

## BOLLORÉ GROUP COMMUNICATION ON PROGRESS

To our partners and stakeholders,  
28<sup>th</sup> of October 2019

Object: statement of renewed support of the United Nations Global Compact

The Bolloré Group has been a **signatory of the United Nations Global Compact since 2003**, and is a member of the French network of the Global Compact (Global Compact France).

The Bolloré Group **reaffirms its support to the ten principles of the UN Global Compact** relating to Human Rights, labor standards, the environment and the fight against corruption by communicating annually on its progress to implement these principles.

By conducting a materiality analysis of its CSR challenges in 2017 the Bolloré Group has been able to define the 4 fundamental pillars of its CSR strategy for 2017-2022.

Anticipating and responding to customer expectations by mitigating the risks and business ethics, protecting human capital by implementing a health and safety policy conducive to a lasting relationship with employees, safeguarding environmental assets by investing in the development of innovative products and services, and being an actor in the development of society and the communities where the Group operates : these four pillars around which the Group's policy is based reflects its vision in terms of societal responsibility in daily actions within all its divisions.

These 4 areas of commitment have then been reinforced by mapping the priority CSR and diligence risks in 2018. These risks relate to those inherent to the Group's business, and were considered throughout the value chain (supply, operations, use of products and services sold), taking into account all stakeholders (company, employees, customers, society, public authority, competition, etc.).

In doing so, the Group is better able to communicate and showcase its commitments to the stakeholders it encounters through its business. *(Criteria 1 and 2)*

Through these commitments, in line with the United Nations Sustainable Development Goals (SDGs) adopted in 2015, the Bolloré Group also aims to respond to the global challenges listed by the UN to eradicate poverty and inequality, and ensure an ecological and solidarity-based transition by 2030. *(Criteria 15 and 17)*

Finally, the Bolloré Group reports annually to the UN Global Compact "Advanced Level" and describes how it meets the 21 criteria of this Level, through its four key pillars:

- ACTING RESPONSIBLY AND PROMOTING HUMAN RIGHTS IN OUR ACTIVITIES (UN GLOBAL COMPACT PRINCIPLES 1, 2, 4, 5 AND 10)

- ESTABLISHING A FRAMEWORK TO GUARANTEE ETHICAL BUSINESS CONDUCT (PRINCIPLE 10)

Considered as one of the Group's assets, the Bolloré Group has created effective and consistent ethical measures to communicate clear rules of conduct to all its employees. It is based on an Ethics Charter (2000), the commitments of which were reaffirmed in 2012 under the name "Ethics and Values" (available on the website [www.bollore.com](http://www.bollore.com)). The General Code of Business Conduct/Compliance Guide is also applicable to the entire Group. Aware that "the scrupulous respect of the laws and regulations in force" is not enough, as stated in the Ethics and Values Charter, the Bolloré Group is committed to an ethical and responsible approach, based on the principles of the United Nations Global Compact as regards Human Rights, labor rights, the protection of the environment and the fights against corruption, as well as on the Group's values.

To give the ethics principles a practical footing, a management system for ethics compliance and anti-corruption measures sets out operational rules, including risk assessment, awareness-raising, training, supplier selection (due diligence), as well as accounting transparency and the auditing of the compliance management system. (see 2.2.1. *Guaranteeing Business Ethics*, p. 73 in the 2018 Registration document). (Criterion 14)

#### Significant events in 2018

- Adaptation of the Group's anti-corruption system to the requirements of Sapin 2 and the recommendations of the French anti-corruption agency (AFA), published at the end of 2017. The project will run until January 2020:
  - Revision of the "Ethics and Values" Charter (Criterion 12)
  - Revision of the Code of Business Conduct/Compliance Guide in 2017 and distribution to staff in the last quarter of 2018 (Criterion 12)
  - Revision of corruption risk-assessment in 2018 to meet the new mapping criteria requirements (Criterion 13)
  - Revision of whistleblowing system, available to employees in each division to report serious breaches on issues of corruption, as well as those of Duty of care (Criterion 13)
- Reporting
  - ➔ More than 800 employees of 300 companies located in 93 countries contributed to the 2018 campaign
- Awareness-raising
  - ➔ More than 14,000 employees worldwide attended an awareness session, including more than 7,000 for the session held on December 10<sup>th</sup> for the United Nations Anticorruption Day
- Training
  - ➔ More than 20,000 Group employees successfully completed the anti-corruption e-learning in 2018, i.e. 93% of the target population (Criterion 13)
- Due diligence
  - ➔ Development of a management platform for compliance with and commitment to anti-corruption policies along suppliers, allowing questionnaires to be distributed on a large-scale (Criterion 12)

#### ○ PROMOTING HUMAN RIGHTS IN OUR ACTIVITIES (*PRINCIPLES 1, 2, 4 AND 5*)

Given the Bolloré Group's international presence and the hiring of a great many people, (directly or indirectly) in institutional contexts that vary from one country to another, the issue of respecting and fostering Human Rights has been defined as a priority matter for the Group.

