisions excluding Havas) who are ISO 14001-certified	18	18	19
Percentage of ISO 14001-certified industrial sites	10	11	11



1. Battery factory at the Pen-Carn d'Ergué-Gabéric site in Brittany.

2. Tertiary building in Nantes with HQE "Excellent" certification and BiodiverCity® accreditation.



• • •

Communications division

Embedded within Vivendi's CSR policy, environmental certification is one of the ways in which the Group seeks to improve its environmental performance. For several years, various Vivendi Group sites in Europe and the United States have embarked on environmental certification processes.

These processes enable them to assess and reduce their environmental impacts using recognized environmental management systems. Some notable examples include:

- > the Vivendi Group obtaining dual EMAS (Eco-Management and Audit Scheme) and ISO 50001 (Energy Management System) certification for its registered office. This reduced the site's electricity consumption by almost 6% and its fuel consumption by almost 18% between 2016 and 2017;
- > UMG UK and Abbey Road Studios obtaining a "three-star award" (issued by the NGO Julie's Bicycle) in 2016-2017, in recognition of the environmental commitment of its London sites;
- > renewal of the Energy Star label issued by the Environmental Protection Agency (EPA) for the UMG registered office in Santa Monica, which also received Green Business certification again from the City of Santa Monica;
- > LEED® (Leadership in Energy and Environmental Design) certification obtained by UMG in Woodland Hills, California and Gameloft in Montreal.

Electricity storage and solutions division

The Odet site (Bolloré dielectric films and Blue Solutions supercapacitors) renewed its ISO 14001:2015 certification in May 2017.

The changes introduced by the 2015 version include the life-cycle assessment (LCA) of products and the inclusion of sustainable development requirements for purchases of goods and services. The LCA optimizes the environmental impact

of products and services throughout their development process, in line with the implementation of new sustainable development requirements for Blue Solutions suppliers.

These were formalized in 2017 with the inclusion of CSR criteria in the supplier selection process. These measures will take effect in 2018 for entities in Brittany. ISO 14001 certification of the LMP® battery production site is planned for May 2019. The existing environmental management system for this site is being adapted to meet the requirements of the standard. The French-designed Bluebus is manufactured at the Bluebus plant in Quimper, which is ISO 9001:2015 certified. Since 2008, IER has been implementing its environmental policy through action plans that apply to all employees, as well as to buildings, products and processes. An internal action plan provides information on the actions carried out and unveils priority actions for the coming year. This document is available to all IER employees on the intranet and is updated annually.

The policy is based on Group documents (CSR report, environmental risk map, "Ethics and Values" Charter, etc.), adapted for the division level, such as: the IER Ethics Charter, IER Environmental Charter, Quality Manual, processes and procedures, P3-06 (type-approval for IER products under international standards) and PS6-03 (internal management of standards and regulations). Internal information campaigns are used to raise employee awareness of the environmental strategy: eco-actions, with greater emphasis on recycling, dissemination of the IER environmental charter, 5S, citizenship day, and campaign for waste electrical and electronic equipment (WEEE).

Focus on biodiversity protection

Committed to protecting biodiversity in all its business activities, the Bolloré Group regards this issue as an extension

of its environmental management policy. In 2017, various preventive actions were carried out for this purpose within its divisions.

Transport and logistics division

In a bid to protect biodiversity at its directly owned sites, Bolloré Logistics has had an active policy in this area since 2013, in partnership with the environmental consultancy Elan. One of the first companies in France to introduce a biodiversity management system, Ecocert renewed the "Engagement Biodiversité" certification which Bolloré Logistics first obtained in late 2015. This highlights the careful consideration given to biodiversity in its real estate policy (creation of green hubs and BiodiverCity® certified offices) and in the management of its buildings.

This certification is partly based on the fact that more than 50 local actions were implemented at Bolloré Logistics' global sites in 2017, coupled with an employee awareness campaign and the development of biodiversity on site as a factor in well-being at work. Bolloré Logistics' recognition of this external factor is unprecedented in the transport and logistics industry. Within the Bolloré Transport and logistics division, port and rail entities conduct social and environmental impact assessments ahead of each development project for new sites (e.g. MPS II in Ghana, Freetown terminal, Abidjan Terminal 2, or Sitarail in 2017).

These studies factor in the needs of local communities and the environment at the start of the development process, safeguarding natural habitats (biodiversity, soil pollution, etc.) and ensuring the well-being of local residents (better living conditions). Three studies are planned for Timor, India and Abidjan in 2018.

Electricity storage and solutions division

The industrial sites of Blue Solutions France have stormwater basins with a

hydrocarbon separator to collect and treat rainwater before discharge to the natural environment. These basins are also large enough to hold fire-water runoff in the event of a fire. Discharges to the natural environment are periodically monitored and meet the regulatory thresholds. The landscaped areas of the various sites are regularly maintained to prevent the spread of invasive species or plant disease. Manual weeding is preferred to minimize the use of chemicals that are harmful to the environment.

Optimizing water consumption and energy performance

The environmental management systems used by the Bolloré Group optimize the management of energy consumption. All Group divisions make a significant effort each day to reduce consumption, optimize site operating costs and mitigate the impact of their activities on climate change. Although the industrial

sites clearly have the highest consumption and tend to be the focus of attention, the Bolloré Group also takes care to optimize the consumption of its tertiary sites.

The Group monitors its consumption of both mains water and water abstracted from the environment.

Significant events in 2017

Transport and logistics division

At the heart of the transport and logistics industry, port and rail entities accounted for over 50% of the Group's GHG emissions in 2017. Conscious of their environmental impact, these business units seek to optimize the energy performance of their facilities.

Bolloré Ports is working with the authorities in some countries to connect its container terminals to the national electricity grid, rather than using turbine or diesel generators.

In addition to improving the safety of the sites concerned, this will significantly reduce particulate emissions and the consumption of diesel oil, lubricant and spare parts accompanying intensive generator use. Since the project was launched in 2016, three of the six terminals initially powered by generators have been connected to the local electricity grid. A fourth project is under way this year. Bolloré Railways, whose locomotives run on diesel, is currently investing in new, more energy-efficient locomotives to reduce their environmental impact.

Bolloré Logistics' environmental management systems optimize energy consumption in view of the scarcity of local resources and help tackle climate change. Since 2015, all entities have monitored their water consumption using smart meters or bills to establish a baseline. A policy is also in place to reduce water and energy consumption,

Water and energy consumption⁽¹⁾

	Unit of measurement	2017 data	2016 data	2015 data	% total Group workforce covered by the indicator
Water consumption					
Water (from mains supply and natural environment) ⁽²⁾	m ³	1,731,283	2,003,499	2,488,925	100
Energy consumption					
Electricity consumed in buildings (offices, warehouses, factories) ⁽³⁾	MWh	383,441	276,768	270,961	98
District heating ⁽⁴⁾	MWh	8,010	987	1,643	100
Domestic fuel consumed ⁽⁴⁾	m ³	1,096	690	985	100
Total natural gas consumed ⁽⁴⁾	m ³	2,941,555	2,287,885	2,236,223	100

(1) The data include the consumption of Bolloré Group, Vivendi and Havas. They present data for gross consumption collected from entities surveyed. Vivendi's entities have only been consolidated since 2017, which explains some of the increases in consumption.

(2) Percentage of the workforce of entities surveyed for Bolloré reporting purposes.

(3) Percentage of the workforce of entities surveyed for Bolloré, Vivendi and Havas reporting purposes covered by the indicator.

(4) Percentage of the workforce of entities surveyed for Bolloré and Vivendi reporting purposes covered by the indicator.

•••

notably by using rainwater harvesting tanks, LED lighting, motion sensors, centralized printers, optimized air-conditioning management systems, energy consumption reduction software for computers in France and Singapore, and solar panels and lighting at logistics sites in Africa.

In addition, all subsidiaries have conducted awareness-raising campaigns on ways to reduce energy consumption and prevent waste, distributing information materials and displaying notices on site. In this context, more Bolloré Logistics entities in Asia and the Middle East participated in the WWF Earth Hour this year, switching off their lights in a symbolic gesture of their commitment to environmental protection.

To improve its environmental performance and in view of its ISO 14001 certification, Bolloré Energy has updated its policy on monitoring water and electricity consumption at its main depots. New indicators have been introduced to ensure more regular and accurate monitoring of consumption.

Communications division

Vivendi took various measures to reduce the energy consumption of its buildings in 2017. For example, SECP in Boulogne-Billancourt (France) replaced the conventional light fittings in its car park with energy-efficient lighting, thereby reducing the average consumption of the facility by nearly 7 kW. Similarly, the UMG site in Brentwood, California, installed a new energy-efficient boiler and replaced its heating, ventilation and air conditioning (HVAC) system, while Gameloft's Mexicali site introduced a tool automatically shutting down the most energy-intensive programs to save energy.

Electricity storage and solutions division

Blue Solutions designed its new facilities to be extremely energy efficient:



- > high-performance engines with variable speed drives;
- > heat recovery systems for VOC treatment and cathode manufacturing processes.

In ten years, the water consumption of the electricity storage and solutions division in Brittany has fallen by 25%, despite the development of new activities. In 2017, water consumption began to level off.

IER is continuing its action plan at all sites following the energy audit and reassessment of its greenhouse gas (GHG) emissions in 2015. Over the coming years, the plan will reinforce the various actions already taken to reduce energy consumption at IER facilities, including:

- > the management of temperature set-points when buildings are unoccupied (at night and at weekends) to reduce space heating during these periods;
- > the introduction of a solution to better regulate the building temperature;

- > a review of building, door, facade and window insulation;
- > the systematic replacement of computer hardware with equipment certified for its energy consumption, durability or non-use of hazardous substances (TCO, Energy Star or EPEAT);
- > the replacement of fluorescent strip lighting and incandescent bulbs with LED lighting or low-energy light bulbs;
- > the introduction of site-by-site consumption monitoring;
- > awareness-raising for staff and service providers on responsible energy management to improve behavior;
- > the provision of electric vehicles at the Suresnes and Besançon sites for car-sharing on business trips.

IER entities are situated in large built-up areas. Their water supply comes from local suppliers and networks. IER has no water-based industrial processes.

It chiefly uses mains water for employees on site. Monitoring tables are kept up to date so that an alert can be trig-



1. Bolloré Logistics opens a multimodal hub in Le Havre in September 2017.

2. Solar power plant hooked up to LMP® batteries.

3. The Bluely car-sharing service in Lyon.



gered following any increase in water consumption. In addition, notices designed to educate staff on responsible water use are displayed at all the division's sites.

Renewable energy use

In 2016, the Group began monitoring entities putting in place zero-energy certificates or with a policy of buying electricity from renewable sources.

Significant events in 2017

Transport and logistics division

The Bolloré Logistics Roissy and Le Havre sites have joined a zero-energy scheme in which EDF is committed to injecting renewable electricity equivalent to 100% of their electricity consumption into the grid.

This is sourced from power plants situated in mainland France and certified by Powernext. The plants generate wind, solar, geothermal, aerothermal, hydrothermal and marine energy, as well as hydropower, biogas, energy from biomass and gas from sewage treatment plants.

