

2 The Bolloré Group's non-financial performance

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Since 1822, the Bolloré Group has been driven by a very strong will to do business and innovate, with a strategy of diversifying its activities for international roll-out. Listed on the stock exchange, the Group has a stable shareholder base with a family majority, allowing it to commit to long-term investment processes⁽¹⁾. It has a long history of transmission based on a strong corporate culture and values shared by all employees: loyalty and integrity, entrepreneurial spirit, solidarity, agility and diversity. The Group's commitments are reflected in its development strategy and its Corporate Social Responsibility (CSR) policy based on four fundamental pillars.

1. CSR challenges and strategy

1.1. Group CSR strategy

The Bolloré Group's 2017-2022 CSR strategy was initially developed in view of the results of the materiality analysis of the Group's challenges carried out in 2016. In particular, this analysis involved interviews with each of the divisions, thanks to which the Group was able to define its most material challenges following their identification and classification with regard to the different activities and stakeholders' expectations (customers, employees, public authorities and NGOs). Updated in 2017 to include Vivendi, the materiality matrix identifies seven major priority challenges taken into account within the four fundamental pillars that today shape the Bolloré Group's CSR strategy. These commitments are upheld by all of the divisions to make CSR part of the everyday life within their core business and to create value and connections between the men and women in the company, their environment and stakeholders.

Recent developments in regulations have reinforced requirements concerning the reporting and publication of information on the company's CSR performance: decree no. 2017-1265 of August 9, 2017 transposing order no. 2017-1180 of July 19, 2017 pertaining to the publication of non-financial information by certain large companies and some groups of companies (known as the Barnier Directive) and the law on the duty of care. Furthermore, the Bolloré Group has moved its strategy forward by integrating, in the consideration of its main challenges, a new analytical prism based on the management of priority non-financial risks. It therefore promotes, in all of its divisions, the implementation of virtuous and vigilant approaches to ensure that the policies, processes and improvement plans in place ensure its long-term non-financial performance.

Anticipating and responding to customer expectations by mitigating the risks around 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 are all factors that will create value for the future.

GROUP COMMITMENTS: FOUR STRATEGIC PILLARS

UNITING AND PROTECTING PEOPLE, THE COMPANY'S GREATEST STRENGTH

- Protecting the health and ensuring the safety of the women and men exposed as part of our activities.
- Attracting talent and developing the skills of our employees.
- Maintaining social dialog and promoting workplace wellness.

ACTING WITH INTEGRITY WHEN CONDUCTING OUR BUSINESS AND PROMOTING HUMAN RIGHTS

- Sharing the same business ethics and ensuring compliance with the strictest standards.
- Promoting human rights in our businesses and supply chains.
- Protecting personal data.

INNOVATING IN RESPONSE TO MAJOR ENVIRONMENTAL ISSUES

- Adapting to and combating climate change.
- Making the management of our carbon footprint central to the development of our products and services.
- Preventing pollution and reducing environmental impacts related to our activities.

MAKING A LONG-TERM COMMITMENT TO LOCAL DEVELOPMENT

- 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.

The commitments of the Bolloré Group are in line with the United Nations Sustainable Development Goals. Its actions have a direct or indirect positive impact on 66 of the 169 targets.

1.2. The Bolloré Group's non-financial risk mapping

In compliance with the Directive on non-financial reporting, in 2018, the Group involved members of the Management Committees of all of its divisions to map CSR risks and opportunities associated with its transport, logistics and oil logistics activities (Bolloré Ports, Bolloré Logistics, Bolloré Railways and Bolloré Energy) and its electricity storage and systems activities (Blue Solutions and Blue Systems).

Four workshops were held on risk-scoring, led by a consultancy firm and using software to rank the risks identified and ensure the effectiveness of the method used. A universe consisting of 16 CSR risks and opportunities, covering the themes outlined by the law, were scored using a methodology which took into account the risk severity and frequency, in line with the Bolloré Group's general risk map. The risks relate to the risks inherent in the Group's business. They were considered throughout the value chain (supply, operations, use of products and services sold), taking into account all stakeholders (employees, customers, suppliers, subcontractors, public authorities, investors, etc.). Corruption risk and conflicts of interest, considered priority areas, were scored by the Group Compliance Department in collaboration with the divisions. The risks of the business units of Bolloré Transport & Logistics (transport, logistics and oil logistics activities) were consolidated using a weighting method, taking into account revenue, operating income and workforce.

Lastly, because Vivendi conducted the same exercise for its scope in 2018 (see Vivendi 2019 universal registration document, in section 4.2 – The main non-financial risks, p. 52) and in a bid to gain an overview of the Bolloré Group (including Vivendi), a reconciliation of each risk universe was carried out.

This mapping attests to the relevance of the Group's priority challenges, in keeping with the work carried out during the materiality analysis in previous years. The ten priority risks identified are a natural fit with the four key pillars of the Bolloré Group's CSR strategy. Risks related to content, concerning only the activities of the Communications division, are included in the Vivendi Group's CSR strategy (see table below).

(1) For further details on the Group, its activities and business model, please see chapter 1 of this universal registration document.

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1. CSR challenges and strategy

Pillars of the CSR strategy	Priority non-financial risks	Transportation and logistics, Oil logistics	Electricity storage and systems	Communications (Vivendi's 2019 Universal registration document)
Uniting and protecting people, the company's greatest strength	Workplace health and safety			
	Attracting and retaining skills			See Attracting talent and retaining internal talent, chapter 1 – section 4.3.3.2
	Working conditions and social dialog			See Social dialog, chapter 1 – section 4.3.3.2.2
Acting with integrity when conducting our business and promoting human rights	Health and safety of users and third parties			
	Human rights			See human rights and fundamental freedoms in activities, chapter 1 – section 4.3.3.2.2
				See Duty of care related to the supply chain, chapter 2 – section 3 – “Compliance program”
	Personal data protection (GDPR)			See Data security and protection, chapter 2 – section 3 – “Compliance program”
	Corruption and conflicts of interest			See Corruption, chapter 2 – section 3 – “Compliance program”
Innovating in response to major environmental issues	Local pollution and management of hazardous materials			
	Impact and carbon opportunity of products and services			See Carbon intensity of activities, chapter 1 – section 4.3.1 – “Responding to the climate emergency”
Making a long-term commitment to local development	Risks and opportunities related to relations with local communities			
	Specific communication risks: Risks related to content			See Attracting talent and retaining external talent, chapter 1 – section 4.3.2.1 – “Revealing cultures and supporting artistic creation”
				See Responsible nature of content, chapter 1 – section 4.3.2.2.2 – “Supporting policies for responsible content”

Risks rated as major at division level are colored in blue.

Risks related to transport, logistics and oil logistics activities have been consolidated according to the method explained above.

The Bolloré Group's management of priority risks is explained throughout the non-financial performance statement in chapter 2 of the Bolloré Group universal registration document. Management of priority CSR risks identified for the Communications division is explained in chapter 1 – “Non-financial performance” of the Vivendi 2019 universal registration document.

1.3. CSR governance

Two bodies comprise the Group's CSR governance: the Ethics – CSR and Anti-corruption Committee and the Group CSR Department.

Note that in 2019, in terms of wider corporate governance, taking into account the recommendations of the non-financial ratings agencies, Bolloré Group and Financière de l'Odet decided to change the composition of the Boards of Directors in order for them to:

- be more streamlined: Bolloré – 13 members as opposed to 19, Financière de l'Odet – 15 members as opposed to 17;
- be more independent: distinct independent directors between Bolloré and Financière de l'Odet, limitation of positions occupied by legal entities, modifications to the Audit Committees and the Compensation and Appointments Committees, with no more salaried senior executives;
- consist of more female members: Bolloré – 47% of women, Financière de l'Odet – appointment of three female directors to the Board of Directors of Financière de l'Odet.

THE ETHICS – CSR AND ANTI-CORRUPTION COMMITTEE

Under the authority of the Chairman of the Committee, appointed by the Chairman of the Bolloré Group, this Committee consists of the Group Chairman and Chief Executive Officer, the Chief Executive Officer, the Deputy Chief Executive Officer, the Group Chief Financial Officer (also Vice-Chairman of the Board of Directors), the Group Management Control Director, the Group Legal Director, the Group Human Resources Director, the Group Compliance Director, the Group Purchasing Director, the Investor Relations Director, the Group Communications and CSR Director, the Group Sponsorship Director, the divisions' Chief Executive Officers and any other person that General Management considers useful to assist in carrying out the Committee's duties. The aim of this Committee is to establish the working priorities in terms of ethics, compliance, CSR and sponsorship, which the divisions are then tasked with implementing. The purpose of the Committee is to meet once or twice per year to ratify the strategy, review performance and determine the outlook, projects and action plans with regard to Group risks and priority opportunities. The minutes of the Committee (dated May 15, 2019) were transferred to the subsequent Board of Directors (on March 12, 2020).

CSR DEPARTMENT

The Group CSR Department defines the framework of the CSR strategy, plays a role of awareness-raising and mobilization, coordinates action plans, steers reporting, analyzes and enhances performance. The Communications and CSR Director reports directly to the Chief Financial Officer (also Vice-Chairman of the Bolloré Group Board of Directors) on a weekly basis to define the Group's position concerning these key questions, seize opportunities and ensure implementation of necessary measures to control the Group's priority CSR risks.

The Group CSR Department works closely with the Group's business experts and divisions (quality, hygiene, safety and environment (QHSE), human resources (HR), purchasing, compliance, legal Directors, etc.). Its role is to assist the subsidiaries in risk control and in the promotion of CSR objectives, to formalize procedures and policies and to define common indicators to reinforce coherence and steering of the CSR strategy, despite the wide diversity of activities and geographic locations.

CSR NETWORK

The Group CSR Department relies on the CSR Departments of the divisions and subsidiaries, which work closely with their own Management Committees, business experts (QHSE, HR, Purchasing, Sales & Marketing Department, etc.) and their network of local CSR delegates to roll out the Group CSR strategy in each entity and report essential non-financial information concerning the Bolloré Group. With the inclusion of Vivendi, the internal CSR network has over 850 contributors for over 900 entities worldwide, of which more than 250 in the Bolloré scope (excluding Communications). They report annually to the Group on their non-financial performance within the framework of the yearly reporting campaign.

1.4. Performance monitoring

Non-financial performance is monitored throughout the year by coordinating different projects that are a priority for the Group (such as anti-corruption, promoting human rights and a vigilant purchasing approach in 2019). In addition, risk management interviews conducted during the year by the CSR Department, both centrally (with the CSR contacts and contacts for at-risk business lines at head office) and locally (see qualitative diagnosis of CSR actions carried out in the Republic of Côte d'Ivoire in 2019), feed into the performance assessment of the Group and its divisions. The results are confirmed and consolidated by the annual non-financial reporting rolled out in the Group entities all over the world, of which the robustness, completeness and reliability have been greatly improved in the past ten years. In 2019, the Bolloré Group, as part of this continued improvement approach, updated the list of questions and KPIs to better illustrate the management of its priority CSR and HR risks. The KPIs are, insofar as it is possible and relevant to do so, adapted at Group level and/or tailored specifically to the divisions according to their particular challenges.