The Group strives to maintain a governance structure that demonstrates its values in the countries where it operates, which is reflected in ethical and responsible measures based on firm commitments given in its "Ethics and Values" Charter, and cluster around three main themes: respect of the rights of workers throughout our value chain; respect of fundamental rights of communities close to our operations; constant efforts to make a positive contribution to society. The Charter refers to the provisions of the International Labour Organization (ILO), in which the Group undertakes to never engage directly or indirectly in child labor and forced practices.

The governance of these matters is provided by the Ethics and CSR Committee, which meets periodically to set guidelines. (*see 2.2.5. Promoting Human Rights in our activities, p. 81 in the 2018 Registration document*).

#### Significant events in 2018

- Respect for Human Rights identified as a major issue in the Group's mapping of CSR risks carried out in 2018, which is also central to the Group's Duty of care plan pursuant to French regulations on the Duty of care of parent companies and order-giving companies. The Duty of care plan (*see 2.2.2 Duty of care, p. 74*) and the summary of its implementation detail the procedures and actions engaged to manage Human Rights risks by using the "vigilance cycle" approach taken by the Group since 2017. (*Criterion 4*)
- Formalization of this risk-mapping through the publication of a Group Human Right's Charter in the first-half of 2019, with a 2019-2022 deployment plan. (*Criterion 3*)
- Internal assessment carried out in 2018 as part of the mapping of CSR risks with regards to the issues of Duty of care, leading to the inclusion of specific CSR and Human Rights criteria in the reasonable care procedure for selecting the Group's suppliers and contractors. This risk mapping exercise was undertaken with the Group's purchasing department and is expected to be refined/developed during 2020. (*see Respect for human rights in procurement p. 82*) (*Criterion 3*)
  - ➔ *For example, Bolloré Logistics has set the objective of applying Human Rights due diligence to 100% of its major suppliers in 2019, and has created a CSR Charter for its suppliers, updated in 2018, that deals with issues relating to Human Rights and workplace rights.*
- Revision of whistleblowing system, available to all employees as well as externally, intended to receive alerts on violations of human rights and fundamental freedoms in our activities, as well as in our value chain. (*Criterion 5*)

#### ○ ENCOURAGING RESPONSIBLE COMMUNICATIONS AND CONTENT CREATION

*For information relating to this sub-theme, please refer to Vivendi's Communication on Progress, available on the United Nations Global Compact website, [here](#) (in French).*

- INNOVATING IN RESPONSE TO MAJOR ECONOMIC AND ENVIRONMENTAL CHANGES (UN GLOBAL COMPACT PRINCIPLES 7, 8 AND 9)
  - MANAGING THE ENVIRONMENTAL IMPACTS OF OUR ACTIVITIES (PRINCIPLES 7 AND 8)

Due to its industrial activity, the Bolloré Group has identified local pollution risks as a priority. Accordingly, Bolloré relies on Environmental Management Systems (EMS) to anticipate and control the impact of its activities on natural environments, in accordance with recognized standards such as ISO 14001 for environmental management or standards that comply with strict regulations such as SEVESO or ICPE for industrial sites. Along with obeying national regulations, subsidiaries are committed to preventing pollution, managing waste, protecting biodiversity and improving the environmental quality of their real estate portfolio - considering the specific challenges of each business line and activity. (see 2.3.1. *Managing the environmental impacts of our activities*, p. 83 in the 2018 Registration document). (Criterion 9)

#### Significant events in 2018

- Strengthening of the Bolloré Group's environment management systems (EMSs) to anticipate and control the impact of its activities on natural environments, ensure their consistent and immediate management at sensitive sites, and where possible, voluntarily exceed international standards. (Criterion 10)
  - ➔ 35% more Bolloré Group entities have put in place an EMS from 2017 to 2018.
- Continue the divisions' awareness-raising efforts through risk-management workshops in 2018 to define policies and action plans implemented in a concrete and measurable way at Group or division-level, when applicable. (Criterion 10)
  - ➔ 80% of Bolloré Logistics regions ISO 14001-certified
  - ➔ In 2018, Bolloré Ports launched its internal Green label, marking its voluntarily environmental commitment beyond the ISO 14001 standard
  - ➔ Sitarail has deployed a 'mirador' maintenance wagon system for the monitoring of trains carrying hydrocarbons and Bolloré railways trained over 110 people in emergency response techniques on trains carrying hydrocarbons in 2018.
- Continually strengthen environmental reporting in all divisions to improve data reliability and the consolidated vision of policies and actions deployed, move toward a better uniformity of performance monitoring indicators, and share and pool best practices. (Criterion 11)
  - ➔ Setting up of a biodiversity management system by Bolloré Logistics that currently covers four Ecocert® "Engagement Biodiversité" certified sites, three of which are BiodiverCity® label sites, with plans for one international deployment. (Criterion 10)