From January to September 2017 inclusive, Bolloré Logistics consumed 1,280 MWh of electricity at these sites. Therefore, EDF injected the same amount of renewable energy into the grid.

Communications division

Several Vivendi Group sites use renewable energy.

In the UK, Abbey Road Studios and several UMG sites in London use 100% renewable electricity (photovoltaic and wind) under a contract with a specialized supplier.

The Canal+ warehouse in Nouméa has its own photovoltaic plant. 100% of the energy generated by the site is resold (reinjecting into the electricity grid). In 2017, this plant generated more than 51,000 kWh.

Gameloft sites in Canada also use renewable energy: this provides 100% of elec-

tricity for Gameloft Montréal and 32% for Gameloft Toronto.

In 2017, 12.91% of the Group's electricity consumption came from renewable energy sources.

Electricity storage and solutions division

Since January 1, 2017, the electricity storage and solutions division plants in Brittany have been supplied with electricity which is certified as 50% from renewable sources. As for the Canadian plant, this runs on hydropower. The charging terminals of the Autolib' stations also run on 100% renewable electricity supplied by Direct Energie. For Bluely and Bluecub, Compagnie Nationale du Rhône supplies the station with electricity which is 100% derived from hydropower.

Waste processing and the circular economy

The Group pays particular attention to tracking waste at 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 disposed of in the same way as other waste without creating risks for people or the environment), and "non-hazardous" waste (waste that poses no risks to people or the environment). It forms an integral part of the Group's extra-financial reporting employing a precise classification of facilities. 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.

The hazardous waste is generated by the Transport and logistics division (particularly in Africa, where a special treatment process is used for waste oil), electricity storage (factories manufacturing batteries, Bluecar®, IER and car-sharing activities) and Bolloré Energy (oil depots where residual

hydrocarbons are treated through thermal regeneration or buried).

Significant events in 2017

In 2017, the Bolloré Group improved its waste reporting process by refining its analysis grid based on the different sub-categories of waste (paper, wood, metals, waste oils, etc.). The aim was to ensure that reported waste could be tracked more accurately.

The total waste removed does not include 1,583 metric tons of waste from the Havas group.

The quantities of waste reported by the Bolloré Group (excluding the Havas group) in the table below only include companies engaged in industrial activities. This equated to 89.5% of the workforce at December 31, 2016. The coverage rate (as a percentage of the workforce of companies with industrial activities) was 95% for hazardous and non-hazardous waste.

Transport and logistics division

Port and rail entities endeavor to have all of their waste processed by service providers approved by the environment ministries in the countries where they operate so as to ensure the highest possible level of treatment in the country concerned. Internal reporting was also stepped up in 2017, with specific monitoring by category and type of waste to improve its traceability. In Africa, for example, waste oil is recycled using a special process carried out in partnership with Total, mainly in Cameroon, Republic of Côte d'Ivoire and Senegal. For new projects, and to meet the most stringent environmental requirements, new port facilities such as the MPS II Project in Ghana and TC2 in Republic of Côte d'Ivoire will have facilities on site for the reprocessing and treatment of waste water, contaminated water, rainwater and storm water. In France, the Bolloré Ports La Rochelle branch, a



1. LMP® battery.
2. Ambassadors for the Autolib' service.

• • •

signatory to the charter for sustainable development of the port, took part in the industrial and territorial environmental diagnostic procedure carried out under the aegis of the MER (matières énergies rochelaises) project. In 2017, Bolloré Ports La Rochelle also took part in the seventh "Port Open Day", demonstrating the recovery of waste collected under terminal agreements with other members of the MER project. The open day was also an opportunity to promote the port and its various operations, activities and projects to 4,575 visitors. As part of its waste management policy, Bolloré Energy has improved its waste register so that it can pinpoint what happens to its waste in each region.

Communications division

The Vivendi Group also generates various types of waste. Most of its waste is electronic equipment used in its subsidiaries (desktops, laptops and their associated peripherals – keyboards, mice,

printers - and data servers, etc.), as well as equipment leased to consumers (decoders, set-top boxes, etc.) and returned at the end of its life cycle. By allowing customers to return leased equipment, Groupe Canal+ encourages its reuse with a view to combating the planned obsolescence of products and the depletion of natural resources, raw materials and energy. In Madagascar, the Canal+ Group repairs faulty decoders from other African entities and places them back on the market, thus contributing to the circular economy. In 2017, 20,631 decoders were reconditioned. Where it is no longer possible to reuse or recondition equipment, Vivendi's subsidiaries dismantle and recycle it in compliance with the environmental standards in force. Between 2016 and 2017, waste electronic and electrical equipment (WEEE) decreased by 37.65%. Group-wide, the proportion of WEEE collected for recycling represents 81.26% of the total waste produced.

Electricity storage and solutions division

Blue Solutions is continuing to recycle the electrochemical component of LMP® batteries. Semi-industrial tests were conducted in 2017 which processed a total of 10 metric tons. The 100% solid LMP® battery contains no solvents, which is an advantage in terms of environmental protection and facilitates recycling. When batteries are damaged or fail, they are returned to the Ergué-Gabéric manufacturing plant in Brittany to be repaired or disassembled, with a view to recovering the maximum amount of recyclable or recoverable components. In 2016, the Plastic film division also invested in a new repelletizing unit for scrap packaging film to address two major environmental issues:

- > reduce waste production;
- > limit the consumption of virgin plastic materials.

The scrap film is shredded, extruded and transformed into granules so that

Group's waste table⁽¹⁾

(in metric tons)	2017	Scope (% of Group workforce)
Total amount of hazardous waste removed	9,948	92
Amount of hazardous waste recycled or recovered	2,267	92
Amount of hazardous waste disposed of	7,681	92
Total amount of non-hazardous (or ordinary) waste removed	178,994	93
Amount of non-hazardous (or ordinary) waste recycled or recovered	8,870	93
Amount of non-hazardous (or ordinary) waste disposed of	56,818	93

(1) The quantity of waste removed from Havas totals 2,252 metric tons and is not included in the table. The quantity of WEEE from Vivendi amounts to 246 metric tons and is not included in the table. The quantities of waste reported by the Bolloré Group (excluding Havas and Vivendi) in the table above only include companies involved in industrial activities.

it can be reused as a raw material. This investment has a twofold advantage in terms of reducing the consumption of virgin raw materials:

- > reinjection directly into the manufacturing process;
- > resale as a by-product for less stringent applications than the manufacture of thin films.

This facility, commissioned in September 2016, produced 850 metric tons of pellets in 2017. In 2017, the French Agency for the Environment and Energy (ADEME) hailed this innovative facility as best practice in plastics recycling and the circular economy.

In addition, all waste from the maintenance and tertiary sites of Blue Solutions Mobility are sorted to separate hazardous from non hazardous waste. The management and processing of hazardous waste are carried out by approved operators to guarantee traceability. Bluecar® vehicles are regularly maintained and repaired in maintenance workshops.

For Autolib', the parts on used vehicles are replaced. After passing a series of tests followed by an inspection, they are returned to Autolib's Parisian network. End-of-life electric vehicles are disassembled to save as many components as possible for recovery or recycling (battery, tires, body, etc.).

Staff at IER are reminded of what they can do on a daily basis to save the planet with the slogan: "don't throw it away, recycle it!". Waste is sorted using special recycling bins, containers and collection sites. This includes paper and cardboard, batteries, ink cartridges, fluorescent tubes, WEEE, chemicals, metals, tires and spare parts (rear-view mirrors, bumpers, etc.) used by Autolib'. All waste is collected and processed by specialized companies.

In addition, products manufactured by IER, which are mostly made of metal and often have a lifetime of more than ten years, are more than 80% recyclable and are sold on the scrap market. The



majority of IER products are made of metal, the rest being electronic components that often have a significant environmental footprint.

In accordance with the regulations (European Directive 2002/96/EC), IER has introduced a comprehensive solution for the recovery and reprocessing of its end-of-life products.

Since 2009, it has had a contract with a certified and approved company for a specific treatment solution. In France, it has also been a member of a government-approved environmental body since July 1, 2013. Moreover, IER recommends that its customers take advantage of the recycling solutions it has put in place with its certified service providers for older products not covered by the regulation and for facilities outside Europe.

This is the case in North America, where the recycling of end-of-life electronic products is not yet regulated: at the customer's request, IER offers a service to

dismantle, package and repatriate equipment to the plant.

The recovered metal is then recycled and electronic waste transferred to specialized organizations.

In the case of hazardous chemicals, a contract is signed with a certified and approved company for the removal and treatment of hazardous products at all IER sites.

Since the IER group is an assembler, it produces very little GHG during its manufacturing processes. Moreover, these manufacturing processes do not generate pollutants that could contaminate the soil or water.

Measuring and reducing the environmental footprint of products and services

In addition to controlling the environmental impacts directly linked to its industrial and tertiary activities, the Group is mindful of the environmental impact of the products and services it offers.

1.
12-meter Bluebus
operating on RATP
route 341 in Paris.



•••

Transport and logistics division

Bolloré Logistics, working alongside its customers as a facilitator of comprehensive supply chain solutions, also seeks to promote everyday solutions with a lower environmental impact. Through its Save Program, Bolloré Logistics advises its customers on how to reduce emissions of GHGs and air pollutants. The two main challenges are how to improve air quality in urban areas, and how to combat climate change by measuring, reducing and offsetting emissions. The Save Program offers a diagnosis and complete transformation of the logistics system by factoring in the operational objectives of customers, importers and exporters. In the second phase of emissions reduction, Bolloré Logistics continued to implement alternative solutions in close collaboration with its transport partners. Its investment in the capital of Box On Way, a collaborative platform for overland transportation of maritime containers, underscores its commitment to optimizing logistics networks and innovation, contributing directly to reducing GHG emissions and air pollutants.

Communications division

The widespread use of the internet has revolutionized the leisure industry: it is now possible to listen to music anywhere and at any time, stream movies and box sets, or play sophisticated video games directly from a smartphone. Yet these new digital trends are increasingly having a significant environmental footprint, since the data centers used to store these media are still highly energy-intensive. The energy footprint of the information and communication technologies (ICT) sector is already estimated at 7%⁽¹⁾ of the world's electricity, with global internet traffic expected to triple by 2020. To gain a deeper insight into the environmental footprint of its businesses, in 2015 and 2016 Vivendi carried out a limited study to

assess the impact on greenhouse gas emissions and water consumption resulting from the use and distribution of the content of some of its subsidiaries (Universal Music France, Canal+, Studio-canal, Dailymotion and Gameloft). Covering five countries (France, Germany, Japan, the US and the UK), the study calculated the environmental impact of streaming music, games and videos. Another study will be carried out in 2018 to examine the long-term option of using indicators to calculate GHG emissions generated by content distribution across a broader scope.

Electricity storage and solutions division

Blue Solutions – Batteries site: for the user, the absence of solvents in the LMP[®] battery reduces the risk of gases being released or of a thermal event in the battery pack, even in the event of high temperatures or significant power demand. The LMP[®] battery contains no cobalt or rare earths. The elements used in the battery are copper, aluminum, lithium, polymers, a lithium salt, iron phosphate and carbon, all raw materials reliably procurable from natural resources.