Since 2012, the indicators that the Group considers to be the most material have been subjected to in-depth audits in accordance with the Grenelle II law, updated in 2019 by order no. 2017-1180, which brings French legislation into line with the EU's Barnier Directive. These audits, performed by an independent and accredited third-party body (OTI) are coupled with qualitative interviews which aim, on the one hand, to verify the Bolloré Group's non-financial performance statement's compliance with the priority CSR risks identified and, on the other hand, to ensure the fairness of the information presented.

Between now and 2022, work will continue to formalize, harmonize and promote policies at Group level when this is deemed relevant and possible with regard to the diversity of business lines, activities and geographic areas of operation. The work of assessing performance objectively using measurable performance indicators, making it possible to monitor the roll-out of the action plans implemented to reinforce risk management, is one of the priority projects. In 2019, a cornerstone was additionally laid by indexing ethical criteria to the variable compensation of the Chief Executive Officers and Country Chief Financial Officers at 25%. In 2020, the Group will also concentrate its efforts on governance issues and risks and opportunities related to the climate. These commitments are part and parcel of the Bolloré Group's CSR policy, implemented on a daily basis within each core business with a view to continued improvement.

Launched in 2018, the CSR program "Powering Sustainable Logistics" sponsored by the Chief Executive Officer of the Bolloré Logistics subsidiary is a strong example to illustrate the structuring and flow of the Group's CSR commitments into its divisions. Based on the ISO 26000 process and co-constructed with employees and customers, this program aims to increase the environmental and societal value of Bolloré Logistics throughout the supply chain. Structured around four action levers, it targets more specifically eight Sustainable Development Goals and is subject to performance monitoring coupled with quantitative and qualitative objectives up to 2027.

1.5. Stakeholders

Every year, the Group and its divisions take into consideration, at their level, and in the performance of their activities, the requirements of their stakeholders, whether they are public authorities and regulatory and market institutions, investors and rating agencies, customers and suppliers, or the media or NGOs. Dialog with stakeholders is part of the corporate culture, at every level. Adapted and implemented by the entities with regard to their local and operational contexts, dialog with stakeholders does not present a consolidated methodology. However, the entities involved in the ISO 9001 certification processes prepare the mapping of their relevant stakeholders in this context. In 2019, 64% of Group entities completing the CSR reporting declared they were certified or had at least one site that was ISO 9001 certified.



Every year, the Group is attentive to the requirements of its stakeholders, which may be:

- requirements and obligations of public authorities and regulatory and market institutions, which it does its best to anticipate and for which it is developing its organization as part of a continued improvement approach in response to the strengthening of the legislative context, such as the non-financial performance statement, the law on duty of care, the Sapin II law, GDPR and the law on the fight against tax evasion;
- the media or NGOs, always working with this transparency effort;
- customers of its business units to whom it undertakes to provide the best quality products and services in compliance with its CSR commitments over its entire value chain;
- investors or rating agencies to which the Group strives to respond throughout the year by improving the legibility of its commitments and reinforcing its ESG performance. In 2019, for example, the Group extended the scope of its response to the Carbon Disclosure Project (CDP), which holds the largest global database on the environmental performance of towns and companies and received a B rating for its entire scope, excluding the communications element. Furthermore this year, the efforts of Bolloré Logistics, which received Silver level in 2018 from EcoVadis, received Gold status in the 2019 assessment for its entire geographical scope. Concerning electricity storage and systems, this same assessment resulted in the IER subsidiary being awarded the "Gold medal" in June 2019. The Blue Solutions subsidiary received the second prize in the ESG Gaia Rating in the category for companies with revenue of less than 150 million euros. It is also part of the Gaia 2019 Index, comprising 70 French listed small and mid-caps with the best ESG performance standards from among the 230 companies assessed.

With the aim of refining its analysis, the Group also plans to define a stakeholder mapping methodology by 2022, applicable to its different business lines and divisions, in order to better integrate the wide diversity of its activities and geographical operations. The purpose of this mapping is to identify its divisions' key stakeholders and the extent to which they are taken into account in the conduct of the entities' business with regard to a common set of criteria including the Group's business and non-financial challenges. This mapping tool intends in the long-term to ensure and reinforce dialog processes with relevant stakeholders and therefore the effectiveness of its duty of care systems.

2. Four key pillars for a sustainable commitment

2.1. Uniting and protecting people, the company's greatest strength

Because employees' commitments and skills are central to performance, the Group has to be an attractive employer, encourage loyalty from its teams and train them continually. Health and safety are also an absolute priority, for employees and for people indirectly exposed to the Bolloré Group activities.

2.1.1. PROTECTING THE HEALTH AND ENSURING THE SAFETY OF THE WOMEN AND MEN EXPOSED AS PART OF OUR ACTIVITIES

DESCRIPTION OF THE RISKS

Workplace health and safety R⁽¹⁾

Workplace health and safety of users and third parties R⁽²⁾

Bolloré Transport & Logistics, Blue Solutions and Blue Systems operate in environments with a high accident risk. The issue is particularly material with regard to industrial activities, such as handling, production and assembly, construction, freight and passenger transport, and even the handling and transport of hazardous goods. The vast international reach of Bolloré Transport & Logistics (109 countries, including 46 in Africa) also requires particular vigilance depending on the local context.

In the same way as for its employees, one of the Bolloré Group's priority risks is ensuring the health and safety of partners and subcontractors working on its sites, as well as users and local communities which could be impacted by its activities. The risks relating to the safety of users and third parties in the context of freight and passenger transport operations are particularly material.

GROUP POLICY

The Bolloré Group's priority is to ensure the workplace health and safety of its employees and third parties exposed in the course of its activities. Committed to a dynamic continued improvement approach, the Group deploys, across all its activities and sites, management systems based on recognized standards such as ISO 45001 (formerly OHSAS 18001 for managing health and safety in the workplace), IRIS (International Railway Industry Standard) under the railway safety management system or other international standards. The implementation of these management systems ensures that the health and safety of Group employees is taken into account on a daily basis within a virtuous cycle of vigilance, framed by appropriate policies and procedures to control this risk. It is committed to investing in the prevention of workplace hazards and accidents, to improving working conditions and to training and raising awareness among its employees and stakeholders working on-site (subcontractors, external companies, partners, suppliers, customers, etc.).

Thus, over 93% of the entities, representing 99% of the workforce of the CSR reporting scope, report that they have introduced a Quality, Hygiene, Safety and Environment system (QHSE). 86% of these entities monitor the QHSE performance at Management Committee, Executive Committee or Board of Directors' meetings.

(1) R: priority non-financial risk.

(2) R: priority non-financial risk. Initially identified in the Group's CSR risk mapping as belonging to the human rights risk category, management of workplace health and safety risks of users and third parties is covered by the procedures put in place by the Group to manage workplace health and safety risks (social risks category). Management of health risks of users and third parties is accordingly covered at the same time as workplace health and safety risks.

— QHSE management systems (Quality, Health, Safety and Environment)

(as a percentage)	Transportation and logistics	Oil logistics	Electricity storage and systems	Others	Total 2019
Proportion of employees covered by the QHSE management system ⁽¹⁾	100	88	87	91	99
Proportion of entities having installed a QHSE management system ⁽¹⁾	100	33	75	50	93
of which, the proportion of entities having had an assessment audit of their QHSE management system	78	100	100	100	80
of which, the proportion of entities having a certification or at least one site health and safety certified to one of the following standards: ISO 45001 or OHSAS 18001, SQAS, ICMI, ISPS or Pedestrian Free Yard	52	0	11	0	47

(1) Across the CSR reporting scope (118 entities).

GROUP ACTION PLAN

By 2022, the Group will endeavor to:

- steadily reinforce the health and safety reporting exercise across all its divisions to improve the consolidated vision of the policies and actions deployed;
- move towards the homogenization of policies or at least of performance monitoring indicators and targets for the divisions. Work began on the homogenization of the Group's health, safety and environment policies in 2018 and continued in 2019 for the Bolloré Transport & Logistics division. This helps to strengthen the procedures put in place and contributes to the effectiveness of vigilance cycles within all entities, so as to manage the workplace health and safety risks for employees;
- continue the awareness-raising efforts of the Executive Management in each division. This was initiated through risk management workshops to define policies and action plans implemented in a concrete and measurable way at Group level, or at a division level when the specific nature of the activities so requires.

In response to the issues raised by their operation in several territories, the QHSE management systems first of all comply with the applicable legal and regulatory requirements and may be reinforced with regard to the risks specific to each activity. The specific features of the policies and plans to control risks related to the health and safety of the Bolloré Group's employees, users and third parties are explained below for each activity.

Transport & Logistics

The QHSE (Quality, Hygiene, Safety, Environment) Department of each business unit occupies a predominant place within the organizations and its main tasks are to:

- coordinate, design, review and manage the continued improvement and service quality programs;
- accompany development of the HSE culture and best practices;
- guarantee maintenance of business line certifications leading to improved performances and a measure of confidence for customers.

The business units' QHSE management systems are formalized by general and operational procedures for quality, hygiene, health, safety and the environment. Adapted for each business in the form of different policies signed off by the Executive Managements, they provide a framework that, by promoting the prevention of accidents and incidents, guarantees a safe working environment in which the equipment conforms to the standards and regulations in force, ensuring the well-being of employees while persuading them to take ownership of the health and safety aspects of their work.

The performance of QHSE policies is supervised by the Executive Management teams of each business unit, which ensure that the resources required to implement, maintain and continually improve their QHSE management system are available. They set the objectives, monitor application of action plans and ensure that any discrepancies are corrected through the analysis of incidents/accidents, audits, inspections and performance analysis to measure the efficiency of the QHSE management system.

The rules that subcontractors must obey are also specific contractual requirements and apply to port and rail activities as well as to logistics and transport activities.

• Bolloré Ports

Given the risks specific to port terminals, in 2014 Bolloré Ports launched a specific safety process, the "Pedestrian Free Yard". An integral part of the safety management system that covers 100% of entities and concessions, this concept contributes to making container terminals safe places where staff can perform their duties safely.

The Pedestrian Free Yard, an internal Bolloré Group concept, assessed each year by Executive Management and certified by an accredited independent inspection body, has resulted in a reduction in the number of accidents and incidents in ports since it was introduced. The LTI (Lost Time Injury)⁽¹⁾ in particular has been divided by four in the past five years.

Through its integrated QHSE management system, Bolloré Ports ensures that its service providers, like all other external stakeholders present on its sites, comply with the requirements specific to the entity, as well as local regulatory requirements. In 2019, 100% of the entities and concessions are covered by the Pedestrian Free Yard. In 2019, four Bolloré Ports entities also had ISO 45001 certification (formerly OHSAS 18001), compared to two in 2018.