- BEING A COMMITTED PLAYER IN THE ENERGY TRANSITION IN THE EXERCISE OF OUR ACTIVITIES (PRINCIPLE 9)

Through its development of innovative products and services, for low-carbon transportation and electricity storage (such as the LMP® battery and its applications), the Group is a committed player in the energy transition. This commitment is illustrated by the concrete initiatives taken by the Group's divisions and by investments to develop low-carbon products and services. (see 2.3.2. *Being a committed player in the energy transition in the exercise of our activities*, p. 91 in the 2018 Registration document).

#### Significant events in 2018

- The Group has chosen to make low carbon an opportunity for the development of its products and services. *(Criterion 9)*
  - ➔ *106 million euros invested in research and development in 2018 to develop low-carbon products and services.*
- Ongoing development of innovative car-sharing and public transit solutions by the Group, showing a strong desire to seize the opportunities represented by the energy transition. *(Criterion 9)*
  - ➔ *10,281 metric tons of CO2 equivalent avoided with 29.8 million km traveled in 2018 thanks to electric car-sharing services: Autolib', Lyon, Bordeaux, Turin, Indianapolis, 4.7 billion euros in listed securities Los Angeles, Singapore, London*
- Continuous optimization of energy consumption and reduction of greenhouse gas emissions. *(CRITERION 9)*
  - ➔ *Since 2009, the Bolloré Group has developed an IT system dedicated to efficient non-financial reporting through the development of an integrated software package. This tool now covers 873 entities. It allows Bolloré Group to track and consolidate many environmental and other indicators annually.*
  - ➔ *Between 2016 and 2018, certain ports' GHG emissions decreased by 63%, thanks to electricity connections and new equipment.*
- In 2018, the Group reported to the Carbon Disclosure project under the Bolloré Logistics perimeter and obtained the score B. *(Criterion 9)*

- **UNITING PEOPLE, THE COMPANY'S GREATEST STRENGTH (UN GLOBAL COMPACT PRINCIPLES 6 AND 3)**

- **PROTECTING THE HEALTH AND ENSURING THE SAFETY OF THE WOMEN AND MEN EXPOSED AS PART OF OUR ACTIVITIES**

The Bolloré Group places the workplace health and safety of its employees and third parties exposed in the course of its activities as a top priority. The Group implements the appropriate policies and procedures to manage this risk in all its divisions and their facilities. It is committed to investing in the prevention of workplace hazards and accidents, to improving working conditions, and to training and raising awareness of health and safety regulations among third parties working on-site. All Bolloré Transport & Logistics division entities have general and operational Quality, Health, Safety and Environment (QHSE) procedures, adapted for each business in the form of different policies signed off by the Executive Management. *(see 2.1.1. Protecting the health and ensuring the safety of the women and men exposed as part of our activities, p. 60 in the 2018 Registration document).* *(Criteria 6 and 7)*

#### Significant events in 2018

- Continue the awareness-raising efforts of the Executive Management in each division, through risk-management workshops in 2018 to define policies and action plans implemented in a concrete and measurable way at Group or division-level, when applicable. *(Criterion 7)*
- Expansion of policy of certification of our management systems to meet recognized standards (ISO 9001, 14001, OHSAS 18001, IRIS, etc.). *(Criterion 6)*
  - ➔ *21% of sites in 2018 compared to 12% of sites in 2017*
- Ongoing efforts to prevent occupational risks, resulting in the decline of the number of workplace accidents with lost-time. *(Criterion 7)*
  - ➔ *-13% between 2017 and 2018*

- 16,000 employees took part in the 2018 World Day for Health and Safety at Work in 2018.
- More than 100,000 people (25,000 employees and their beneficiaries) receive supplementary healthcare cover in Africa.