A VOC treatment facility using thermal oxidation was commissioned at the Batteries France site in 2013. No direct release without prior treatment has since been observed on the process concerned. Every year since its launch the facility has consistently reduced carbon emissions, from 250 kg eq. carbon in 2015 to 105 kg eq. carbon in 2016, and 46 kg eq. carbon in 2017.

Since 2012, Blue Solutions has conducted life-cycle assessments (LCA) of its products and their mobile and stationary applications. These studies, which are based on ISO 14040, identify the impacts of solutions, validate their environmental added value in different usage scenarios, identify opportunities for eco-design, and serve as a basis for our reporting.

- > Bluebus: Launch of the 12-meter Bluebus LCA for delivery in 2018.
- > Blue Solutions – 2016: LMP[®] battery LCA, stationary application, study of the influence of the country of manufacture on the environmental impacts of battery production.
- > Bluebus – 2015: Bluebus and 6-meter Bluetram LCA.
- > Blue Solutions – 2014: LCA of supercapacitors, tram application with catenary suppression.
- > Blue Solutions – 2013: LMP[®] battery LCA, car-sharing electric vehicle application.
- > Blue Solutions – 2012: LCA of supercapacitors, tram application with regenerative braking.

IER does not need to use raw materials directly, since its activities are mainly assembly-based. However, mindful of the environmental impact that a technical decision can have during the design phase, the division educates engineers and buyers on the principles of environmental design. In 2017, IER performed a life-cycle assessment of one of its terminals (airport self-service terminal). This initiative will continue in 2018 on key products to quantify the environmental footprint of what we produce and to promote best practice.

For example, according to ADEME's calculations, one 919 terminal represents 2,489.3 kg CO₂ eq. over five years. In addition, since 2014 90% of products have been supplied in eco-friendly packaging (recyclable cardboard and wood).

Measuring and reducing greenhouse gas emissions

Every year, the Group assesses the GHG emissions related to its energy consumption. In 2015, under the National Commitment for the Environment Act of July 12, 2010, the Group assessed its GHG emissions with a view to producing a GHG emissions diagnostic report and identifying and leveraging opportunities for emissions abatement. This assess-

ment will be repeated in 2018 in line with the four-year schedule imposed by the Energy Transition for Green Growth Act (Act 2015-992 of August 17, 2015). Internationally, where the emission factors for certain items of energy consumption were unavailable, the French factor was applied. For GHG emissions linked to electricity, when no emission factor was available for a particular country, the highest factor from any of its neighboring countries was applied. Summary of GHG emissions included in scope 3.

In 2016, the Group also began work to identify and measure the guiding principles of the main sources of scope 3 emissions.

The Bolloré Group's main sources of scope 3 emissions are:

- > combustion of oil products sold by Bolloré Energy;
- > emissions from the transportation of goods in the course of freight forwarding;
- > employees' work-related travel, while not one of Bolloré Group's main emission line items, was included in these emission calculations.

Combustion of oil products sold by Bolloré Energy

Following the 2015 energy audit, in 2017 Bolloré Energy continued to upgrade its oil vehicle fleet by acquiring 16 new oil vehicles (Euro 6 standard). Overall, almost 60% of the fleet meets Euro 5 or Euro 6 standards (compared with 26% in 2016). 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. The geographic scope used for emissions from the transportation of goods is Europe. However, the exact number is not yet available.

Emissions from the transportation of goods during freight forwarding

The Bolloré Logistics Save Program offers a diagnosis and complete transformation of the logistics system by factoring in the operational objectives of customers, importers and exporters. In 2017, work began on reporting GHG and air pollutant data linked to transport flows. The purpose of this dashboard is to establish an industrial basis for decision-making and to give a breakdown of GHG and air pollutants by shipping, segment and mode of transport.

Summary of GHG emissions included in scopes 1 and 2⁽¹⁾

(metric tons eq. CO ₂)	2015	2016	2017
GHG emissions associated with energy consumption scope 1 ⁽¹⁾	492,854	294,849	281,908
GHG emissions associated with energy consumption scope 2 ⁽²⁾	71,921	76,787	107,081
GHG associated with energy consumption – scope 1 and scope 2	564,775	371,636	388,989

(1) Scope 1 corresponds to direct emissions, such as energy consumption excluding electricity, fuel combustion, and emissions from industrial processes. It does not include fugitive emissions (due to leaks in refrigerants, for example).

(2) Scope 2 corresponds to indirect emissions associated with energy, such as electricity consumption or steam, cold or heat consumption through distribution networks. The greenhouse gas emissions shown in the table above are linked to the Group's energy consumption, including Vivendi.

The calculation methodology used is the ADEME carbon base method issued December 17, 2015. Internationally, where the emission factors for certain items of energy consumption were unavailable, the French factor was applied. For GHG emissions linked to electricity, when no emission factor was available for a particular country, the highest factor from any of its neighboring countries was applied.

Total GHG emissions – Scope 3

(metric tons eq. CO ₂)	2017
Combustion of oil products sold by Bolloré Energy	4,522,284
Emissions from the transportation of goods in the course of freight forwarding	NA
Employees' work-related travel	31,205

•••

Employees' work-related travel

To reduce the environmental impact of work-related travel, the Bolloré Group is adopting various measures to minimize the number of business trips and promote the use of cleaner modes of transport.

The data relating to employee travel encompasses train and plane journeys. For plane journeys, the Group split out medium-haul flights (under 2,000 km) and long-haul flights. For medium-haul flights, the Group uses the flight emission factor of 100 to 180 passengers between 1,000 and 2,000 km. For long-haul flights, the Group uses the emission factor of over 250 passengers for flights of between 8,000 and 9,000 km (estimation of the average flight across the Group). For emissions from train journeys, since it simply isn't practicable to list all the journeys made, the Group decided to use the emission factor for regional train diesel in the ADEME database.

Significant events in 2017

Transport and logistics division

In 2017, port entities provided the bulk of the operational vehicle fleet of Congo Terminal with electric cars (12 Bluecar®). These cars are used by employees to travel within the terminal for operational purposes.

Bolloré Logistics is continuing its policy of reducing business travel by switching to video and audioconferencing systems. Since April 2017, all employees with an e-mail address have had access via their computer to an application offering various features such as videoconferencing, screen sharing and file transfer.

Rolled out across the Bolloré Transport and logistics division, 4,000 users worldwide log in each day, with a total of 6,500 hours of video and audio sessions recorded at December 31, 2017. Several agencies also provide their employees with Bluecars® for short

business trips, or bikes to travel between sites, such as Bolloré Logistics Shanghai and Le Havre. To curb emissions of GHGs and air pollutants from its road haulage operations, Bolloré Logistics periodically upgrades its HGV fleet by switching to more environmentally friendly vehicles.

In France, 55% of the fleet is now Euro 6 compliant, which is currently the highest vehicle emissions standard in Europe.

Mobility plan

In 2017, the Bolloré Group began assisting its subsidiaries with the implementation of "Corporate Travel Plans" for French sites with more than 100 employees. The aim of a travel plan is to optimize the environmental and economic costs of business trips and commuting journeys. The initiative complies with regulatory requirements for air protection plans and the Energy Transition for Green Growth Act, in force since January 1, 2018.

Around 30 of the Group's sites are covered by this regulation. Diagnostics are currently being finalized for the Bolloré, Bolloré Transport & Logistics, Vivendi and Blue Solutions registered office sites. The scheme will be rolled out to all entities in 2018. The work carried out has already allowed various best practices within the group to be updated to optimize staff travel, some of which are listed below.

> Business trips

Communications division

Emissions from business trips taken by Vivendi employees in 2017 represented almost 51,374 metric tons of CO₂. Reducing emissions from business trips is therefore a key pillar of Vivendi's environmental policy. In an effort to replace regular face-to-face meetings with "virtual" meetings, the Group and its subsidiaries offer their employees a range of

solutions such as videoconferencing, teleconferencing, remote collaborative work tools, etc.

Electricity storage and solutions division

Blue Solutions provides its staff with Bluecar® and Blueutility electric vehicles for traveling between the various sites in Brittany. In 2017, these vehicles covered 4,600 km between plants.

Five new Bluecars® were acquired in December 2017 to increase the use of electric vehicles by staff traveling between sites.

In addition, all car-sharing ambassadors (e.g. staff responsible on the ground for greeting, advising and assisting customers, valeting and repositioning vehicles, or responding to call-outs) only drive the network's electric vehicles.

When the weather conditions prevent them from driving, they use public transport. The Vaucresson and Havas sites have Bluecars® for car-sharing on business trips. Vaucresson has four of these vehicles. To date, 35 employees have benefited from this service, with 691 rentals and a distance of 15,607 km covered in 2017.

Since 2013, IER has undertaken to extend its geolocation solutions and monitor them remotely as part of its environmental strategy. More than 7,000 mobile devices have been issued, optimizing trips that generate CO₂ emissions.

> Commuting journeys

To make it easier for employees to travel between company sites and public transport networks, the Bolloré Group operates a shuttle service using 6-meter Bluebuses for Bolloré, Havas and Canal+ and for the Vaucresson site, where Autolib's registered office is located. There are currently 12 shuttle buses which transported 221,593 passengers over a total distance of 127,637 km in 2017.



1. Bluebus production team.

2. Six-meter Bluebus, 90 kWh of on-board energy: LMP® triple battery pack.



Transport and logistics division

In 2017, Bolloré Logistics France produced mobility plans for its sites covered by this law.

The Roissy site was the first to enter the process due to existing regional obligations resulting from its location in Île-de-France.

This enabled a car-sharing platform to be set up. At other sites such as Bordeaux, Nantes and Le Havre, a diagnostic tool defined the site characteristics and mobility potential. A survey of all employees was used to map commuting patterns.

Communications division

In France, Vivendi has also begun implementing a mobility plan at its registered office. Following the diagnostic phase, this will be accompanied by an action plan (car-sharing scheme, employee awareness-raising, etc.) aimed at improving staff mobility at the site. Vivendi's other subsidiaries in France will also launch their own mobility plans in 2018.

The purchasing division is working with the Group's entities to reduce the carbon footprint of the vehicle fleet by gradually replacing vehicles in circulation with less polluting models. The Canal+ subsidiary in Gabon has two electric vehicles which employees use for business travel.

Electricity storage and solutions division

IER also has a travel management policy which consists of:

- > the availability of a videoconferencing solution at its main sites;
- > mobile video solutions (following the launch of web conferencing solutions and ZOOM, each employee has had access to Skype for business since 2017);
- > staff training on eco-driving techniques;
- > a travel management procedure and tool;
- > a partnership with a travel agency.

Parking spaces for electric vehicles have been created, more car parks for two-wheel vehicles instead of cars have been added, and two electric cars are now available for car-sharing at the Suresnes site. A review is under way to envisage solutions for employees. —

(1)Source: <https://www.greenpeace.fr/il-est-temps-de-renouveler-internet/>

The company's greatest strength, its men and women





**Attracting talent
and retaining employees**



**Developing our employees'
skills**



Attracting talent and retaining employees



There is a direct link between the development of our Group and the development of our employees. Their commitment and skills are at the heart of our performance. As such, attracting, retaining and training staff is a top priority.