A report is made by all terminals and concessions where over 20 performance indicators related to employee and third-party health and safety are monitored monthly. The Ports' performance in terms of health and safety is also reviewed weekly by the Operational Committee at head office, and every two months by the Management Committee. For terminals and concessions, QHSE performance is monitored by Operational and Management Committees in compliance with standard ISO 9001.

• Bolloré Railways

Bolloré Railways activities use a management process that is specialized in railway activities. It uses an approach based on the international standard ISO/TS 22163:2017 (quality and safety management system). It is also based on an SMS approach, a railway safety management system based on the standard ISO 9001, the 2017 version of international standard ISO TS and general safety regulations specific to each railway network.

(1) Number of accidents x 200,000/total hours worked.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

The entities work to promote participatory management in which each person, at their level, is responsible for achieving the health and safety targets, which are also integrated in the management targets. The safety policies of Bolloré Railways, implemented by the Executive Management, also cover the activities of subcontractors and suppliers, as well as passenger safety.

• Bolloré Logistics

Committed to a process of continuous improvement, Bolloré Logistics is continuing to deploy certification of its health, safety and environment (HSE) integrated management system across its network. 100% of entities are covered by a QHSE management system and 56% of entities state that at least one of their sites has health/safety certification through one of the following recognized standards: ISO 45001, OHSAS 18001, SQAS, ICMI or ISPS.

In 2019, the QHSE Corporate Department launched its steering platform dedicated to quality, health, safety, security and environment activities, called B'Excellent. B'Excellent is addressed to the QHSE network as well as all managers. In particular, it provides for improved control of the management of HSE activities, data management thanks to various dashboards (HSE reporting, state of progress of the action plan, inspection schedules, business continuity plans, etc.), QHSE performance analysis of Bolloré Logistics entities all over the world, etc.

Depending on the type of activity, for example at sites where Oil & Gas or Mining industrial projects are carried out on behalf of customers, Bolloré Logistics implements specific HSE management plans, such as managing a logistics database. These plans describe the measures taken by Bolloré Logistics to enforce local regulatory requirements and standards, its own HSE policies and those of its customers. It applies throughout the site, both to Bolloré Logistics staff and to subcontractors hired by or on behalf of the business unit.

Within the context of the quality and performance policy, Bolloré Logistics suppliers and subcontractors are subject to a selection process, in particular focused on their ability to follow contractual safety requirements.

Oil logistics

The health, safety and environment policy of Bolloré Energy, updated in 2019, covers the risks associated with occupational health and safety issues. Bolloré Energy makes every effort to meet the expectations of its customers. It has compiled a database of best practices to manage occupational health and safety risks, particularly in transport, in the context of the delivery of its products and services to individuals.

Bolloré Energy relies on its major accident prevention policy to mitigate and manage health and safety risks that could apply to third parties, including industrial accidents potentially affecting local residents. This is subject to strict processes conforming to recognized standards (Seveso, ICPE, ISO 14001 and ADR (European Agreement concerning the International Carriage of Dangerous Goods by Road)). 100% of Seveso sites are covered by a major risks prevention policy.

A follow-up to the Management review is carried out once a year on Seveso sites covering the safety of staff and facilities. The general safety policy is reviewed with the Director once a year.

Electricity storage and systems

• Blue Solutions

The quality, health, safety and environment policies of Blue Solutions, signed off by Executive Management and updated in 2019, apply to Group activities in Brittany (Bolloré Plastic films, Blue Solutions and Bluebus). They are implemented through three improvement programs presented and validated each year at the CSSCT (Committee for Health, Safety and Working Conditions), of which the number of members is greater than the legal requirement. A safety review is carried out each year by the Executive Committee. 100% of sites have a system that complies with ISO 45001 and 100% of sites are BRC, ISO 22000 or ISO 9001:2015 certified.

• Blue Systems

Concerning the activities of Blue Systems related to mobility, the prevention of health and safety risks is part of a continued improvement approach, covering employees, temporary employees and intervening companies, ensured through the implementation of QHSE management systems (e.g. BluePointLondon and BlueSG) or at least through the appointment of a manager in charge of ensuring the health and safety of employees as is the case at Bluetorino, for example. In France, safety procedures are recorded in the single safety document as stipulated in decree no. 2001-1016 of November 5, 2001.

IER, a Blue Systems entity, also puts health and safety in the workplace at the center of its concerns, covering both employees and third parties. The approach, reviewed yearly by the Management Committee, is integrated in the human resources and infrastructure management processes, and provides, for example, for: publication of documentation (single document, safety guidelines, safety data sheets, chemical product data sheets, etc.), raising awareness and providing training in the prevention of risks to which employees are exposed (electrical authorizations, manual handling, chemical risk, etc.), compliance with safety guidelines, the health and safety approach, the systematic analysis of the causes of workplace accidents on all sites, the implementation of action plans and proposals for corrective action and publication to stakeholders. The actions in terms of workplace health and safety are formalized in a general action plan which is monitored on a monthly basis.

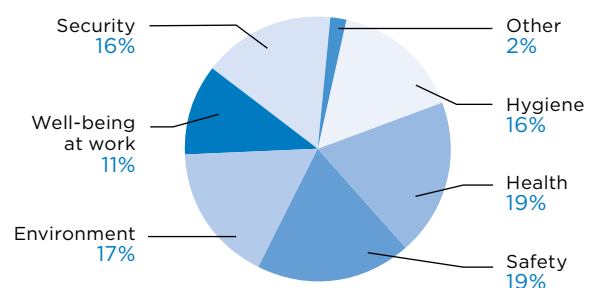
PREVENTING ACCIDENTS, OCCUPATIONAL RISKS AND IMPROVING WORKING CONDITIONS

GROUP POLICY

Within the context of the QHSE management systems, occupational risks related to Group activities and business lines are subject to specific analyses (e.g. occupational risk mapping) in terms of health and safety. 71% of Bolloré Group entities have mapped their occupational risks, of which 87% updated this in 2019. Based on these findings, ergonomic principles and risk mitigation techniques are then implemented. Regular audits and the incident and accident analysis implemented by Group entities lead to improvement plans incorporating preventive and corrective measures in a continued improvement approach. Each entity identifies and naturally complies with the applicable external requirements, be they regulations or contractual clauses. External companies that have to carry out work regularly on site are subject to prevention plans and work permits with the aim of guaranteeing the protection of workers and communities in terms of health and safety. Health and safety audits and inspections are conducted internally to reinforce prevention through regular monitoring of sites, facilities and equipment and by external inspection bodies for facilities and equipment subject to a regulatory audit requirement.

Breakdown of the Group entities' business risk prevention measures

— By topic



— Workplace accidents, Bolloré Group (excluding Communications)⁽¹⁾

	2019
Number of workplace accidents with lost-time	413
Lost Time Injury Frequency Rate (LTIFR) (x1,000,000) ⁽²⁾	5.35
Severity rate of workplace accidents (x1,000) ⁽³⁾	0.15

(1) Since these indicators moved from the environmental reporting scope in 2018 to the social reporting scope in 2019, the 2018 data are not comparable and have not been restated.

(2) Lost Time Injury Frequency Rate (LTIFR) (x1,000,000): (number of accidents per hours worked) x 1,000,000.

(3) Severity rate of workplace accidents (x1,000): (number of days lost due to temporary disability/hours worked) x 1,000.

Transport & Logistics

Within each business unit, the occupations and workstations, which are sometimes extremely specialist and high-risk, are analyzed to prevent occupational risks and accidents and optimize working conditions for our employees. Suitable policies are deployed to prevent major risks (e.g. general driving rules, drugs and alcohol policy, etc.), which are monitored and revised regularly. Employees such as gantry crane operators, locomotive drivers and drivers of specialized vehicles (identified as the business lines most at risk) undergo routine testing for at-risk behavior stemming from the use of medication, drugs or alcohol. Additional requirements are imposed in accordance with the procedures that apply to "sensitive" transport. This is in addition to compliance with safety codes specific to terminals, such as the International Ship and Port Facility Security Code (ISPS Code), aimed at the prevention of terrorist risks on land and at sea.

Subcontractors are subject to the same requirement criteria as the standards applied to Group employees and are subject to the same specific analyses and performance indicators in terms of health and safety, whether they are regulatory or contractual clauses. In addition, the issue of subcontracting is addressed at weekly meetings of the Ethics and Compliance Committee of Bolloré Transport & Logistics, composed of Executive Committee members.

• Bolloré Ports

Bolloré Ports have very specific, high-risk occupations which are given special consideration.

Risk mapping is regularly carried out for each workstation, covering all sites and taking into account the risks associated with subcontracting. Depending on the analysis, various corrective actions are possible:

- adaptation of the working conditions;
- adaptation of the working environment;
- adaptation of the equipment.

These measures form part of specific local action plans and are implemented for each new activity or occupation introduced at sites.

Handling activities involving the operation of specialized industrial equipment in particular, such as handling of containers (over 10 million containers handled in 2019) and the transport of containers identified as being most at-risk are the subject of strict procedures. For example, regular breaks and staff rotation are organized for the occupations concerned, e.g. gantry crane operators working at a height of 70 meters. Technicians have special personal protective equipment (PPE) to protect them from noise, odors, visual and physical impact identified during the occupational risk mapping carried out for each occupation. In addition, audits of the working environment, such as noise or light intensity, are routinely carried out during new construction or the extension of a new port activity.

Bolloré Ports has also identified risks related to conventional handling activities (handling of bulk goods, excluding containers) among its major risks. These activities are the subject of a dedicated training program for employees, with special focus on subcontractors representing the majority of labor for these operations.

Bolloré Ports considers the application of these rules by its subcontractors and suppliers to be a prerequisite for the development of their business relationship. The parties sign a work permit summarizing the risk prevention measures. Any deviation identified during audits and inspections due to a malfunction or the subcontractor's failure to meet targets is systematically addressed, documented and corrected with the appropriate corrective action. Management is focused on two main targets: zero accidents and a lost time injury (LTI) rate of less than one.

• Bolloré Railways

Within the context of revision of the QHSE management system, the health and safety risk mapping was completely revised in 2019 with the participation of all local managers and consultants specialized in the railway field. In particular, this analysis revealed two main risks for railway activities:

- risks related to passenger transport;
- risks related to the transport of hydrocarbons.

Rail safety requires greater vigilance on all railway lines and structures, both during operations and maintenance work. For this, a predictive, preventive and curative maintenance system applying to traction equipment and moving equipment has been implemented.

The protection of individuals and goods is, in addition, entrusted to the transport police and security guards from private security firms. Their actions also ensure the safety of local people. With regard to the right of way of railway concessions, a 15-meter clearance on either side of the track ensures the safety of local residents and people living near railway lines. In accordance with national and international regulations, the right-of-way is checked each day, for example by the first train of the day, as well as by local residents' monitoring committees organized several times per year under the aegis of Executive Management. These monitoring committees play a role in the safe circulation of trains. In relation with local communities, they are responsible, in particular, for removing weeds from the tracks, reporting malfunctions and damage and they also ensure the safety of local residents close to the right-of-way of the concessions. During these meetings, the training and equipment needs of local residents are identified and implemented.