○ **ATTRACTING AND RETAINING TALENTED EMPLOYEES (PRINCIPLE 6)**

Bolloré Transport & Logistics and Blue Solutions employees perform a diverse range of activities in a large number of locations, which implies the need for a high degree of consistency in the quality of service provided to customers in order to meet the required standard of operations. The Bolloré Group's recruitment policy relies on strong relationships with educational establishments and on a unified process with all its subsidiaries, so that the ambitions of its future employees, its values and the challenges involved in its businesses tie up.

Promoting diversity and equal opportunities is part of the company's recruitment policy, which is governed by the Diversity and Inclusion Charter, signed by the Group in 2018. (see 2.1.2. *Being an attractive employer*, p. 68 in the 2018 Registration document). (Criterion 6)

Significant events in 2018

- Regular participation by HR teams and operational representatives in recruitment forums organized by our education partners (such as the Polytechnic school in Singapore) every year
  - ➔ 17,493 recruitments in 2018, 67% of which were open-ended contracts
  - ➔ Over 6,800 young people have the opportunity to find out more about business operations or support functions, through internships.
- A range of internal training programs has been developed and rolled out in recent years by the Group.
  - ➔ 2018 saw the resumption of training sessions bringing together managers from several divisions, which will be continued and amplified in 2019
  - ➔ Over 1,400 people, 32% of whom are women were trained in management (excluding Vivendi)

○ **PROMOTING SOCIAL DIALOG AND QUALITY WORKING CONDITIONS (PRINCIPLE 3)**

The Bolloré Group is committed to guaranteeing and promoting quality social dialog over the long-term, combining economic reality and response to internal social expectations to ensure collective corporate performance without jeopardizing existing balances. With the aim of guaranteeing and promoting such dialogue in the long-term, the Group has laid out guidelines which are deployed by HR departments and adapted according to the specific nature of the business and local legislation. The Group is keen to facilitate freedom of association and collective bargaining, including in countries where ILO conventions on the freedom to organize have not been ratified. (Criterion 8)

Significant events in 2018

- At Group level, best practices, successful experiences and difficulties encountered on industrial relations matters are shared between central and local functions in direct exchanges and HR seminars in workshops
- In 2018, 50% of entities' employees benefited from union representation and/or staff representation (excluding Vivendi)
- In 2018, 218 collective agreements or riders were signed or renewed worldwide

- COMMITTING OVER THE LONG TERM TO REGIONAL DEVELOPMENT

In all its activities, one of the key issues for the Group is the contribution to the development of the regions in which it operates, which primarily involves the recruitment and training of local employees. Through its activities, investments and dialogue with local communities, the Group contributes to local economic growth, employment and skills-building, making some countries more accessible and developing public services. Relationships with local communities and actors enable it to better participate in regional dynamics and be more closely involved in their issues. As a result, the Group's local impact policy is broken down into several key points:

- contributing to and promoting local employment;
- investing in the local economy;
- building and maintaining dialog with stakeholders;
- undertaking societal actions for the benefit of local populations

(see 2.4.1. Contribution to local development, p. 96 in the 2018 Registration document).

- CONTRIBUTING TO AND PROMOTING LOCAL EMPLOYMENT

The Bolloré Group undertakes in all the countries in which it operates to be a leading local employer. As a result, in 2018 the Group measured its impact on local employment.

Significant events in 2018

- ➔ *Of the 39,403 Bolloré employees in the workforce as of December 31<sup>st</sup> 2018, 98.8% were local employees.*
- ➔ *Since 2014, the Bolloré Group has been mapping compensation and benefit practices worldwide. To this end, audits were carried out on compensation in 6 African countries and on benefits in 18 African countries. These involved both documenting compensation, welfare, health and pension practices and comparing these to the local market. The results achieved enable the Bolloré Group to have an overview of the mechanisms put in place locally in order to build the appropriate governance framework.*

- INVESTING IN LOCAL DEVELOPMENT

Through its presence in developing countries, and particularly in Africa, the Group plays a role in the economic development of the areas in which it operates. Through its investments in Port and Railways infrastructure, its advanced logistics solutions and the development of its electricity storage solutions, it contributes to economic growth. The Group is active not only in direct employment, but also indirectly through purchases from local suppliers and service providers.