Implications for the Group

Every employee who joins the Bolloré Group is part of a family, entrepreneurial, international and human adventure. Indeed, our business activities put them in contact with global realities in the jobs of the future.

Changes in our markets offer them opportunities to develop their skills and career. Personal expression and job satisfaction are encouraged within our Group.

SOCIAL DIALOGUE

Group policy

As an industry-leading responsible employer, the Bolloré Group has made social dialogue a priority in the sphere of human resources management.

Convinced that it brings innovation and progress, the Bolloré Group encourages constant, high-quality dialog with its staff. In France, as in numerous other countries, employees working in industrial or commercial structures are represented by independent trade unions or by representatives elected by the staff. Every year, negotiations are entered into and agreements signed by labor and management on numerous issues.

Significant events in 2017

In 2017, 195⁽¹⁾ collective agreements were signed across the Bolloré France scope, including:

Bolloré - more than a Group,

A FAMILY ADVENTURE...

You are joining a visionary, independent, family Group which has been investing in innovative technologies and sectors for almost 200 years.

You will achieve job satisfaction and work in the business areas of the future.

AN ENTREPRENEURIAL ADVENTURE...

You are joining a major industrial Group which places a premium on initiative, innovation and an entrepreneurial temperament.

You will have your say, put forward your ideas, and make a difference.

AN INTERNATIONAL ADVENTURE...

You are joining a diversified Group in terms of activities and culture, a Group with a worldwide presence, particularly in Africa.

You will work in a stimulating environment in contact with global realities.

A HUMAN ADVENTURE...

You will join multidisciplinary teams within a Group that wants to establish itself over the long-term.

You will have opportunities to develop your skills and career in very wide-ranging business areas and activities.

- > 41 agreements on compensation;
- > 19 agreements on health and safety;
- > 24 agreements on working conditions;
- > 14 agreements on social dialogue;
- > 88 agreements on employee savings;
- > 9 agreements on other themes.

A CONSISTENT AND EQUITABLE SALARY POLICY

Group 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).

Significant events in 2017

Analysis of the market position

To ensure our compensation is aligned with the market and in order to retain our staff, in 2017 the Bolloré Transport & Logistics Asia-Pacific scope and Bolloré Logistics France took part in compensation surveys conducted by specialist firms.

These surveys produced data on compensation in the local market in order to:

- > identify any discrepancies in terms of internal levels of pay and pay structure and the market;
- > adjust the pay structure to market trends where necessary;
- > plan the annual pay review (decision-making tool).

In 2018, these compensation surveys will be repeated in Asia and rolled out to a larger number of countries, particularly a few countries on the American continent.

Variable compensation scheme at the Bolloré Transport and logistics division

In 2017, the Bolloré Transport and logistics division extended the system of variable compensation for operational managers at regional, country or cluster level to Africa.

A specific policy for sales and functional directors will be rolled out from 2018. For each function, the maximum amount of variable compensation, as well as the objectives taken into account and their weighting have been standardized. These new methods for calculating the variable portion are aimed at ensuring that the employee's performance meets the strategic objectives of the division.

Medical evacuation insurance

Ensuring staff safety is a key issue for the Group, particularly given the 130 countries where we have a presence, including 46 in Africa.

It is for this reason that medical evacuation insurance has been taken out for all France-based employees who have to travel as part of their job.

Subsidiaries outside France that were not covered by this type of insurance have come under the Group's insurance policy since 2017.

In the case of those that already had medical evacuation insurance, in 2018 a review of cover will be carried out to ensure that it is consistent with the Group's insurance.

1. Technician working at Bolloré Energy's hydrocarbon installation.

2. Employees visiting a container terminal.



1. Design engineers in a warehouse.
2. Employees from the Transport and logistics division



• • •

Vivendi employee shareholding in France and internationally

In order to give employees a stake in the company's performance, in 2017 the Vivendi Management Board implemented a new capital increase reserved for employees. This transaction included two formulas: a classic formula, reserved for employees of the Group's French companies and a leveraged formula, Opus 17, opened in France and worldwide in the main countries where the Vivendi group operates.

Following the capital increase of July 25, 2017, 4.1 million new shares were subscribed, bringing the percentage of share capital held by Vivendi employees to 2.91%.

RECRUITING TALENT Group policy

Our aim is to recruit employees who share our six values (see diagram opposite) and our ambition.

Significant events in 2017

In 2017, there were 4,483⁽²⁾ new hires, representing 112 different nationalities. Of the new hires in 2017, 3,826⁽²⁾ were recruited locally (i.e. 85.4% of total new hires). 2017 saw various initiatives led by the various Group entities and, in particular, was marked by the following achievements.

For the first time, Blue Solutions gained a presence in Asia. In Singapore, the launch of car-sharing resulted in new hires. As such, a 24-hour call center was created from scratch.

A B'Trainees induction morning was launched by **Bolloré Transport & logistics**. Two sessions took place in March and November and were attended by around 30 to 40 trainees and interns. Operational staff gave them an introduction to their job, their career path or their activity within the Group.

These presentations were preceded and followed by social events in the form of

a coffee reception and a buffet lunch. On April 27, 2017, 28 businesses and large, private international groups present in Republic of Côte d'Ivoire, including Bolloré Transport & Logistics Côte d'Ivoire, took part in the diversity in business charter signing ceremony in the presence of the Vice-President of the Republic of Côte d'Ivoire.

Under this Côte d'Ivoire Diversity Charter, signatory organizations "have decided to resolutely commit to supporting, implementing and promoting diversity and inclusion within their businesses whilst explicitly condemning discrimination in the workplace in all its forms."

As such, Bolloré Transport & Logistics, is committed to respecting and promoting the implementation of the principle of non-discrimination in all its forms from the recruitment process onwards. Twice a year, **Groupe Canal+** organizes recruitment days for interns and trainees.

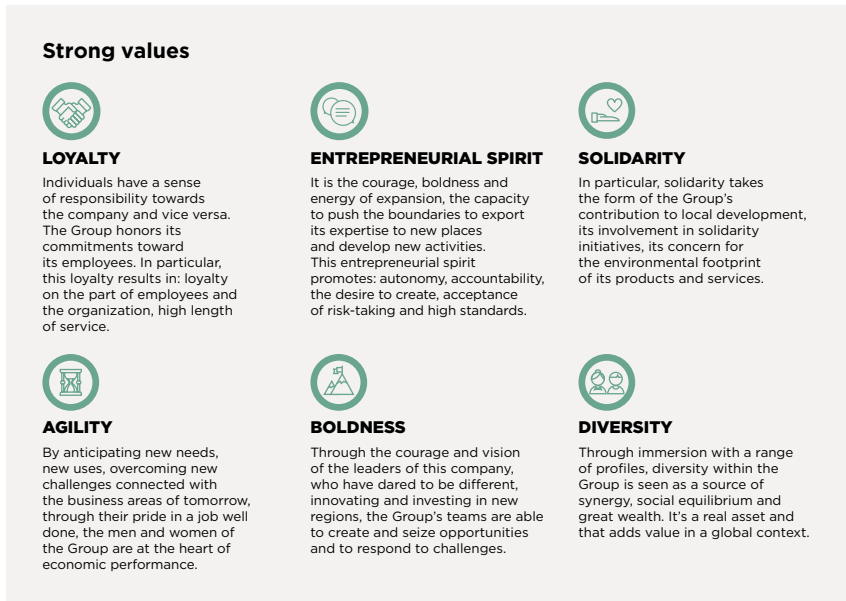
These Canal Talent Days are announced on social media, in schools and on human resources sites.

Applicants must submit a presentational video explaining their motivations and shortlisted candidates are invited to attend recruitment sessions organized in several stages: Group presentation, case studies and speed meeting with managers as well as time for discussion. Aside from the recruitment objective, these events have a positive impact on the employer brand.

MANAGING THE CAREERS OF OUR EMPLOYEES

Group policy

Career management is a key factor in retaining employees. By giving our employees career prospects we maintain their trust and commitment. This is why we are rolling out career committees across all Group entities to supplement the annual interview process.



Significant events in 2017

In 2017, 38,645⁽¹⁾ 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. 2017 saw various initiatives led by the different Group entities and, in particular, was marked by the following achievements. For over six years, **Bolloré Transport & Logistics** has been rolling out career committees in the United Kingdom as a pilot entity within the Group. The aim of the careers committee is to compare the manager's individual assessment carried out at the annual interview with a collective assessment of the employee's performance.

This comparative analysis has been used to anticipate changes at the United Kingdom entity and draw up appropriate succession plans and development initiatives to be put in place.

In 2017, **Blue Solutions** in Brittany was affected by organizational changes that led the HR teams to manage mobilities. These changes resulted in real career opportunities thanks to personalized support delivered by the HR teams. They managed all employees individually to offer them the right job for them based on their previous professional experience and their initial training whilst taking into account their aspirations and any personal constraints. —

(1) Bolloré Group scope excluding Havas.

(2) Bolloré Group scope excluding Vivendi.



Coming together to dig deeper

Beyond the health and well-being measures introduced, since 2014 the Bolloré Group, in partnership with Havas Village, has been offering employees at head office in Puteaux brainstorming events in the form of cultural conferences which are opportunities to look to the future, dig deeper, and think outside the box. The series of conferences "Philomania", chaired by the philosopher Charles Pépin, is an opportunity to get together every three months to think about work through themes such as courage, learning, collective intelligence or getting along. These opportunities to relax, socialize and "breathe" are a means for the company to play one of its roles which is to cultivate thought in order to fuel action. Given the popularity of

these initiatives and in the interest of supporting the transformation of our business areas, in 2018 we will be launching a new series of conferences: "Hello! Future" to design the world of tomorrow.



Developing our employees' skills



Implications for the Group

In a constantly changing world, where digital in particular is impacting our activities, we owe it to ourselves to innovate continuously and anticipate the business areas of tomorrow. As a highly diversified, international Group, the constantly changing nature of our business activities requires us to show agility in the face of opportunities and constraints. To support these changes and transformations, we have adopted a policy of developing our employees' skills, as well as active management of internal mobility.

DEVELOPING THE SKILLS OF TOMORROW, TODAY

Group policy

Our development is directly linked to that of our staff. Their skills are at the heart of our economic performance. As such, as a major strand of our training policy, the development and consolidation of skills are encouraged and supported throughout the employee's career.

Significant events in 2017

In 2017, 33,890 employees⁽¹⁾ benefited from training, with 677,955 hours of training provided, i.e., an average of 20 hours of training per employee involved. 2017 saw various initiatives led by the different Group entities and, in particular, was marked by the following achievements. The Bolloré Transport and logistics division introduced two "learning hubs" in Suresnes (IFL) and Abidjan (CFPP). These are two in-house training centers delivering vocational and cross-func-

tional courses to employees. In coming years, these learning hubs should be rolled out worldwide.

At **Sitarail**, an entity specializing in passenger and freight rail transport in the Republic of Côte d'Ivoire, in 2017 the human resources team strengthened its training plan, rolling out training directly linked to the Group's strategy, aimed at anticipating changes in business areas and developing employees' skills. Managers were brought on board and included at each stage of the process: needs and availabilities of teams, training plans proposed and evaluations were jointly determined with the human resources team responsible for the training policy. Technical training on railway jobs or as part of the induction process, on-and-off-the-job training and the attendance of management executives on MAP'S courses were introduced.