With regard to maintenance activities carried out on our rail networks, and in particular in the workshops, the company physician carried out visits of workstations to assess disturbances concerning employees.

In addition to the various existing health and safety management processes, psychological units are in place to support employees and third parties in the event of a railway incident. As for the ports, management is focused on two main targets: zero accidents and a lost time injury (LTI) rate of less than one.

• Bolloré Logistics

Bolloré Logistics implements health and safety policies adapted to its activity and its regions of operation. Its main occupational risks concern in particular handling, storage and transport operations. For example, where mechanical handling is not feasible, the risks are assessed taking into account the task, load, physical effort, working environment and individual ability. Ergonomic principles and risk mitigation techniques are then implemented. Moreover, operators are trained in the correct movements and posture before carrying out manual handling operations. This training is repeated as often as necessary to supplement rather than replace safe working methods. Training and information materials are also produced to make employees aware of the occupational risks they face.

Risks linked to concurrent activities with external companies are also analyzed and specific prevention and protection measures are identified. All the information on the risks associated with their activities and the risk mitigation measures put in place are shared with them.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

In addition, a subcontractor management process is established to ensure a high level of HSE quality. This process leads to the accreditation, selection and monitoring of subcontractors. For example, transport firms mobilized by Bolloré Logistics in Africa must abide by a special charter. The Carriers' Charter is attached to each contract signed with subcontractors in Africa. The charter is part of a broader effort to minimize injury to passengers and damage to cargo, equipment and the environment. It specifically makes provision for:

- training in defensive driving;
- the health of road drivers and their driving proficiency;
- compliance at all times with the General Code of Conduct of Bolloré Logistics;
- compliance at all times with the alcohol and drugs policy of Bolloré Logistics.

Oil logistics

A major accident prevention policy, updated in 2018, is in place on the most at-risk sites of Bolloré Energy, helping to protect employees, third parties (subcontractors on-site) and customers. To reduce the risk of an accident, Bolloré Energy has introduced preventive maintenance contracts at all of its facilities (safety procedures, storage facilities, etc.). These preventive checks offer scope for more in-depth monitoring of depots and the correction of any problems. To minimize the risks from any work carried out by external contractors, safety plans are drawn up (information on the site risks in view of the work to be carried out) and a fire permit may be issued. Regular drills are carried out locally by teams to prepare for possible emergencies, such as a fire outbreak at the loading point.

In 2019, Bolloré Energy continued to roll out its three-year training plan for correct movements and posture, which are one of the main risks linked to its business. As in 2018, working groups involving staff representatives were set up to map occupational risks and identify the preventive actions to be put in place. Thus, in 2019, various actions were carried out, such as updating operating procedures for interventions in the presence of asbestos materials, or updating regulatory examinations on Seveso sites.

Electricity storage and systems

• Blue Solutions

The Brittany sites have adopted a policy for the prevention of arduous working conditions through commitments and actions that dovetail with the dynamic process of occupational risk prevention, in place for several years (health and safety policy and collaboration with the company physician). The risk mapping related to employee safety (including risks of "co-activity" with subcontractors) is reviewed annually. Since July 2016, the factors that contribute to arduous working conditions have been analyzed as part of the risk assessment for each workstation beyond legal obligations. The company's policy is to take preventive technical, organizational or protective measures to minimize the arduous conditions employees might face. The main health and safety in the workplace risks identified are risks from moving machines, cuts (cutting machines or blades), electric use and risks from handling heavy items (lifting).

In 2019, the QHSE management system was the subject of 18 internal audits and two external audits. Safety tours are carried out several times a week, covering temporary workers and external companies with intervention contracts, which are the subject of a prevention plan.

Shift work, inherent to the activity, is the only issue that cannot be addressed by prevention. That is why, since 2016, people who have done shift work for most of their careers have benefited from an ambitious plan allowing them to retire early, making it possible to compensate for the non-retroactivity of the personal hardship account (additional time deposited in the time savings account). Stress prevention measures are also implemented through specific training.

In 2019, 1.8 million euros were invested to prevent occupational risks, in particular related to the start-up of a new manufacturing plant for the latest-generation LMP® battery. There were no major incidents relating to product use in 2019.

In terms of safety of users of Blue Solutions products, in particular concerning use of the LMP® battery, it should be noted that Blue Solutions is the only company to master an "entirely solid" technology to make batteries. LMP® batteries are exempt from SVHC (Substance of Very High Concern) according to REACH regulations and CMR (carcinogenic, mutagenic or toxic for reproduction) according to CLP regulations.

• Blue Systems

Incident analyses and feedback from Blue Systems activities are used to identify the risks incurred by employees in their professional activities and to implement preventive and corrective action plans to reinforce control of occupational risks. In France, the assessment of occupational risks is formalized in particular in the single document of occupational risk assessment, updated annually and audited by an external third party, and prevention plans are planned for services providers working on-site with the aim of reducing the frequency and severity of workplace accidents, occupational illnesses or negative environmental factors. For example, Bluestation shuttles are geo-localized and fitted with tachograph boxes to provide an accurate analysis (position, speed, etc.) of any accidents to adapt prevention measures suitably.

Internal audits are also carried out regularly on the Bluecar® production line in order to ensure the use of safety equipment and compliance with defined procedures, notably in the Bairo factory (Italy). The plant also uses certification to provide a safe working environment for its employees (e.g. renewal of fire certificates, warehouse safety certificates, etc.).

To prevent the risk of accident of Blue Systems employees working on the road, they are equipped with personal protective equipment (PPE) to ensure their visibility and to prevent occupational risks related to vehicle maintenance. Training on safety rules and instructions to follow in the event of a fire on a Bluecar® is given to local firefighters, particularly concerning what to do in the event of LMP® battery fire.

IER has also been involved in an occupational risk prevention process for several years, in collaboration with the company physician. The hardship factors of each workstation are analyzed yearly. In parallel, flows and locations of production and storage lines of IER, Automatic Systems and EASIER factories are the subject of process optimization. In this context, a new terminal assembly line was implemented in Besançon in 2017 to reduce employees' exposure to health risks stemming from handling activities and arduous postures. This has reduced the likelihood of occurrence of occupational illnesses such as musculoskeletal disorders (MSD).

Any company working on IER, Automatic Systems France and EASIER sites for the upkeep, maintenance or improvement of premises and installations is subjected to a risk assessment and reminded of the rules applicable on-site. This assessment is formalized in a fire permit/safety plan for external contractors and a safety protocol for carriers.

HSE action plans are monitored with year-end completion rates of more than 90%.

HSE performance is monitored during the annual process review with Executive Management, including safety and environment performance indicators that were formalized in 2018 and 2019, which will be reassessed in 2020.

Close-up on user safety

Bluecars® vehicles in operation meet the certification criteria (including passenger safety) to which they are subject and undergo crash tests to attest vehicle safety.

In addition, in order to prevent accident risks, before giving authorization to take charge of a vehicle, car-sharing services send their users a questionnaire to find out their alcohol or drug consumption, in which case the rental will not be allowed.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

TRAIN AND RAISE AWARENESS

GROUP POLICY

The Bolloré Group ensures that employees are recruited and trained to be able to take on the position allocated to them and to fulfill the tasks given to them, including those that may have an impact on health, safety and the environment. Training and awareness campaigns on the topics of health, safety and the environment are provided.

— Health, Safety and/or Environment training courses of Bolloré Group (excluding Communications)

	2019				Total 2019	Total 2018
	Transport and logistics	Oil logistics	Electricity storage and systems	Others		
Number of hours of training on the topics of health, safety and/or the environment	211,469 ⁽¹⁾	6,161.5	166 ⁽²⁾	UD	217,797	235,769
HSE training hours for subcontractors	107,599	UD	UD	UD	107,599	135,136

UD: undisclosed.

(1) Hours of training, information, awareness-raising and talks, etc. provided and concerning the HSE field (excluding HSE Port and Rail training hours).

(2) Excluding IER.

Transport & Logistics

Training and awareness-raising on HSE topics are given to employees and subcontractors according to the same principles of compliance with safety regulations enshrined in the QHSE policies of the division's entities. Subcontracting companies must also ensure that their staff are qualified and certified to perform the required tasks. Bolloré Transport & Logistics reminds its subcontractors of the basic safety rules for day-to-day operations (e.g. handling heavy loads, hazardous products, transport and traffic regulations).

Every year, Bolloré Transport & Logistics employees get together to celebrate World Day for Safety and Health at Work, initiated by the International Labor Organization.

Over 12,000 employees from around 100 entities from 49 countries took part in World Day for Safety and Health at Work in the week of April 22 to 29, 2019.

From the United Arab Emirates via India to Vietnam, awareness-raising sessions to the risks related to the business lines and interventions of external professionals were organized, providing an opportunity to share experiences and best practices. In other countries, evacuation drills were carried out, in particular in France, America, Portugal and the Netherlands, along with training sessions in first aid. In the Comoros and Nigeria, drills were also carried out to rescue employees in the marine environment while carrying out operations on barges.

• Bolloré Ports and Bolloré Railways

In view of the activities, three main types of training are particularly provided in the local entities of Bolloré Ports and Bolloré Railways:

- daily safety training or toolbox (health and safety briefings relating to the tasks to be performed by the operators);
- specific job training: locomotive drivers, gantry crane and other crane operators, oversized cargo handling, etc.;
- training concerning handled and transported hazardous materials.

Each new project requires systematic training in health and safety rules of all employees working on site. In addition to the QHSE at head office and locally, members of the CSST (Health & Safety in the Workplace Committee) also take part in identifying specific training needs for all employees (e.g. hygiene).

For training, port activities use the Bolloré pan-African training center, but rail terminals and concessions also use specialized bodies for port operations.

Tier-1 subcontractors are subject to daily prevention via toolboxes. In 2019, an important focus was placed on training in safety rules related to the conventional port handling activities identified among the major risks (handling of bulk goods, excluding container).

For the railway side, since 2017 a graduate school for the railway industry, in partnership with specialized training organizations, has been training machine operators and maintenance technicians in particular. Concerning

raising awareness of third parties and users, the minimum security and safety rules are recalled within the context of meetings organized between rail network representatives and the population (in particular within the framework of monitoring committees).

Training for QHSE managers is provided at head office. In 2019, for example, seminars brought together around 30 managers from the Ports and Railways business units in Dakar on the subject of maritime solutions, on the subject of quality, health, safety and the environment for all Bolloré Transport & Logistics QHSE managers in Africa, and on the subject of hazardous materials in Ghana.

• Bolloré Logistics

The themes of the HSE training and awareness programs implemented by the entities depend on the nature of the activities carried out and the risks to which employees are exposed (PPE training, hazardous substances, fire-fighting, working at height, etc.). The number of training hours provided is measured objectively within the context of the QHSE management system. In 2019, seven training hours were provided per employee (versus eight hours per employee in 2018).