Significant events in 2018

- Through its activities, its investments and its local anchoring, the Bolloré Group is a major local creator of value, thanks to its support of employment and entrepreneurship, and the development of cultural, health and energy infrastructures.
  - ➔ *In 2018, Bolloré Ports commissioned two new quayside gantries (STS) used for port handling as part of a vast modernization plan for the Abidjan Terminal in the Republic of Côte d'Ivoire.*

- Since 2015, a partnership agreement between Bolloré Transport & Logistics and the European Institute for Cooperation and Development (EICD) has trained 300 local entrepreneurs, who received World Bank funding.
- With its presence in six West African countries, the Vivendi group's nine Bluezones form innovative spaces dedicated to the well-being of local populations, and contribute to job creation, especially for young people.
  - ➔ *In 2018, the Bluezones in four West African countries received nearly a million people.*

#### ○ BUILDING AND MAINTAINING DIALOG WITH STAKEHOLDERS

A new identification and mapping method is being developed at the Bolloré Group level to be deployed within subsidiaries, to construct a Vigilance plan (*see Section 2.2.2, on page 74 of the registration document*).

All divisions and subsidiaries are committed to maintaining lasting relationships with their stakeholders. (*see "Undertaking societal actions for the benefit of local populations, p. 98 in the 2018 Registration document*).

#### Significant events in 2018

- ➔ *Bolloré Ports and Bolloré Railways consult local communities before each site extension or modification project, especially when impact studies are being performed. Blue Solutions is in permanent dialogue with the municipalities and services where its solutions are located and with end customers as well. (Criterion 16)*

#### ○ UNDERTAKING SOCIETAL ACTIONS FOR THE BENEFIT OF LOCAL POPULATIONS

Solidarity reflects the values of the Group and contributes to the economic and social development of the regions where it is established.

The commitment to "constant efforts to make a positive contribution to society" present in the Ethics and Values Charter is aligned with the UN's sustainable development goals (SDGs). (*See 3.3 Cross-reference table, p. 109 of the Registration document*). (Criterion 15)

#### Significant events in 2018

- In 2018, the Bolloré Group supported a total of 656 projects in 45 countries around the world.
- In all Bolloré Group divisions, employees support causes and engage in solidarity projects.
  - ➔ *In 2018, the Bolloré Transport & Logistics Marathon Day mobilized more than 14,000 employees in 95 countries for SOS Villages d'Enfants.*
- The Fondation de la 2<sup>e</sup> Chance offers people aged 18 to 62 who have faced extreme hardship in life professional, human and financial support.
  - ➔ *It has helped more than 7,500 people since 1998 and supported an additional 358 people in 2018, with an average aid of 2,700 euros.*
- Harmonization of the Bolloré Group's sponsorship policy, in favor of projects of general interest aided by associations and social enterprises in Europe and internationally to promote education and empower young people.
  - ➔ *428 projects were supported in 45 countries and 64% of the projects were dedicated to young people.*



- Support of United Way l'Alliance and its Défi Jeunesse program in 2018 in several priority education institutions, to combat school drop-outs.
  - ➔ *Along with 21 other major French companies, this mobilization aims to reach the target of keeping 15,000 young people from dropping out of school by 2020. (Criterion 18)*

The Group's CSR governance is comprised of two main bodies: the Ethics – CSR and Sponsorship Committee, and the Group CSR Department. *(Criteria 19, 20 and 21)*

The Committee is composed of the following members: Chairman and Chief Executive Officer of Bolloré Group, Division Heads and the Group's Executive Management as Chief Financial Officer, Director of Human Resources, General Counsel, Management Control, Compliance, Investor Relations, Communications and CSR, and Sponsorship. The Committee meets once or twice a year to review ongoing or completed actions and projects, and to confirm priorities and outlook in the three areas. All policies responding to the CSR mapping priority risks management process are overseen by the Ethics, CSR and Anticorruption Committee and by the Executive management that ensure their implementation in the division. Policies established to reduce and control the risks identified are followed by key measurable performance indicators, released in all branches and submitted to external auditors.

The Group CSR Department, through the Communication and Corporate Social Responsibility Director reports to the Chief Financial Officer who also bears the responsibility of Vice Chairman on Board of Directors. He directly reports to the President Director on board, and validates and promotes the CSR strategy defined with the CSR department who works day to day on the strategy framework, acts to inform and mobilize, coordinates action plans, oversees reporting, analyzes and evaluates performance. The Group CSR Department relies on the CSR departments of the divisions and a network of representatives within each entity.

Information in the Bolloré Group's 2018 COP is namely compiled from our [2018 Registration Document](#) (Chapter 2. *Bolloré Group non-financial performance, p. 57*), as well from our Corporate social responsibility report 2018.

These two documents illustrate the actions implemented by all Bolloré Group subsidiaries around the world and their commitment toward the Global Compact principles. They are both available on Bolloré Group's website ([www.bolloré.com](http://www.bolloré.com)).

This Communication in Progress does not include Vivendi, who's COP you can find on the Global Compact website [here](#).

Sincerely yours,



Cédric de Bailliencourt  
Vice-Chairman, Bolloré Group