In total 384 railway workers were trained in 2017 (an average of 84 hours of training per employee in training) and 20 managers attended the training module on management and leadership techniques over a total of 280 hours.

Groupe Canal+ prioritizes joint initiatives so as to respond as quickly as possible to business challenges.

In France, the training policy is based on several major strands such as:

- > the emergence of digital and its impact on the transformation of business areas;
- > the development of management culture aimed at helping managers to encourage each employee to develop their skills to their full potential;

> rolling out “Talent” programs tailored to each objective: the “Innov’action” program is an opportunity to learn the “Agile ” methodology, the “Canal Business makers” program is an opportunity to strengthen the job-specific expertise of employees, the “+ Digital” course is an opportunity to learn about social media and learn computer coding for beginners.

INVESTING IN OUR MANAGERS
Group policy

Training managers, executives and future executives is a strategic priority for the Group and is covered by a specific policy.

Sharing and embodying the Group’s values is a key aspect of the remit of manager ambassadors.

“The Bolloré adventure” is a program comprising a set of training courses tailored to different management grades. These various manager support programs have been developed to improve their managerial practices, prepare our employees for the business challenges of tomorrow and share a common set of core values. In total, 1,184⁽²⁾ managers underwent training in 2017.

There is a training course for each management grade:

> PROXY: a course made up of three modules (i.e. four training days) over two years aimed at new managers.

The concepts addressed are their role as managers, communication in conflict situations and the method for conducting annual interviews; 245 managers trained in 2017, for the Bolloré Logistics France and Blue Solutions scopes;

> MOST: a course made up of four modules (i.e. eight training days) over two years aimed at the managers of managers. On the course, which links into the previous course, PROXY, participants learn how to delegate and be better leaders, to develop their employees and manage cross-cutting projects; 65 managers trained in 2017 for the Bolloré Logistics France scope;

> MAP’S: a program made up of 16 training days over a two-year period, aimed at branch managers and various cross-functional managers on the Excom of a given country or region, and who have been in post for at least three years. The concepts addressed are: developing an effective communication style, building an effective and more autonomous team, showing leadership in a changing environment and ensuring cross-functional cooperation. 128 managers took this training within Bolloré Transport & Logistics Africa, Bolloré Transport & Logistics Europe and the Bolloré Group head offices;

> SMART Leader: a program made up of four modules (i.e. eight training days) over a one-year period aimed at coun-

try or Business Unit managers. The concepts addressed are related to the participant’s management style. It is about analyzing their behavior, responsibilities and position within the Group or organization;

> As for the Top leadership modules, these are dedicated to executives and future executives and are run by the Group’s human resources department. The Top leadership programs are tailored and start with a high-level development center which combines tests and simulations, followed by coaching on the ground enabling each individual to gain new perspective on their management practice and thus to advance.

1. Sitarail training center in Republic of Côte d’Ivoire.



1. CNews, Vivendi's news channel.
2. Training of FSPS/ security officers.



1

•••

Significant events in 2017

2017 saw various initiatives led by the different Group entities and, in particular, was marked by the following achievements.

In 2017, the “MAPS Head Office” course was launched to train 14 managers from the different divisions of the head offices of **Bolloré Transport & logistics**, **Blue Solutions** and **the Holding**.

This “MAPS Head Office” program is an opportunity to train selected participants in management and to promote knowledge transfer within the Group. Delivered in French, this program is structured around five classroom-based training modules over three days (including a module delivered outside France) over a period of twenty-four months in total.

This course is delivered in a number of locations, mainly in France, with a stage in Europe and visits to Group sites over the five modules.

It is sponsored by a Group executive. Three PROXY training sessions attended by managers from IER and Vaucresson were run at **Blue Solutions**.

In 2017, the Human Resources Department of the Plastic films division, **Blue Solutions** and Bluebus adapted its training to include support for new managers in their role and remit. A tailored six-day course enables them to:

- > receive training in appraisals and career development reviews;
- > work on management style;
- > become aware of psychosocial risks.

Since 2016, **Vivendi** has been offering a four-week program called “Learning Expedition”, aimed at 50 of the Group’s senior management staff each year, in order to improve knowledge of the various entities, establish cross-functional links between participants and, in the long-term, promote the emergence of initiatives for internal growth through cross-fertilization.

Promoting internal mobility and development opportunities Group policy

Internal mobility is a key issue as it represents an opportunity to enrich the experience and career path of our employees and to help them to gain new skills.

Developing talent internationally and cross-functionally is a way of supporting the Group and thus responding to the transformation of operations and, therefore, of jobs.

The Group has introduced a process of mobility and progression worldwide which led to the internal mobility of some 1,361⁽¹⁾ employees (i.e. 11% of total recruitment) in 2017.

Significant events in 2017

2017 saw various initiatives led by the different Group entities and, in particular, was marked by the following achievements.



2

3.
Havas “lofters” are encouraged to share their international work experience in a blog.

One of the Group’s initiatives in 2017 was to roll out worldwide the SOSIE personality test, initiated by the IER subsidiary in 2015, in order to implement a policy of standardizing recruitment and internal mobility processes across the Group. At four training sessions over the course of the year, 40 employees were trained in the tool, used to guarantee identical evaluation standards and optimize mobility practices.

At **Vivendi Group**, an internal mobility charter has been in place for over fifteen years as well as a tool for collating job vacancies at French companies within the group that are open to mobility.

Havas has launched its “Havas Loft” which is a unique learning and professional development experience.

It offers all Havas Group employees the opportunity to spend four weeks on secondment at 20 Group branches worldwide. This program is a unique opportunity for employees to develop transferable, cross-cutting skills, expand their cultural knowledge and develop their leadership abilities on an international scale. “Lofters” are encouraged to share their experiences on a blog and in weekly posts, as well as via Instagram and Twitter with the hashtag #HavasLofts.

Over 110 employees have taken part in this program in over 40 branches and 11 cities worldwide (Boston, Buenos Aires, Chicago, London, Milan, New York, Paris, Prague, São Paulo, Shanghai and Sydney). —

(1) Bolloré Group scope excluding Havas.

(2) Bolloré Group scope excluding Vivendi.



Taking action for regional development





Contributing to local employment and promoting it



Investing in the local economy



Committing to social initiatives to the benefit of local communities



Contributing to local employment and promoting it



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. Through its investments, it contributes to economic growth, reducing isolation in certain countries, developing public services and upskilling local populations.

Implications for the Group

The Bolloré Group has a presence across Africa (46 countries) as well as in many developing countries worldwide. In all of its activities, one of the Group's priorities is its contribution to regional development, first and foremost through the recruitment and training of local employees. The Group's international presence was further strengthened in

2017 with the integration of Vivendi, bringing the share of the Bolloré Group's turnover generated overseas (excluding France and French overseas departments and territories) to 62% of which 14% on the African continent where some 30% of all employees are based. In 2017, turnover generated by the Group in Africa stood at 2.6 billion euros. Bolloré Transport & Logistics has a particularly strong presence on this continent where almost 64.6% of its 35,618 employees are based. Bolloré is the leading port operator with 18 concessions in operation and is also a non-negligible player in the rail sector through its three rail concessions.

Group policy

The Bolloré Group undertakes in all the countries in which it operates to be a leading local employer. This commitment involves the recruitment, training and promotion of local staff.



Significant events in 2017

Contributing to direct employment

In 2017, the Group measured its impact on local employment. Of the 39,674 Bolloré employees present at December 31, 2017, 90.90% were employed locally. Of these employees, 16,498 received training during the year (i.e. 84.19% of the total number of employees trained). 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.

Transport and logistics division

Wishing to chart the impact of Bolloré Transport & Logistics activities on the development of the regions where it operates, with the help of the consultancy firm Ernst & Young, CSR teams produced an elaborate tool for measuring the socio-economic footprint associated with its transport and logistics activities. In particular, the pilot study, carried out in the Republic of Côte d'Ivoire in 2017, quantified: job creation (direct, indirect and induced) associated with transport

and logistics activities, the contribution of activities to the country's economy through the analysis of economic flows generated by local purchases of goods and services, the contribution of activities to local GDP, national tax revenues and the development of local communities. Given the value of these insights, this type of study will be extended to other countries in 2018.

Contributing to indirect employment

The Bolloré Group contributes to the development of the regions in which it operates not just in terms of direct employment, but it also has an indirect impact by buying from local suppliers and businesses.

Transport and logistics division

At its vocational training centers in Abidjan and Bobo-Dioulasso, Sitarail trained 52 young people as driver's assistants and took them on permanently at the end of their training. Sitarail works with over 200 local businesses in managing its rail maintenance operations and installations. It demands that external businesses responsible for carrying out certain work recruit local labor, particularly young job-seekers. Indeed, for routine maintenance work (implementing the program schedule), operations require the recruitment of local labor. The number of direct and indirect jobs created is estimated at over one hundred over the different phases of implementation. Thus, depending on the progress of works, young workers living near sta-

tions and in the vicinity benefit from these temporary work opportunities which provide them with an income.

Communications division

Vivendi has analyzed purchases from suppliers and subcontractors which account for at least 75% of the global spending of all our subsidiaries. On average, 77% of purchases by UMG, Groupe Canal+, Gameloft, Dailymotion and Vivendi Village come from local suppliers. Through these purchases, Vivendi has an impact on the local economy, particularly by contributing to job creation. Vivendi also contributes to developing the economic and cultural fabric by involving local businesses in its activities. Entities from within Groupe Canal+ are committed to promoting cultural diversity and supporting local creation and, as such, work in partnership with many audiovisual and cinema production companies.

In France, 427 local producers – live productions, films, documentaries, original productions, animations, series, shows – worked with the group's channels (excluding Studiocanal) in 2017, representing a total of over 310 million euros in group spending. In Africa, Groupe Canal+ has collaborated with around 120 local producers to purchase and prepurchase rights and to coproduce series, films and shows.

Electricity storage and solutions division

Out of concern for its impact on the environment and the development of the local economy, Blue Solutions prioritizes local suppliers to the extent possible.

1. Employees in training.

2. Sitarail maintenance workshop.



> "Produit en Bretagne" (Made in Brittany) label

Blue Solutions has been awarded the "Produit en Bretagne" label. This association, formed in the 1990s, brings together a large number of stakeholders in the Breton economy who aim to promote sales and products made in Brittany.



> "Origine France Garantie" (French origin guaranteed) label

6- and 12-meter Bluebuses have been awarded the "Origine France Garantie" label. This distinction provides consumers with a guarantee of the traceability of a product by giving a clear and objective indication of origin. It thus certifies that Bluebuses made in the factory in Quimper obtain their main characteristics in France. Indeed, the Lithium Metal Polymer battery (LMP®) used in them, the only technology of its kind in the world, has itself been granted the "Origine France Garantie" label. —

Investing in the local economy



Implications for the Group

Through its presence in developing countries, and particularly in Africa, the Group plays a role in the development of the local economies of the areas in which it operates.

Group policy

Through its investments in port and rail infrastructures, its cutting-edge logistics solutions, the development of its electricity storage solutions and its promotion of cultural diversity, it is contributing to the economic growth of certain countries and reducing their isolation, developing public services and the skills levels of local populations.