Employee awareness-raising and training also takes place in the form of "15-minute safety" sessions or "talks" provided to small groups of employees in the field. They instill dialog with employees through a set of questions and answers and encourage the feedback of information from the field that could lead to the implementation of areas for improvement, such as modification of circulation or materialization of hazardous zones, etc. HSE meetings are held regularly at sites and are also a communication channel for conveying messages to participants or for holding safety moments.

Lastly, new employees receive training in the main health, safety and environment rules to be controlled within the framework of their working environment (governance and QHSE actors, risks and precautions related to manual handling, driving forklifts, handling and storing hazardous goods, organizing fire rescue, etc.).

Every year, Bolloré Logistics publishes a QHSE review covering all of the operational challenges and issues (KPIs, certification, specific actions deployed on sites, projects, etc.).

Oil logistics

At Bolloré Energy, major training plans are regularly implemented alongside routine awareness-raising, such as the "study weeks" organized by head office for local managers to discuss and share best practices to be implemented day to day. The training covers movements and postures, workplace first-aiders, etc. External drivers who load at Bolloré Energy sites are also trained to understand the risks during loading.

In 2019, Bolloré Energy continued its safety campaign aimed at training all branch managers in the various risks related to their activities and on the appropriate preventive actions to implement.

For the 2019 edition of World Day for Safety and Health at Work, around 150 employees, including Bolloré Energy branch managers, were trained in staff evacuation.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

Awareness-raising actions on health and safety risk prevention related to the environment were carried out within the framework of ISO 14001 and new arrivals systematically receive training. As some of the massive depots share their site with retail branches (Strasbourg, Gerzat and Mulhouse), these awareness-raising actions were extended to the managers of the branches concerned.

Electricity storage and systems

• Blue Solutions

Training and awareness-raising for employees on the risks of stress are organized on the Brittany sites. Stress and management training courses are given to all managers, regardless of their status. In addition, a large number of safety training courses are provided to train all new recruits: first aid at work training and refresher courses; awareness of the root-cause method (analysis of the facts related to an accident in order to be corrected); Atex (explosive atmospheres) training for the battery site; correct posture and manual handling; legionella, laser or radiological risks.

In addition, in terms of training in environmental issues, sessions to raise awareness of standard ISO 14001 on certified sites were carried out (news flashes, etc.). 100% of employees at battery sites were concerned in 2019.

Blue Solutions also took part in training organized by the local fire service for emergency response protocols on the LMP® battery, and notably in the third "Emergency Response for Vehicles" training event.

• Blue Systems

Blue Systems employees, and in particular Bluecarsharing employees exposed to various risks related to vehicle maintenance, interventions on charging terminals and pedestrian or vehicular traffic on public roads, took part in training and awareness-raising on the subjects of health and safety in 2019. Informal awareness-raising sessions or compulsory training sessions (Bluestation) are provided to employees concerning compliance with safety guidelines, as well as training in fire safety and first aid.

100% of new arrivals at IER and AS (France) systematically receive awareness training during their induction path (online welcome booklet) in the rules for preventing healthy, safety and environmental risks (chemical products, eco-actions, waste sorting, etc.) on their work sites. In addition, the chemical hazards prevention program introduced by IER in 2013 continued during the year. This consisted of identifying and assessing the chemical hazards involved and educating employees on the correct use and storage of hazardous chemicals. For subcontractors, the prevention plan signed by both parties covers the subjects of online training and includes risk identification. Further training is provided in small groups if specific needs are identified.

PROTECTING HEALTH

GROUP POLICY

The Bolloré Group protects its employees from physical and mental harm. The Group's occupational health objectives are as follows:

- protecting the health of everyone in the workplace;
- providing a framework to identify and minimize health risks;
- reducing health risks related to our activities;
- complying with all regulatory and legal requirements.

The health of employees is assessed and monitored through several actions:

- pre-employment medical check-up;
- increased monitoring of staff potentially exposed to high risks;
- immunization or disease prevention programs, where necessary.

The Bolloré Group also offers effective welfare protection. It is reflected in the implementation of programs to access care and prevention according to the location of its activities, such as in Africa where supplementary health cover complements health insurance cover in force in the country.

— Health coverage of Bolloré Group employees (excluding Communications)

	Total 2019
% of employees eligible for social security coverage	94
% of entities where health coverage extends to employees' beneficiaries	88
% of entities where health coverage is more favorable than required by law	89
% of employees eligible for regular medical checkups provided by the company	83
% of entities where medical service is offered to employees free of charge	89

The Group has also extended its policy of access to healthcare and prevention to beneficiaries and sometimes to local communities, depending on the location.

When working on-site, subcontractors may have access to the Group's medical facilities, particularly in an emergency. Depending on the type of operation and the location, subcontractors may also be invited to undergo screening and immunization.

Health monitoring therefore takes place on a permanent basis, and the Bolloré Group crisis unit is mobilized to monitor the progression of epidemics. Managers are informed of the introduction of special procedures (e.g. daily reminders of safety rules and training for employees and subcontractors) in affected countries to tackle the various epidemics and pandemics (e.g. yellow fever in Nigeria, Lassa fever in West Africa and the Ebola pandemic in North Kivu, etc.) in regions where the Group operates. In early 2020, the crisis unit was mobilized to implement the necessary preventive measures to tackle the epidemic related to Covid-19.

Transport & Logistics

When local health services are deemed inadequate or too far from operational sites, the business units implement the necessary resources (medical centers, medical personnel, ambulances and medical equipment) to ensure the health of their employees, their beneficiaries and, where necessary, subcontractors.

Due to their presence in sensitive geographic areas, the QHSE Departments and the medical services of Bolloré Transport & Logistics entities are particularly attentive to preventing illnesses, pandemics, epidemics and local health crises. For example, voluntary and free screening campaigns were conducted during World AIDS Day. Many Bolloré Transport & Logistics subsidiaries were involved at their local level. For example in Kribi, the operation took place with backing from the regional technical group to fight AIDS and the District hospital. In Congo, the medical officer provided training to peer educators who then went to the different sites to inform personnel of the hazards and means to effectively fight this disease.

The business units also place specific emphasis on health risk prevention related to drug and alcohol abuse of its employees, including draconian controls (drugs and alcohol policy) for some professions such as locomotive drivers, gantry crane and other crane operators, truck drivers, etc.

Every year, the entities also implement various prevention measures, notably through the organization of vaccination, screening or awareness campaigns to fight against illnesses such as malaria or sexually transmitted infections and HIV/AIDS.

In 2019, 42 entities organized vaccination, screening or awareness-raising campaigns for employees and/or their families. As a result 12,708 employees and 2,821 family members (more than 80% of beneficiaries in Africa) were vaccinated.

2 The Bolloré Group's non-financial performance

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• Bolloré Ports

100% of port sites are covered by dedicated internal or external healthcare facilities. Port and railway concessions have arranged access to a regular medical service for employees and their families, as well as medical treatment, vaccinations and medicines. All employees undergo an annual medical check-up, with additional medical examinations for workers exposed to particular risks, for example within the framework of subcontracting activities such as scuba diving along the infrastructures. In the event of a health crisis, subcontractors are subjected to the same requirements as employees in terms of prevention and protection.

• Bolloré Railways

Concerning users of Bolloré Railways trains, nurses are present on all passenger trains to look after passengers. They are authorized to provide free medical care and essential medication during the journey. Preventive measures are also organized during meetings with local residents' committees living near the railway tracks. For example, vaccination campaigns for pregnant women and newborn babies, arranged for staff, are also open to local communities. Meningitis vaccination campaigns have also been carried out in the eastern and northern sections of the rail network. Illustrating the business unit's commitment to protect the health of employees and third parties, the medical center located close to the central workshops of Camrail, in the Bassa zone, was approved by the Cameroon Ministry of Public Health as a unit to look after people living with HIV/AIDS. It also serves the local community and is an authorized vaccination center for public campaigns, recording more than 32,000 consultations each year.

As public transport can be an important vector for the spread of diseases, Bolloré Railways railway entities provide health monitoring to fight certain epidemic and endemic illnesses, benefiting employees and, by extension, the local populations along the rail tracks. This system can give rise to targeted actions, such as the distribution of impregnated mosquito nets to employees' families to prevent malaria. Furthermore, staff are made aware of measures to prevent and manage certain diseases through the periodic distribution of the railway health bulletin and through the health column in the monthly newsletter for railway workers.

Lastly, special measures are taken when public health issues are identified, such as the removal and storage in special areas under surveillance prior to their destruction of sleepers treated with creosote. A Health & Safety in the Workplace Committee (CSST) actively takes part in defining necessary health measures with Executive Management and in each of the coordinations along the railway network. The committee meets three times a year with the relevant authorities, such as the National Social Insurance Fund (CNPS) and the Ministry of Employment and Social Security.

• Bolloré Logistics

In addition to the strict application of the Group's health policies, in order to prevent and reduce the spread of mosquitoes and malaria, Bolloré Logistics imposes the following requirements, particularly in Africa:

- provision of the appropriate treatment where possible to non-immunized and semi-immunized personnel;
- removal of standing water if possible, particularly around offices and residential areas;
- installation of mosquito screens on the windows of Bolloré Logistics offices and residential buildings;
- regular campaigns to maintain a high level of awareness of the risks of malaria.

An information and education program on STIs and HIV/AIDS is delivered to all staff in Africa. Educational material such as leaflets and posters are distributed and displayed at Bolloré Logistics' sites. With a view to improving the prevention of and protection against STIs, Bolloré Logistics encourages and helps all members of staff to make an early diagnosis, so that they can be aware of their status and adopt safe and appropriate measures.

Oil logistics

Bolloré Energy employees benefit from compulsory and supplementary medical cover, in accordance with the legislative requirements in the countries where they are based (France, Germany and Switzerland). In addition, in 2019 Bolloré Energy began a survey of chemical risks.

Electricity storage and systems

All Blue Solutions employees benefit from compulsory and supplementary medical cover, in accordance with the legislative requirements in the countries where they are based.

• Blue Solutions

Training in correct gestures and posture and workstation ergonomics are also provided for employees.

• Blue Systems

In terms of the health issues that could affect users and third parties, within Blue Systems activities, special audits have been introduced to certify that car manufacturing components do not contain any prohibited heavy metals. Suppliers also provide declarations certifying that their products do not contain heavy metals that have been banned in Europe. These checks are carried out during the approval phase of each project, which allows a more thorough analysis of the raw materials of each component.

2.1.2. BEING AN ATTRACTIVE EMPLOYER

2.1.2.1. ATTRACTING AND RETAINING TALENTED EMPLOYEES

DESCRIPTION OF THE RISK

Attracting and retaining skills⁽¹⁾

The Bolloré Transport & Logistics, Brittany and Blue Systems divisions cover a diverse range of activities in a large number of locations. This implies the need for a high degree of consistency in the quality of service provided to customers by our employees in order to meet the high standards of operations required by our customers. In order to achieve this, retaining the company's women and men and developing their skills are key drivers of the operating efficiency and innovation necessary to ensure the sustainability and development of our activities.

GROUP POLICY

RELATIONSHIPS WITH SCHOOLS: BETTER UNDERSTANDING AND GOING TO MEET OUR FUTURE TALENT

Relationships with schools are a key pillar of the recruitment policy and must be sustainable going forward. Their main purpose is to attract and train trainees but also to build bridges for recent graduates.

Relationships with schools provide a special opportunity for meeting students. By sharing our business lines, challenges, values and opportunities we help students to envision their future with the Group. It also offers the Group's teams a clearer picture of the professional expectations of new generations to offer them the right experience and opportunities. The challenge in selecting and managing our partnerships is not so much to attract young people from the most reputable training courses, but to find promising profiles that match the Group's culture and values, while forging a lasting bond between the company and the students most in line with its needs.

That is why HR teams and the operating representatives of each business line regularly take part in recruitment forums organized by partner schools and attend thematic workshops (conferences, case studies, HR coaching, etc.). Events of this nature involve many employees from the different divisions, who are very enthusiastic about getting involved and sharing their experience with students each year.

Strategic, lasting school partnerships

In 2019, more than 120 school partnerships were being managed worldwide with over half in Africa, the Group's historic and strategic platform.

Within the Bolloré Transport & Logistics division, BTL Sénégal has developed six partnerships since 2012, the year its schools' partnerships was launched, including a partnership with the Port and Logistics Trades Training Center (CFMPL). The uniqueness of this innovative partnership lies in the reciprocity of the collaboration. CFMPL is a talent pool for our recruitment, especially for vehicle driver profiles throughout Senegal including the RO terminal where all drivers are certified by the center. It also provides upgrade testing and

(1) Priority non-financial risk.

2 The Bolloré Group's non-financial performance

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certain business-specific training courses. BTL Sénégal supports the center by providing it with a converted truck for the students who use it for their practical courses. Dakar Terminal also takes at least four interns per session and some of our managers run courses there.

• Intern experience: nurturing future talents

Each year, Bolloré offers thousands of internships and work-study programs through initiatives carried out in schools. It offers opportunities in operating positions (supply chain, logistics, transport, shipping, civil engineering, port, rail, industrial project management, R&D projects, trade, etc.) and in support functions (finance, law, information systems, human resources, marketing, etc.).

The number of interns increased by 21% in 2019 and interns and people on work-study programs represented 5.5% of the total number of people hired on fixed-term and open-ended contracts, illustrating the strategic dimension these internships have for stocking our talent pool.

A program to welcome interns, B' Trainee, has been developed within the Bolloré Transport & Logistics division. HR support does not end with the morning of integration devoted to the scope of activities within the Group and meeting other interns in the company. It continues throughout the contract.

— School relationships Bolloré Group (excluding Communications)

	2019	2018
Number of interns	2,660	2,191
Number of interns and work-study program students recruited	333	NA
Number of school partnerships	124	NA
Number of interns and work-study program students recruited from our partnerships	82	NA

NA: this data was not available in 2018 since the indicator was introduced in 2019.

RECRUITMENT

Recruitment contributes decisively to the company's performance by bringing in the best profiles in line with the Bolloré Group's culture and values and with our operating needs.

The Group has therefore drawn up a recruitment process with the aim of organizing the various stages of the process in the most efficient way possible and making the system as a whole more reliable. This shared recruitment process:

- promotes consultation between recruitment actors to define the needs in response to the company's development challenges;
- communicates needs through the most relevant media, both internally and externally;
- makes the selection of talents more objective through the use of assessment tools that help gain a better understanding of the applicants' three key dimensions, namely their abilities, their technical and behavioral skills and what motivates them;
- guarantees equal opportunities for all profiles, with the firm conviction that diversity is a source of productivity and creativity in companies.

The process is structured and transparent, with six stages.

1. The need is defined through exchanges between the HR representative and the requesting manager to specify the brief and to clarify the profile of the candidate sought, based on the existing job description or a template of the job description form. This cooperation which combines technical considerations and a human resources approach is then used to select applicants with development potential who match the Group's value.
2. Sourcing (circulation of the brief and search for applicants) is performed both internally and externally, through a range of media. Internal circulation is an essential means of promoting employee mobility. Internal recruitment will always be preferred for an equal level of skills. External distribution methods are adapted to the local context. They include job

boards, cooptation, recruitment agencies, social networks, newspapers, employment organizations, CV banks and partner schools.

3. Applications are selected on the basis of objective criteria such as experience, training and specific skills and strives to ensure equal opportunities and diversity. Each application is treated with care, in resonance with a central value of the Bolloré Group, namely respect for others.
4. The number of assessment interviews varies depending on the position, with at least one interview with the operating team and one with HR. Objectivity and homogeneity in the assessment are achieved thanks to tools including interview guides, telephone interview sheets and interview assessment sheets. Referees are only consulted for the leading candidate or the two best applicants in the selection process and two references are requested systematically (former managers). In some countries, this implies the candidate's agreement.
5. The candidate is selected in consultation between the recruitment, HR and operating actors.
6. Integration is the final phase of the process and a key element of the success of a hire.

In accordance with the provisions of the Sapin II law and the recommendations of the French anti-corruption agency, which sets the framework governing anti-corruption procedures, the Group guarantees a transparent, non-discriminatory recruitment process free of any conflicts of interest in all of its subsidiaries.

Personality tests to help objectiveness

Bolloré favors the use of specific complementary assessment techniques such as personality tests. The Group uses proven tools which the HR users have been specifically trained on. These tests clarify the assessment, increasing the objectiveness of the process but are strictly correlated to the type and level of the position. Whatever the final decision, the trained HRs share the results of the assessment with the candidate with a concern for transparency and the development of self-knowledge.

Rotational programs which attract and provide fast track training

Original rotational training programs are being progressively rolled out in some countries to attract and train young graduates. The rotational MTP (Management Trainee Program) was launched in India in 2019. Between two and four graduates are hired every year and spend six to eighteen months on a succession of tasks in different divisions where they discover our different economic models, business lines, areas of expertise and culture, and create a very large internal network very quickly for themselves. These rotations are accompanied by a customized development plan. This program, which is designed to provide participants with first-class hands-on training, attracts talented students in trade and technologies motivated for fast track training in the commercial, marketing, supply chain, finance and human resources sectors.

Partnerships fostered with local employment agencies

Since 2019, the Brittany division has organized promotional actions for different professions and jobs in conjunction with local job centers and the professional division of the metallurgical industry: job forum, industrial and metallurgical industry jobs fair, job bus, job dating in a sports environment, promotion of scientific sectors to women, etc. These actions aim to maintain the attractiveness of the jobs, promote our business lines, share our experiences and increase awareness of future opportunities. They also support the goal of diversity in the various teams.

Our employees: our best ambassadors

The Asia-Pacific region set up a co-optation program at the end of 2019. This program is an integral part of our recruitment strategy, it strengthens the commitment of our employees, speeds up recruitment time and reduces our dependency on external recruitment methods. This method, which is widely used by the organizations to identify potential talent on the social and professional networks, has been well received by employees and one recruitment made this way is already in the final phase. In return, the employee receives a referral bonus at the end of the probation period.

The induction program: an accelerator

The induction of new employees is a key stage in the recruitment process at local as well as Group level. "Welcome Conventions" are organized at Group level twice a year to allow recent employees to become familiar with Bolloré's activities, the wealth of our business lines and to connect with other employees from different divisions. Over three days, attendees from around the world visit several sites in France and meet the local teams who are passionate about their jobs. The program begins at the Odet site, the Group's birthplace in Brittany and ends at the head office in Puteaux, in the presence of Cyrille Bolloré and the members of the Executive Committee.

The divisions also have their own induction programs, which are more specific and local. In 2019, Blue Systems set up an induction day for its new employees. They were able to learn about the Bolloré Group, the division's activities and values, handle its products and services by visiting the Smart Center and the site at Vaucresson. This initiative fosters loyalty amongst new recruits and is regularly renewed with the inclusion of new employees from other sites in the Paris region.

The "HR mentor" program for new entrant managers has been set up at the Brittany division. The mentor program takes the forms of several interviews over the probation period and at the end of this period if necessary. New employees like this program because it helps them to understand the company and the Group, its culture, organization, players and challenges.

— Recruitment Bolloré Group (excluding Communications)

	2019	2018
Number of external hires	6,040	5,771
Number of external hires on permanent contracts	3,888	3,672
Number of external management recruits on permanent contracts	287	NA
Number of hires on fixed-term contracts	2,162	2,099
Number of fixed-term contracts transformed into permanent contracts	953	NA

NA: this data was not available in 2018 since the indicator was introduced in 2019.

PROMOTING DIVERSITY: A MAJOR FOCUS OF THE GROUP'S HR POLICIES

In order to remain a diversified, international and innovative Group we have to consider the societies where we are located. The Group has had a Diversity and Inclusion Charter since 2018, setting out its ambitions, its approach and the resources the Group intends using.

Through this charter, the Bolloré Group undertakes to ensure:

- a lack of discrimination;
- the recruitment and integration of people with disabilities;
- the promotion of equality between men and women;
- the professional integration of young people, particularly in connection with the sponsorship policy.

This Diversity Charter is gradually being rolled out through action plans covering all the stages of our employees' life cycle such as recruitment, promotion, mobility and training, with measurable results and visible initiatives that reflect the Group's ambitions to improve in these areas.

A company that is increasing the presence of women

Professional gender equality is seen as lever for transformation, with a potential to bring people together that is common to all the Group's divisions. The Group has set itself three objectives:

- increase the presence of women in jobs where, for equal skills, women are poorly represented;
- promote women's access to positions of responsibility, through the selection of more women for management training programs;
- support women in their career development.

In 2019, the percentage of women in the Group increased slightly by 2%. Although the percentage is still too low, it does indicate that implementation of the Group's action plan is starting to produce results. Particular attention was paid to the recruitment stages, with more than 36% women hired on permanent contracts. The percentage of women trained has been higher than the percentage of women in the workforce for two consecutive years. The percentage of women with managerial responsibilities requires attention because it has not yet increased, remaining slightly below the average representation of women in the company.

— Professional gender equality Bolloré Group (excluding Communications)

(as a percentage)	2019	2018
Women ⁽¹⁾	28.9	28.4
Women managers ⁽²⁾	27.6	27.6
Women recruits ⁽³⁾	36	NA
Women trained ⁽⁴⁾	31.5	31.5

(1) Total female workforce/Total workforce.

(2) Number of women managers/Total number of managers.

(3) Number of women hired externally on permanent contracts/Number of women hired externally on fixed-term contracts.

(4) Number of women trained/Number of employees trained.

NA: this data was not available in 2018 since the indicator was introduced in 2019.