Significant events in 2017

Transport and logistics division

> Health infrastructure

The Group is working on promoting the development of health infrastructures through : the introduction of supplementary healthcare cover and reimbursement of medical costs for its employees in countries where there is a port or rail concession; paying the costs of treatment either in health centers located in the various subsidiaries (centers introduced in 13 countries in Africa) with dedicated medical staff in 11 countries (doctor or nurse), or in private clinics in the countries where it operates or through health crisis management plans (epidemics, pandemics). 10 entities in 7 countries have also bought their own ambulances and 19 entities in 11 African countries have taken out an assistance contract with a private company.

Electricity storage and solutions division

> The development of self-sufficient energy zones

In four countries of West Africa, the Bolloré Group has developed self-sufficient energy zones for the well-being of local

populations: the Bluezones. These spaces function like mini, self-sufficient grids powered by a solar energy source (70-140 kWp) combined with storage capacity (90-360 kWh).

They make it possible to develop economic, cultural and sporting activities and offer a range of services aimed at improving the well-being of populations. Each year, Bluezones organize awareness-raising campaigns, training days and music festivals as well as hosting sporting events such as football or basketball tournaments. In 2017, the nine Bluezones across four countries of West Africa, played host to almost a million people.

> Access to energy

Access to energy is a major issue for developing countries as it contributes to reducing poverty through economic development, education, improving health and food safety. Through its energy storage solutions the Bolloré Group is contributing to improving access to energy in remote areas that are off the grid.

In addition to Bluezones, the Group wishes to develop new projects in Africa, particularly to promote access to energy. Thus, at the request of the President of the Republic of Guinea, in 2017, the Bolloré Group launched a program of decentralized rural electrification in Guinea. This program is part of the African Renewable Energy Initiative (AREI), supported by the French Republic and the Republic of Guinea. A statement of intent was signed by the two countries enabling the Bolloré Group to benefit from co-funding from ADEME to trial it in the first village. In total, 14 localities are involved in this electrification program, spread across the whole region of Upper Guinea.

> Clean public transport

Since 2014, the Bolloré Group has introduced electric bus services on the uni-

versity campuses of Cocody (Republic of Côte d'Ivoire) and Yaoundé (Cameroon). With three Bluebuses in each, these free services have been used to transport almost 5 million students, traveling over 225,000 km in total over a three-year period. A 140 kWp solar power station combined with a 360 kWh storage system can be used to charge vehicles cleanly, day or night.

Promoting cultural diversity

Communications division

> Strengthening local skills in the cultural sector

Through its work, Vivendi is helping to make local cultural sectors thrive. Thus, in 2017, the group continued its training program for sound engineers launched in 2006 in Mali.

This training program was selected by UNESCO for its contribution to building local production capacity.

The 13th training session took place in Bamako, at Moffou, in the studio of the singer-songwriter-composer Salif Keita. During the ten-day course, trainees developed their technical knowledge of mixing desks: a new essential stage in this long-term training. In 2017, training was also supported by Canal+: Canal+ Mali made a documentary about it and trainees met the channel's director of sales.

Sharing skills is also at the heart of numerous programs introduced by Canal+ International in Africa, with a view to supporting the professionalization of the local cultural sector and identifying promising young talent. Thus, in

2017, Canal+ International continued its involvement with the Galaxie Presse production company and its pan-African journalist training program in the form of classes delivered by professionals and MOOCs (online courses).

A magazine program was made as part of the course and was presented at Discop 2017 in Abidjan, a TV and film market specializing in emerging regions. Four of the fifteen students from this course are also regularly called on to work with Galaxie Presse on the program "Réussite" produced for Les Mardis de l'Afrique, whilst others work with the Canal+ Sports scheduling department.

Groupe Canal+ also supports the emergence of a local ecosystem of African production in partnership with CFI, the French agency for media cooperation. In this respect, training sessions have been introduced for production teams to develop and film a number of fiction productions (*Flingue et Chocolat*, *Envoûtée*, *Invisibles*, *Kongossa Telecom*, *Sakho & Mangane*).

They are overseen by the Production Manager for Canal+ Africa. In the case of the *Sakho & Mangane* series, for example, she oversaw development (from preparations to the production of the series with the producer), collaborated on the choice of a new script doctor specializing in TV series and helped to train and coach technicians and actors.

Actors belonging to a local Senegalese association also received support from the solidarity program, Vivendi Create

Joy. As for the series *Kongossa Telecom*, it is the result of a call for projects aimed at African comedy talent, put out by Canal+ International and CFI in 2015.

> Support for local cultural life

Vivendi supports local cultural life as the partner of numerous festivals in the sector. Vivendi produces 12 music festivals worldwide (including the Blue Note Festival, Brive Festival in France, and Love Supreme and Sundown Festival in the United Kingdom) and supports numerous other events in the fields of music, comedy and cinema, such as Jazz in Marciac, the M Rire Festival in Marseille and the Clermont-Ferrand International Short Film Festival.

In France, Digitick has established links with local festivals which are helping to nurture cultural life in the region. As such, Marsatac in Marseille and Hellfest in Clisson have benefited from Digitick's financial and operational support.

In Africa, Canal+ International has continued its policy of supporting major pan-African festivals aimed at promoting local cinema such as the Écrans Noirs festival in Cameroon, Escales Documentaires in Libreville, Gabon, Clap Ivoire in the Republic of Côte d'Ivoire and Fespaco in Burkina Faso, the biggest pan-African film and television festival. The group also supports many local events such as Africa Stand Up festival in Douala, Cameroon and, in the Democratic Republic of Congo, Jazz Kiff, a jazz festival in Kinshasa, as well as the Amani music festival which promotes peace in the Great Lakes region. —

1.
An IT room.
Access to energy
is a major issue for
developing countries.

2.
Operators at Freetown
Terminal.



2

Delivering social initiatives to the benefit of local communities



Implications for the Group

Solidarity reflects the Group's values and contributes to the economic and social development in regions where the Group operates.

Group policy

The Bolloré Group's involvement is through the Fondation de la 2^e chance, Foyer Jean-Bosco and the implementation of societal initiatives for the benefit of local populations.

Fondation de la 2^e chance: combating social exclusion and promoting solidarity

Established in June 1998 at the initiative of Vincent Bolloré, its President, the Fondation de la 2^e chance has been recognized for its public utility since 2006. The aim of the Fondation de la 2^e 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. There are nine employees at the Foundation's headquarters, which is housed by the Bolloré Group, and they coordinate all Foundation stakeholders. 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^e 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.

Significant events in 2017

In 2017, the Fondation de la 2^e chance provided support to 370 new candidates. The average grant per candidate is 2,700 euros. For 77% of the candidates, financing was provided for training, while 23% received support for setting up a business.

Winners aged between 25 and 44 years old represent 53% of the projects supported. Like every year, 60 delegates from relay offices were brought together



and many regional meetings were held at the initiative of the four regional coordinators.

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

The Group purchased the former house of the Petites Sœurs des pauvres as premises for the Fondation de la 2^e chance. Built in 1896 and located in rue de Varize in the 16th arrondissement of Paris, it was fully restored between 2012 and November 2015. It now has more than 160 beds, mainly for young students from French provinces and from abroad, but also provides rooms for young people suffering from illness and the elderly. This year, the 135 students present represented a range of nationalities, from Europe, the Middle East, Asia and the West Indies.

The students have put together a choir and orchestra and every week perform in a charity service in Paris. The Foyer Jean-Bosco is a place of fraternal and intergenerational solidarity. It is an innovative scheme that will allow all participants to develop their talents while learning to live in unison.

Other social initiatives to the benefit of local communities

In parallel with the sponsorship policy revised in 2017 (see 17.4. Sponsorship policy), on a daily basis, the Bolloré

Group and its subsidiaries are involved in solidarity initiatives, skills sponsorship and pro bono work for the benefit of local populations. In 2017, the Bolloré Group provided support to 793 projects worldwide. Among these projects, some initiatives have a strong impact on the country. Here are a few examples:

Solidarity initiatives
Transport and logistics division

> Marathon Day 2017

Marathon Day, an initiative of Cyrille Bolloré, is a solidarity event bringing together all employees of Bolloré Transport & Logistics. Every year in September, teams come together at the same time to walk or run 5 km. Bolloré Transport & Logistics donates 3 euros to charity for each enrollment. In 2017, almost 13,000 employees took part in 93 countries worldwide. This year, the proceeds were donated to Unicef. The event gets bigger every year. An increasing number of employees are taking part in this big solidarity event which shows that team spirit, cohesion and sharing are among the values embodied by the men and women of Bolloré Transport & Logistics.

> Africa calls extra time

Following Marathon Day, some African countries wanted to go further by taking part in social and humanitarian

initiatives. So, in the Central African Republic, led by Chief Executive Officer, Jean-Pierre Feuillassier, staff donated various materials to the boarders at the Centre de la mère et l'enfant orphanage. In Douala,

Regional Director, Mohamed Diop, along with his senior management team and 500 employees, carried out drainage works for the state primary school New-Deido and its surroundings.

They also donated learning materials for disadvantaged pupils as well as cleaning materials for the local population. Moreover, 400 children of employees were invited to attend a special screening of the film *Paddington* at the CanalOlympia cinemas in Yaoundé and Douala to end this solidarity event on a fun note.

> 32nd International Women's Day: "Women in a changing world of work: for a 50-50 world by 2030"

The Executive management of Bolloré Transport & Logistics Cameroun and Socapao invited women and men representing both the subsidiaries' Management Committee and management of the various business areas to a lunch to mark this day.

The HRD Solange Happi reminded participants of the key role played by women in the company and the faith senior management should have in them



1. Xavier benefited from the support of the Fondation de la 2^e chance to create a "laundry cafe".
2. Key figures for Marathon Day 2017: 93 countries, 12,849 participants, 4,171 photos shared on social media and 39,000 euros donated to UNICEF.
3. Fondation de la 2^e chance book to mark twenty years of solidarity.



1. La Chance aux Concours (journalism training) – Create Joy.

2. UMG artist Katy Perry performed at the “One love Manchester” concert to raise funds for the victims of the attack perpetrated at the Ariana Grande concert on May 22, 2017, in Manchester.



• • •

in light of the standard of their work and their ethical and moral commitment. Chief executive officers and the regional director of the Gulf of Guinea, Mohamed Diop, encouraged them to maintain their commitment to the company.

Indeed, on this occasion, female employees at Bolloré Transport & Logistics Cameroun and Socopao, joined forces with Havas Media to organize a fundraising day for orphans.

100 bags of cement to complete the construction of the school, a water distribution system and substantial quantities of foodstuffs were thus donated to the orphanage of Miséricorde-Divine-Sainte-Faustine-de-Ndogpassi in Douala.

Communications division

In 2017, Vivendi donated 7.7 million euros to business foundations, solidarity programs and partnership and sponsorship initiatives.

Since 2008, the “Vivendi Create Joy” community program, supported by Vivendi’s business lines, has been committed to developing the creativity and openness of disadvantaged or sick youngsters. Each year, the program funds around 30 major projects to develop individual and collective talents in the Group’s business areas of music, cinema, video games and even journalism.