— Percentage of women in management bodies Bolloré Group (excluding Communications)

(as a percentage)	As of May 29, 2019	As of October 19, 2018
Percentage of women on the Board of Directors or the Supervisory Board (among voting members elected at the General Shareholders' Meeting)	4.7	44.4
Percentage of women in the Compensation Committee ⁽¹⁾	50.0	50.0
Percentage of women in the Appointments Committee	50.0	50.0

(1) Bolloré company committees.

On International Women's Day, the Bolloré Group held numerous events. For example, Bolloré Energy's teams held a day of discussion and solidarity in Le Havre on the subject of increasing the presence of women in traditionally male-dominated jobs. This event, hosted by a consulting firm with expertise in this area, was an opportunity to mobilize Bolloré Energy's employees and to contribute to the Bolloré Group's overall reflections on diversity in the different business lines as a lever for performance and a source of well-being for all its employees.

People with a disability trained for our business lines

In addition to complying with legislative requirements, the recruitment and onboarding of people with disabilities is a strong source of social cohesion in the company. The Group's approach is based on two objectives:

- adapt job profiles to optimize the recruitment of people with disabilities;
- develop a working environment that is suitable for the onboarding of people with disabilities.

Even though it is still too low, the percentage of employees with a disability increased in 2019, notably thanks to new recruitment and onboarding practices and initiatives. The fact that the percentage of employees with a disability recruited is higher than the percentage of existing employees with a disability illustrates the attention given to this aspect of recruitment.

— People with a disability Bolloré Group (excluding Communications)

	2019	2018
Number of employees with a disability	323	280
Percentage of employees with a disability/Group's total workforce	0.8	0.7
Percentage of employees recruited with a disability/Total workforce recruited externally on permanent and fixed-term contracts	1.3	NA

NA: this data was not available in 2018 since the indicator was introduced in 2019.

For the last two years, Bolloré Logistics France has put measures in place to integrate people with a disability (without any age limit) through employment training with access to a permanent employment contract. This program, La Pépinière, in partnership with transport schools (UPR and AFTRAL), provides Transit Agent and Customs Broker training courses within the framework of a professional training contract (permanent contract). These are 21-month training courses that lead to a qualification at the post-high school +2 years' level. Three classes totaling 66 people have already been trained by professionals on all the skills required to organize air and maritime transport operations with, in addition, training on Bolloré Logistics' best practices. Although the first two classes were open to a broad public encountering employment difficulties – people with disabilities but also young unemployed adults who face particular difficulties in finding work, the long-term unemployed, etc. – the third class is focused on people with disabilities and the fourth class will also target this group. Through this program, Bolloré Logistics is showing that international logistics can offer an ambitious and promising career path in the Group to anyone joining the program, whether or not they hold qualifications, and to give real meaning to the Social Inclusion and Diversity Charter that the Group signed in 2018.

In Dubai, as part of a partnership with a local association, Manzil, Bolloré Logistics Dubai recruited a new employee with a disability in the aerospace team on a temporary six-month contract designed to give him an understanding of the business and the work processes and to provide appropriate training for the job. For this recruitment, team leaders/supervisors will receive training from Manzil on supporting people with special needs.

The Youth Challenge (*Le Défi Jeunesse*) to combat dropping out of school

Attracting young talent is strategic for a diversified group that is present on all continents, as well as contributing to employing young people in difficulty in order to anchor the Group in the communities where we work. The Group has fixed three objectives to encourage the professional integration of young people:

- analyze the new generation's aspirations and how they perceive the Group in order to identify ways to engage with them in order to attract new talent;
- optimize internships, the international voluntary experience program and work-study programs for young people;
- coordinate community commitment projects in Europe and internationally to give priority to improving the economic and social position of young people and to provide one-off effective targeted responses to international charitable actions, in accordance with the Group's sponsorship policy which gives priority to supporting young people.

In 2019, the Bolloré Group Chairman and Chief Executive Officer, Cyrille Bolloré, announced the Group's commitment to supporting the *Défi Jeunesse* program, launched by United Way l'Alliance on November 9, 2018 to combat dropping out of school. This initiative will be supported through the Earthtalent by Bolloré sponsorship program. In this context, the teams at Blue Systems and Universal hosted three ninth-grade classes from Sarcelles on May 6, 2019. They left their classrooms to spend a day of creativity at Vivendi's head office where they were tasked with organizing the promotion of a budding artist from the famous record company's catalog. Buoyed by this success, the team at Earthtalent by Bolloré organized another creativity day at Blue Systems' head office with two new ninth-grade classes from Sarcelles on the theme of sustainable mobility.

MOBILITY: CAPITALIZE ON THE SKILLS DEVELOPED BY EMPLOYEES ACROSS OUR INTERNATIONAL NETWORK

Employee mobility is both a priority and a practical reality within the Bolloré Group. Mobility can be geographical, implying a change in the employee's place of work at the national or international level, or functional, with a change of position within the same segment, in another segment or through connections between our various activities. This priority was illustrated in 2019 by the drafting of an internal Group mobility policy which will be shared with employees in 2020. In order to implement the policy and continue to make progress on internal mobility, HR representatives have been identified for each business line and will be tasked with providing an overview of the vacancies and the employees on mobility assignments across the Group.

This mobility policy has two main principles: it applies to all levels of the organization and all business lines; and it gives priority to internal applications in our recruitment process. It is an approach that not only serves to meet the professional aspirations of employees and increase their engagement, but one that also helps meet our business challenges by fostering the sharing of knowledge acquired within our various entities.

Mobility is above all a personal initiative in which the employee is the actor. It is facilitated by the display of all vacancies (except confidential ones) on the job exchange and by different processes (annual appraisal interviews, career committees and HR information systems). The key to the success of mobility actions is above all proximity and the quality of the discussions the employees have with their managers and human resources managers to help them develop their career project, its feasibility and implementation.

In 2019, in the spirit of this policy and using the existing HR processes, the Group continued its efforts to redeploy 400 Blue Systems employees who lost their jobs after Autolib' was stopped in 2018. Over 90% of these employees have found solutions to date and internal mobility assisted in this. Additionally in 2019, the Brittany division saw the stoppage of supercapacitor production in France but was able to retain all the affected employees in employment. By matching the available skills with the needs of all the division's sites, each employee was able to be redeployed internally to the division's expanding activities. The Group also undertook to ensure that employees started new jobs successfully, by providing induction for employees in a new workshop and organizing the training courses needed to adapt skills. An individual mentoring scheme and training on the new workstation were accordingly set up for each employee.

— Internal mobility Bolloré Group (excluding Communications)

	2019
Internal mobility from another legal entity in the Bolloré Group (employees joining the entity)	274
Internal mobility towards another legal entity in the Bolloré Group (employee departures)	213

TRAINING POLICY

In a complex, changing and competitive environment, the Bolloré Group must address the major challenges resulting from its transformation by developing in particular the quality of its products and services in order to ensure performance and accountability. The key pillars of this transformation are leadership, growth and innovation. The Group needs to be more efficient and agile and to work in a more cross-cutting and collaborative way. Employee development, notably through training, is a key lever for strengthening these pillars. The company's investment in these training courses is therefore important, because giving voice to their motivations and developing and improving their personal and professional management help employees position themselves better in their jobs and gain fulfillment from their work. In 2019, 61% of the Group's employees followed at least one training module and the average number of hours of training per employee increased by 11% to an average of 21.9 hours.

The training policy is steered by the Group and aims to promote a common set of values, commitments and individual, managerial and collective behavior which forms Bolloré's DNA, to strengthen individual and collective performance, anticipate and support the transformation of skills and finally to

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optimize the Group's investment in training. The divisions are responsible for the deployment of the job training aspects of this policy. For the managerial aspects, the policy is formed at Group level and uses shared resources.

In 2020, the Bolloré Group will strengthen the foundation of its training policy and its commitment to developing all its employees by creating Bolloré University with the following objectives:

- promote a common set of values, commitments and individual, managerial and collective behavior which forms Bolloré's DNA;
- strengthen individual and collective performance;
- anticipate and support the transformation of business skills;
- optimize the Group's investment in training.

— Bolloré Group training (excluding Communications)

	2019	2018
Number of employees trained	23,986	25,324
Hours of training provided	525,644	500,225
Average hours of training per employee trained	21.9	19.8
Number of employees trained in management	1,348	NA

NA: this data was not available in 2018 since the indicator was introduced in 2019.

Train our managers to provide better preparation for future generations

Becoming a manager involves a change in responsibilities and mindset. At Bolloré, we consider that preparing and supporting our employees for these new challenges are both essential and our responsibility. The better prepared they are, the more equipped they will be for preparing future generations of managers. The Bolloré Group accordingly has a wealth of management training opportunities. These programs, which have been designed and rolled out progressively, target different levels and types of challenges encountered by employees in management roles. They are designed to accompany the Group's managers at each key stage of their career: local managers (Proxy), middle managers (MOST), managers of managers (MAPS), as well as top management (SMART). These modules both cover and ensure the integration and promotion of the elements comprising the values that form the Group's DNA whilst satisfying the specificities and requirements of the businesses. In 2019, 1,348 employees from the Bolloré Group's diverse business lines and countries attended at least one management training course.

The importance of management training is established across all the Group's divisions.

Blue Systems expedited the roll-out of these modules in 2019 by adapting them to the specificities of its businesses with three Proxy sessions being held in Europe, one session in Singapore, and lastly one MOST session for its managers of managers.

Any employee who takes up a managerial responsibility in the Brittany division is asked to follow a "Mindset" training course irrespective of the employee's role and duties in the organization. This six-day course covers the development of the managerial mindset including work on self-awareness with the MBTI personality inventory and training on "individual and career interview" techniques and awareness of psychosocial risks. Each year the program is adapted to circumstances in the company and attendees' expectations. For example in 2019, particular focus was placed on the transversal and intergenerational aspects of management. More than 300 managers have attended this training course since its inception.

In parallel to these management training courses adapted to business functions and therefore to each division, transversal managerial training courses are organized to increase cooperation and synergies between divisions. Thus, 2019 was also the year of the first training cycle bringing together managers from several divisions. This process will be continued and extended in 2020.

The B'Tomorrow program for presenting and motivating

The BTL division launched the first B'Tomorrow program in 2018 with 15 participants from the Europe region.

The purpose of this development program is to create a community of young active and mobilized employees to contribute to constructing the future vision of the Group. This goal is achieved by developing their spirit of cooperation and encouraging them to build their network to ensure that it is both diversified and inclusive. During the program, the participants work together on their personal and behavioral skills, improving their knowledge of the business strategies and interacting with the division's managers. Bolstered by this success, the program continued its roll-out with sessions in the Asia-Pacific and Africa regions generating an enhanced network of 95 "young international talents" at the end of 2019.

More diversified teaching methods

Just as our behavior as consumers changes, so does our behavior as learners. Although the training methods are mainly face-to-face today, a strategy to diversify methods will be reinforced by the University. In 2018 and 2019, the "Code of Conduct" training course covering the Group's guidelines, designed to increase the confidence of our employees, customers, suppliers and the Group, was rolled out to employees via an e-learning module. Similarly, the managerial training courses mentioned above, such as MAPS, have evolved to introduce co-development and individual coaching. This diversification helps employees to transfer and use collective skills better in their daily work and establish a lasting spirit of mutual help using co-development methodology.