Vivendi Create Joy also wants to encourage young people who are outside of professional networks to find job satisfaction and passion shared by the Group and is thus supporting vocational training in Vivendi’s business sectors. The program has been rolled out in France, Great Britain and Africa.

Vivendi employees are involved with associations receiving support through the Create Joy Ambassadeurs program: by volunteering their skills, ambassadors are contributing to the success of the projects. In parallel, in various regions, the Group’s subsidiaries are rolling out solidarity programs and sponsorship initiatives.

In 2017, UMG launched the solidarity program “All Together Now”. Through this program, UMG encourages employees to get involved in supporting associations and good causes. In this way, the Group intends to increase its contribution in areas such as education and health, supporting projects with a musical or cultural focus.

After the attack at her concert at Manchester Arena on May 22, 2017, Ariana Grande returned to the English city to perform at the “One love Manchester” event to raise funds for the victims and their families.

Numerous UMG artists came to support the American artist on stage, including stars Justin Bieber and Katy Perry. The concert was viewed live by millions of people and, between the fundraising and donations from Bravado, the Republic and Universal Music labels in the United Kingdom, UMG raised over 2 million dollars.

In Africa, the Group supports many cultural events or initiatives aimed at young people, whether in the fields of sport or education. In Madagascar, for example, Groupe Canal+ funded full scholarships for the pupils and students of disadvantaged areas of Antananarivo as well as some sporting equipment. In particular, the Group kitted over 300 children out with football shirts. And, again in the field of sport and particularly football, in Senegal, the Foot pour Tous (Football for All) tournament was held again at which children were given football classes by professionals. In order to make cinema accessible to all and building on the success of 2016 (almost 3,000 viewers), for the second year running in 2017 Canal+ held the roaming Fête du cinéma (cinema festival) across Benin. Thus, for a month, the Canal+ caravan went to meet populations of five towns in the provinces of Benin to make cinema accessible to a wide audi-



3.
**Mobilization of teams
 at Bolloré Logistics
 in the wake of the
 hurricane in Houston.**

ence and showcase local and African film. Thanks to outdoor projections on a big screen, the public was introduced to some fifteen films of all types (animation, documentaries, feature-length and shorts, etc.), most of which were Beninese. Gameloft also took part in a number of solidarity initiatives in its regions of operation. In Canada, the subsidiary made a donation to the event “Montreal walks for mental health” and funded the participation of one of its employees in this annual, 3-km walk, the aim of which is to raise awareness of mental health and overcome prejudices about those affected by mental illness. In Indonesia and Vietnam, Gameloft actively supports a number of NGOs working on children’s education.

**Electricity storage
 and solutions division**

**> Blueindy making strides
 against breast cancer**

In order to offer its support to those suffering from the disease and support research, Blueindy joined the making strides against breast cancer walk which took place on October 21 in Indianapolis. The car-sharing system helped to raise funds to support the cause and the team joined the parade of thousands of people striding through the streets of the city. In order to encourage integration and solidarity initiatives, Blue Solutions Plastic films donated 7,855 euros to 27 local initiatives in 2017 (mainly sporting, cultural, humanitarian and medical research initiatives). These initiatives included:

- > financial support for local cultural associations such as *bagads* and financial support for the Quimper branch of the Association jeunesse et entreprise (Youth and Business);
- > financial contribution to local cultural events: Cavalcade de Scaër, Orgues en Cornouaille, etc.;
- > financial contribution to local sporting events.



**Fundraising and donations
 Transport and logistics division**

> Donations in Congo-Brazzaville

Approximately 2 metric tons of donations made up essentially of food, cleaning products, games and clothes were collected thanks to the involvement of almost 70% of the 1,700 employees of Congo Terminal and Bolloré Transport & Logistics at the end of 2016. Donations were given to charities to be redistributed to the most disadvantaged: Samusocial, Actions de Solidarité Internationale (ONG), Fondation Calissa Ikama (fighting childhood cancer), Centre de traitement ambulatoire de la Croix-Rouge française and Cœur Céleste (orphanage).

**> Mobilization of teams at Bolloré
 Logistics USA in the wake
 of Hurricane Harvey**

In Houston, a number of employees were heavily affected by the floods. The teams

at Bolloré Logistics USA responded very quickly, providing immediate support in this emergency situation. Over 10,000 dollars were raised and redistributed to the six employees whose houses had been totally destroyed by the hurricane.

**> Landslide and flooding
 in Sierra Leone**

In Sierra Leone, all of the teams of Bolloré Transport & Logistics and Free-town Terminal pulled together to help the thousands of people affected.

Once again, the teams showed their full solidarity by collecting foodstuffs, clothing, drugs and basic essentials to be distributed to victims within a forty-eight-hour period.

•••

Skills sponsorship

Transport and logistics division

> **Bolloré Logistics at the front line of logistical support on the islands of Saint-Martin, Saint-Barthélemy and Guadeloupe in the wake of Hurricane Irma**

On the islands of Saint-Martin, Saint-Barthélemy and Guadeloupe, a major operation was put in place to meet the immediate needs of the affected populations. Bolloré Logistics, one of the leading logistics companies in the region was at the front line.

Within twenty-four hours, the teams arranged for 32 generators to be chartered in Guadeloupe to provide basic access to electricity for the West Indian population affected, in partnership with EDF.

At the same time, donations of foodstuffs and basic necessities were centralized at foodbanks.

An initial wave of 150 pallets, i.e. 75 metric tons of foodstuffs had already been made available to the population within twenty-four hours.

To oversee and coordinate the transportation of these foodstuffs, many carriers, logistics companies and shipping companies spontaneously offered significant resources, including Bolloré Transport & Logistics.

> **Teams at Bolloré Transport & Logistics in Ghana and Burkina Faso are helping to build a “green school”**

Students from the Fondation 2IE and the University of Liège (Belgium) got involved with building a school in Burkina Faso. Located in the village of Wemtenga near to Ouagadougou, the school will have three classes and be attended by around one hundred children from the start of the next school year. What makes this project different is the decision to use an ecological material for the walls. These are compressed earth bricks made with clay extracted from quarries and stabilized with lime.



This technique strengthens the bricks and is sympathetic to the mud brick architecture.

To help with this project, the teams at Bolloré Transport & Logistics in Ghana and Burkina Faso transported 20 metric tons of industrial lime from Takoradi (Ghana) to Wemtenga at no cost. The Group's solidarity intervention resulted in 4,500 euros in savings.

Communications division

The Havas Group actively supports many charitable and humanitarian organizations. This support takes the form of direct donations as well as skills sponsorship. In 2017, 45 branches representing approximately 28% of the Group's workforce carried out pro bono work or obtained advertising space free of charge on behalf of charitable organizations and NGOs including: Reporters Without Borders, Cité nationale de l'histoire de l'immigration, Canadian Women's Foun-

ation, Justice 61, United Nations Bottom 100. Branches spent 3,885 days on 112 campaigns. Over the course of 2017, the extent of Havas Group's action in local communities continued to grow through CSR initiatives by branches. The numerous examples include:

- > Havas Sydney established a partnership with Fund for Peace and together they started a global project named “The Bottom 100”. The first initiative of its type, the project reveals the personal history of 100 of the poorest people on the planet, for whom daily life is a constant struggle. The project will take over twelve months and involve over one hundred interviews with people of 22 nationalities across five continents;
- > Havas Canada joined forces with Habitat for Humanity to tackle the problem of housing shortages in the city of Toronto. By modernizing and rethinking their digital strategies,



2

Havas Canada has been able to raise awareness among the population and streamline the process enabling people to donate money, personal items and time. Havas Canada thus hopes to build community commitment to Habitat for Humanity;

- > the pro bono campaign born of the partnership between BETC Paris and Addict Aide is not only one of the most iconic and shared campaigns of last year, it was also one of the most award-winning at the Cannes Lions Festival in 2017. The activation on Instagram showed the often glamorous life of a fictional character, “Louise Delage”, which concealed an awful truth. In just a few weeks, the “Louise” Instagram account attracted thousands of followers and has 110,000 to date;

- > the Boondoggle branch joined forces with the NGO Wereldsolidariteit to carry out an experimental, undercover investigation as part of the “Clean Clothes” campaign, to reveal the horrendous working conditions in the textile factories of Cambodia. In April 2017, Boondoggle and Wereldsolidariteit were awarded the Medialaan Fairtime Award which rewards the most creative campaigns by humanitarian and social organizations.

A full list of pro bono partnerships can be viewed on the pro bono section of the Havas Group’s website. —

1. Orchestra in school, March 2017, Dianoura project.
2. School equipment donated by Bolloré Logistics to the Kanchanaburi school in Thailand.
3. Havas Sydney – Campaign to raise public awareness, “The Bottom 100”, the first ranking of the poorest people on the planet.



3



Since 1822, the Bolloré Group has been guided by a simple principle : giving a little of what we have been lucky enough to receive. Since January 1, 2018, the Bolloré Group has wished to align its sponsorship policy based on the desire to coordinate public interest projects led by charities and social enterprises in Europe and worldwide. It encourages its subsidiaries and employees to get involved in solidarity projects to improve the economic and social circumstances of young people and to respond effectively to humanitarian health initiatives. Each year, the Bolloré Group donates over 2 million euros to charities working mainly in the fields of education and health.

The Group's solidarity commitment is based on four guiding principles:

- > supporting young people as a priority. However, the Group remains ever aware of the issue of humanitarian health and wishes to continue to take action in solidarity with local populations;
- > supporting projects with significance both for beneficiaries and the organizations supported. Each new or extended project is now subject to eligibility criteria;
- > getting employees involved by giving them the opportunity to showcase their skills and share their expertise with the projects supported;
- > providing effective financial, technical and human support by committing to long-term, high quality partnerships targeting social innovation.

Significant events in 2017

Support for young people and employee involvement – Bolloré Transport & Logistics Cameroun

On September 21, 2017, on the occasion of Marathon Day 2017, 700 employees from the subsidiaries of Bolloré Transport & Logistics attended a large human investment meeting at the state school of New-Deido in Douala, Cameroon. Led by the Regional Director of the Gulf of Guinea, Mohamed Diop, the teams weeded, cleaned gutters, and rehabilitated the infrastructure, working alongside young people from the neighborhood. Initiated by senior management, this initiative is evidence of the Bolloré Group's commitment to corporate social responsibility. 700 employees got involved.

Project outcomes:

- > rehabilitation of school infrastructure: reconstruction of stairs, painting;
- > cleaning the school and New-Deido neighborhood;

- > donating school supplies and cleaning equipment;
- > working hand-in-hand with local young people;
- > investment by senior management.

Support for young people – Bolloré Logistics India

In India, millions of children live in extreme poverty. In Delhi alone, more than 150,000 children are living on the streets.

To remedy this situation, Bolloré Logistics India is joining forces with the association TARA to deliver lasting change in childhood but also in the future, for these struggling young people.

The NGO currently hosts some 60 young people, aged from 2 to 22 at its four homes. By providing financial support for the TARA Tots home, Bolloré Logistics India is laying the foundation stone for a whole life.

Project outcomes:

- > 60 children hosted at TARA homes.

General mobilization of Bolloré Transport & Logistics and Freetown Terminal employees in the wake of the disaster in Sierra Leone

In August 2017, in Sierra Leone, 25 employees pulled together to come to the aid of thousands of disaster victims. Bolloré teams were all the more motivated as 3 employees were among the victims of the land slides.

The teams once again showed their solidarity by collecting food, clothes, drugs and basic necessities for distribution to victims in under forty-eight hours, over 10,000 euros in donations. In addition, Freetown Terminal and the Bolloré Group provided financial aid amounting to close to 55,000 euros. —



Guide to sponsorship, Bolloré Group.

Bolloré

2017 cross-reference table

The Bolloré Group has been consolidating environmental and social indicators since 2011 (publication in 2012). The comprehensive and reliable nature of the CSR items published in the Bolloré Group's Registration document (and included in this CSR report) have been verified by an approved external third party (non-financial Statutory Auditor) in accordance with the requirements of decree 225 of the Grenelle II law. Here is the cross-reference table.

Cross-reference table for information published in the Bolloré Group 2017 Registration document

Information required under the Grenelle II act	GRI 4	ISO 26000/2010	Global Compact	Information published in the 2017 registration document	Scope covered by the indicator (registration document)
Social information					
Total workforce and distribution of workforce by gender, age, geographical area	G4-LA1	6.4.3		See 17.5.1 "Social reporting"	Group
Hiring and departures	G4-LA1 (staff turnover)	6.4.3		See 17.3.2 "The company's greatest strength, its men and women" See 17.3.2.1 "Attracting talent and retaining employees" See 17.5.1 "Social reporting"	Group
Compensation and changes in compensation	G4-EC1 G4-EC5	6.8.1 6.8.2		See 17.3.2 "The company's greatest strength, its men and women" See 17.3.3.1 "Attracting talent and retaining employees" See 17.5.1 "Social reporting"	France
Organization of working time	–	6.4.1 6.4.2		See 17.5.1 "Social reporting"	Group
Absenteeism	G4-LA6	6.4.6		See 17.5.1 "Social reporting"	
Organization of social dialogue (in particular the procedures for informing and consulting staff as well as negotiation procedures)	G4-HR4	6.4.5	# 3	See 17.3.2 "The company's greatest strength, its men and women" See 17.5.1 "Social reporting"	Group
Collective agreements	Freedom of association and the right to collective bargaining G4-HR4	6.4.5	# 3	See 17.3.2 "The company's greatest strength, its men and women" See 17.5.1 "Social reporting"	France
Health and safety conditions	G4-LA5 to G4-LA8	6.4.6 6.4.8	# 4-5	See 17.3.1.3 "Protecting the health and ensuring the safety of women and men exposed as part of our activities" See chapter 4, table of industrial risks and risks related to the environment	Group
Workplace accidents	G4-LA6 G4-LA7 (work-related illnesses)	6.4.6 6.4.8	# 4-5	See 17.3.1.3 "Protecting the health and ensuring the safety of women and men exposed as part of our activities"	France
Report of agreements signed with trade unions or staff representatives regarding occupational health and safety	G4-LA8	6.4.6	# 4-5	See 17.3.2 "The company's greatest strength, its men and women" See 17.5.1 "Social reporting"	France
Training policies	G4-LA10	6.4.7 6.8.5		See 17.3.2 "The company's greatest strength, its men and women" See 17.3.2.2 "Developing our employees' skills" See 17.5.1 "Social reporting"	Group
Total number of training hours	G4-LA9	6.4.7		See 17.3.2 "The company's greatest strength, its men and women" See 17.3.2.2 "Developing our employees' skills" See 17.5.1 "Social reporting"	France

Information required under the Grenelle II act	GRI 4	ISO 26000/2010	Global Compact	Information published in the 2017 registration document	Scope covered by the indicator (registration document)
Measures taken to improve gender equality	G4-LA13	6.3.5 6.4.3 6.6.6 7.3.1		See 17.5.1 "Social reporting"	Group
Measures taken to encourage the employment and integration of disabled people	G4-LA12	6.3.7 6.3.10 6.4.3		See 17.5.1 "Social reporting"	France
Policy to combat discrimination	G4-HR3	6.3.6 6.3.7 6.3.10 6.4.3		See 17.3.2 "The company's greatest strength, its men and women" See 17.3.2.1 "Attracting talent and retaining employees" See 17.5.1 "Social reporting"	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 17.3.2 "The company's greatest strength, its men and women" See 17.5.1 "Social reporting"	Group
Elimination of discrimination in respect of employment and occupation	G4-HR3	6.3.10	# 6	See 17.3.2. The company's greatest strength, its men and women See 17.3.2.1 "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 17.3.1 "Acting responsibly and promoting human rights in our activities"	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 17.3.1 "Acting responsibly and promoting human rights in our activities"	Group
Environmental information					
Organization of the company to respond to environmental issues and, where necessary applicable, environmental evaluation and certification processes	G4-DMA Environment category	6.5.1 6.5.2		See 17.3.3.3 "Controlling our environmental footprint" See 17.5.2 "Environmental and societal reporting" See chapter 4, table of industrial risks and risks related to the environment	
Training and raising awareness of employees on the protection of the environment	Environment category	6.5.1 6.5.2	# 7-8-9	See 17.3.3.3 "Controlling our environmental footprint" See 17.5.2 "Environmental and societal reporting"	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 17.3.3.3 "Controlling our environmental footprint" See chapter 4, table of industrial risks and risks related to the environment	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 10, table "Provisions and litigation"	

Information required under the Grenelle II act	GRI 4	ISO 26000/2010	Global Compact	Information published in the 2017 registration document	Scope covered by the indicator (registration document)
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 17.3.3.3 "Controlling our environmental footprint" See 17.5.2 "Environmental and societal reporting" See chapter 4, table of industrial risks and risks related to the environment	Group
Measures to prevent, recycle and eliminate waste	G4-EN20 to G4-EN28	6.5.3	# 7-8-9	See 17.3.3.3 "Controlling our environmental footprint" See chapter 4, table of industrial risks and risks related to the environment	Group
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 17.3.3.3 "Controlling our environmental footprint" See chapter 4, table of industrial risks and risks related to the environment	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 17.3.3.3 "Controlling our environmental footprint" See 17.6.2 "Environmental and societal reporting" See chapter 4, table of industrial risks and risks related to the environment	Group
Consumption of raw materials and measures taken to use them more efficiently	G4-EN1 G4-EN2	6.5.4		See 17.3.3.3 "Controlling our environmental footprint" See chapter 4, table of industrial risks and risks related to the environment	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 17.3.3.3 "Controlling our environmental footprint" See chapter 4, table of industrial risks and risks related to the environment	Group
Land use			# 7-8-9	See 17.3.3.3 "Controlling our environmental footprint" See chapter 4, table of industrial risks and risks related to the environment	Group
Greenhouse gas emissions (Art. 75 Grenelle II)	G4-EN15 to G4-EN21	6.5.3 6.5.5	# 7-8-9	See 17.3.3.3 "Controlling our environmental footprint" See 17.5.2 "Environmental and societal reporting"	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 17.3.3 "Innovating in response to major economic and environmental change" See 17.3.3.2 "Being a committed player in the energy transition in the exercise of our activities"	Group
Measures taken to conserve or enhance biodiversity	G4-EN11 to G4-EN14 G4-EN26	6.5.6	# 7-8-9	See 17.3.3.3 "Controlling our environmental footprint"	Bolloré Logistics Bolloré SA (Vineyards)

Information required under the Grenelle II act	GRI 4	ISO 26000/2010	Global Compact	Information published in the 2017 registration document	Scope covered by the indicator (registration document)
Societal information					
Geographical, economic and social impact on jobs and regional development	G4-EC8	6.8.5		See 17.3.4 "Taking action for regional development" See 17.3.4.1 "Contributing to and promoting local employment" See 17.3.4.2 "Investing in the local economy"	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 17.3.4 "Taking action for regional development" See 17.3.4.1 "Contributing to and promoting local employment" See 17.3.4.2 "Investing in the local economy"	
Nature of dialogue with these persons or organizations	G4-SO1 Principle of involvement of stakeholders	6.3.9 6.5.1 6.5.2 6.5.3 6.8		See 17.1.1.2 "Mapping of stakeholders"	Group
Partnership or sponsorship initiatives	G4-EC1	6.8.9		See 17.4 "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 17.3.1 "Acting responsibly and promoting human rights in our activities"	Group
Extent of subcontracting and taking account in dealings with suppliers 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 17.3.1 "Acting responsibly and promoting human rights in our activities" See 17.3.1.1 "Establishing a framework to ensure ethics in the conduct of our business"	Group
Initiatives to prevent corruption	G4-SO3 to G4-50	6.6.3	# 10	See 17.3.1 "Acting responsibly and promoting human rights in our activities" See 17.3.1.1 "Establishing a framework to ensure ethics in the conduct of our business"	Group
Measures taken to encourage the health and safety of consumers	G4-PR1 to G4-PR4	6.7.4		See 17.2.3 "General Data Protection Regulation" See part 4 "Table of industrial and environmental hazards"	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 17.3.1.2 "Promoting human rights in our activities"	Group
Circular economy					
Initiatives to combat food waste					In light of its business, the Group can take steps to combat food waste through awareness campaigns it may be tasked with carrying out. On the other hand, its impact on this issue in terms of its internal operations is minimal.

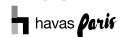
The editorial board would like to thank the managers from CSR, Ethics, Human Resources, Quality, Health, Safety and the Environment, Finance, Security, Communications, and all local contributors who contributed to the preparation of this report.

PHOTO CREDITS

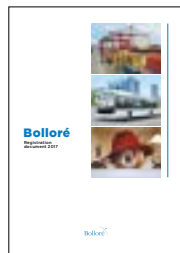
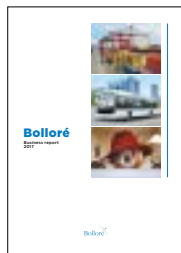
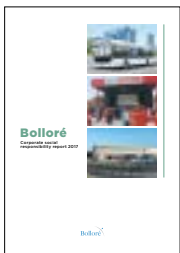
Photo libraries: Bolloré, Bolloré Transport & Logistics, Blue Solutions, CNews, IER, Vivendi, Sophie Loubaton, Getty Images. Canal Football Club and top 14: © Thierry Gromik/Canal+, Katy Perry: © Rony Alwin, Taylor Swift: © Mert and Marcus, Versailles series: © Thibault Grabherr/Canal+, Pascal Anziani, Amilca Moita, © Robin Viès. Havas Villages: Paris, Sydney and Mexico/DR Havas. Alex Cretey Systemans (portrait of Vincent Bolloré).

Communication campaigns: BETC, Antoine Magnien (illustrator), BETC and Watch Out, Host/Havas.

DESIGN AND PUBLICATION



The corporate social responsibility report is printed on Heaven 42 soft matt paper (FSC).



All Bolloré 2017 publications, corporate social responsibility report, annual report and registration document, are available online at www.bollore.com under "Investors/regulated information".



Tour Bolloré, 31-32, quai de Dion-Bouton
92811 Puteaux Cedex - France
Tel.: +33 (0)1 46 96 44 33
Fax: +33 (0)1 46 96 44 22

www.bollore.com