Another form of development: inclusive teams to create more value

Blue Systems launched the Smart Mobility entity in 2019 to meet cities' needs to take back control of mobility after the explosion in mobility offers: micro-mobility (scooters and bikes), car sharing and private vehicles with drivers for hire, electric charging station networks, car parks, etc. Bolstered by its unique worldwide experience in electric car sharing and in order to structure its offer, Blue Systems combined the know-how and skills of numerous employees from its different subsidiaries: Bluecarsharing, Polyconseil and IER. Using each subsidiary's expertise to identify synergies and innovations enabled a SaaS platform to be developed. This "Smart Mobility Platform" monitors, controls and regulates mobility and infrastructure operators. This platform has become a mobility management hub, interconnecting and regulating the activities of all mobility operators in a city, with Los Angeles as its first success. In addition to the creation of this new business, this inclusive approach has enabled the breadth of the professional and application skills of each employee involved to be enhanced, thus increasing their employability.

SUPPORTING PROFESSIONAL DEVELOPMENT

The annual appraisal

The annual appraisal interview is a key human resources process. To harmonize practices, the Group has established a single annual cycle in all countries where annual appraisals are held.

This appraisal interview between the manager and the employee is the chance to discuss the results of the past year, take time to share and underscore the successes achieved, to recognize efforts made and to discuss any difficulties encountered openly and constructively. It is also the chance to set everyone's targets for future projects.

The purpose of this appraisal interview is also to construct the employee's career plan. This is a joint reflection on the employee's career in the Group and the skills to be acquired or developed, by discussing the skills needed for the employee's current position and those that will enable the employee to prepare for the future with confidence. In some countries, this last section, focused on career development, must be recorded using a separate mechanism called the career development interview.

The data obtained from the annual appraisals are consolidated and used by each HR manager, giving rise to the implementation of several individualized action plans (training initiatives, support in and consideration of mobility requests, training, tutoring, etc.).

The purpose of this discussion is to encourage the development of skills and talents as a means of better meeting organizational challenges. The content of this moment of exchange between employees and their management is therefore key to support them in fulfilling their desire for development within the Group.

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Guides and face-to-face and digital training models are available to help the manager and employee have an open and constructive dialog.

— Bolloré Group (excluding Communications)

	2019	2018
Number of annual appraisals conducted	27,159	27,238

The challenges facing the Career Committees

Career committees are a widespread approach inside the Group. The purpose of these meetings, which are organized in accordance with a bottom-up process, is to anticipate the changes inside the organization through collective discussion between managers and Human Resources and to establish appropriate succession plans and development actions to be taken. They should also provide a forum for discussing possible career developments for employees and individual action plans. The challenge they face is to guarantee proactive management of jobs and skills.

In 2019, the career committees covered around six management levels up to a transversal consolidation discussed at Group Management level.

Better planning by setting up career streams

The Brittany division has had career streams for many years to improve planning, protect knowledge, accompany the development of employees and recognize qualifications. There are many career streams covering the production, logistics, commercial, technical services and research and development fields and every level in the organization and in particular the post-high school +2 years' level. In 2019, accelerated career streams were set up for experienced drivers on the film packaging site in response to a new production organization (increased production volumes, weekend shifts using new industrial equipment, replacements and versatility, smaller skills talent pool, etc.), so that they could receive training, recognition of new qualifications and compensation.

PAY AND COMPENSATION POLICY

The Bolloré Group has set a clear course for its compensation policy. Its aim is that wages should be aligned with local markets in each of the countries where it operates and that the benefits it offers its employees should compare favorably with established practice in each market.

It has therefore continued to implement the infrastructure needed to achieve this ambition. A system for weighing up job requirements has been adopted on a test basis in Asia and one of the Group's African units, as well as at headquarters.

In response to risks, the Group seeks to ensure that it has the right skills at the right place and at the right time to support its strategy.

The policy rolled out within the Group is one of acting proactively to meet the challenges that lie ahead. The implementation of combined actions is seen as a factor of success and competitiveness, but also as a driver of forward-looking management and decision-making.

Its purpose is to:

- optimize recruitment, training, mobility, and leveraging of key know-how;
- contribute to the implementation of the talent management and future skills development strategy.

These systems allow us to respond to:

- risks related to issues of attractiveness: strengthening the employer brand, improving recruitment, adapting jobs to changes in the environment and corporate strategy, anticipating internal issues related to the age structure and affirming the Group's added value on the market by the coherent development of the businesses;
- risks related to retention issues: promoting internal mobility, revitalizing and motivating employees by valuing skills and supporting professional projects, finding new drivers of loyalty for the key skills of our structure and facilitating the transmission of knowledge and know-how so as not to lose key skills.

— Bolloré Group (excluding Communications)

(as a percentage)	2019	2018	Change 2019/2018
Turnover ⁽¹⁾	10.75	11.95	-1.2 point

(1) Turnover calculation formula: [(Number of employees hired on permanent contracts in year N + Number of departures of employees on permanent contracts in year N)/2] / Workforce on permanent contracts at 12/31/N-1.

The number of departures of employees on permanent contracts is calculated based on the difference between the total number of departures and the number of employees whose fixed-term contract has ended ("End of fixed-term contract"). Employees on fixed-term contracts who leave before the end of their contract, included in the category "Other reasons" (death, end of probationary period, etc.), could potentially affect turnover since these employees would be taken into account in the calculation.

2.1.2.2. PROMOTING SOCIAL DIALOG AND QUALITY WORKING CONDITIONS

DESCRIPTION OF THE RISK

Working conditions and social dialog R⁽¹⁾

The various Bolloré Group businesses operate in many countries where local standards in terms of working conditions and social dialog can vary greatly, representing a risk not only to employee health and development, but also to business continuity, potentially preventing us from delivering our services within the timeframe and to the standard expected by our customers.

GROUP POLICY

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. This is a central plank of the construction of a corporate social responsibility approach, making it the focus of special attention.

Specific features include:

- promotion of social dialog;
- development of company-specific agreements and, more specifically, working conditions as the driver of the company's performance;
- defense of any action aimed at combating discrimination and promoting professional equality.

The Human Resources teams implement these guiding principles and common values throughout the world, taking care to adapt them to:

- the specific nature of each country as regards prevailing legal provisions;
- the economic reality and strategy of each company (determining the scope of company-specific agreements possible depending on the structure concerned);
- Inter- and intra-business unit diversity; and
- human resources management and development priorities (retention of existing employees and/or attractiveness for job applicants through qualitative company agreements).

This policy gives rise to a rich and lively social dialog organized within the Group as part of negotiations with employee representatives or in other forms, depending on the laws of each country in the network.

It should be noted that the Group's subsidiaries undertake to facilitate the expression of employees in countries where the International Labor Organization (ILO) conventions on the freedom to organize have not been ratified.

The development of industrial relations as a vector for the construction of a body of company-specific agreements is a subject of constant concern, with the aim of maintaining as peaceful as possible a social climate and ensuring ongoing dialog with employee representatives and similar bodies.

Best practices, successful experiences and difficulties encountered on industrial relations matters are shared between central and local functions in direct exchanges and at HR seminars and workshops.

Regular communication between local Human Resources teams and Industrial Relations Departments and the Group Human Resources Department is reflected in ongoing change to and development of the employee management approach in a continuous improvement process.

Social dialog and company-specific agreements must be a source of genuine social engineering for the company, allowing it to adapt labor standards to its requirements in terms of business productivity. In other words, they must facilitate organization and adaptation to ongoing transformations resulting from economic globalization while ensuring a fair redistribution of profits to employees in the form of benefits.

(1) R: priority risk.

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— Bolloré Group (excluding Communications)

(as a percentage)	2019	2018	Change 2019/2018
Percentage of entities where employees benefit from union representation and/or staff representation	59	50	+5 points

ACTION PLAN AND AREAS OF IMPROVEMENT

The actions and objectives for 2019 and 2020 in this area are set out below:

- the first is to continue applying the procedure for consolidating the various collective agreements in place and to develop it so as to maintain a comprehensive approach to social dialog and the specific agreements covering all entities in the division;
- the second is to promote shared approaches to social dialog while ensuring the preservation of the specificities of legal entities in respect of their country of location, their business, their economic results or their management and human resources development priorities;
- the third is to define performance indicators with associated objectives to measure progress and plan corrective actions in the event of non-progression.

For social dialog and the development of company-specific agreements in the operating entities, it has been decided to present a focus by geography (using three areas) rather than by business so as to take into account the specificities of laws applicable in each country, which naturally impact internal company standards.

1. NORTH AFRICA, WEST AND CENTRAL AFRICA, SOUTHERN AFRICA AND EAST AFRICA

Social dialog is a long-standing priority of the various African entities. This makes for great diversity and fruitfulness in negotiations, collective agreements and exchanges between the various local managements and employee representatives.

The various elements bearing on company-specific agreements are dealt with most often in the form of single agreements combining a series of distinct issues (wages, classifications, working hours, complementary social welfare benefits, etc.). They are a key driver of collective performance.

It is with this in mind that thinking is underway to design practical initiatives in terms of coordinated and efficient management of the population of dockers.

The aim is to strengthen the medium and longer-term impact on the preservation of good industrial relations currently prevailing, without neglecting improvements to workplace safety.

To this end, a Strategic Committee led by the Executive Management of Bolloré Ports, including the Human Resources Department and all relevant Country and Region Directors has been established. It met several times in 2019 and initiated the launch of a study of the Dockers' Employment Agency, which should spark discussion and actions in this area.

The following agreements are noteworthy:

- the Bolloré Transport & Logistics collective agreement in the Democratic Republic of the Congo, May 24, 2019;
- Bolloré Transport & Logistics collective agreement in Nigeria, May 2 and June 27, 2019;
- supplement to the KCT (Cameroon) collective agreement, March 1, 2019;
- 3x8-hour shifts for Moroni Terminal dockers (Comoros), October 6, 2019;
- Zalawi Haulage Limited collective agreement (Zambia), July 1, 2019.

2. AMERICAS, ASIA-PACIFIC, MIDDLE EAST AND SOUTH ASIA

These areas, with a few exceptions, tend to have national labor regulations rather than agreements specific to each entity.

Many entities establish unilateral internal industrial relations arrangements that reflect their own priorities, including equality of treatment and non-discrimination.

Other entities, less numerous, have conducted negotiations giving rise to a collective agreement.

Noteworthy achievements include:

- Bolloré Logistics Vietnam in 2019 took a whole series of actions to improve workplace quality of life, such as floral arrangements in the offices, drawing competitions and artistic activities on Women's Day, prizes awarded to individuals and teams for commitment to customer service and sports events, etc.;
- in 2019, Bolloré Logistics paid special attention to the creation of an insurance plan (specifically death benefits) for all employees in the Emirates, Qatar, Oman and Pakistan. In 2019, Bolloré Logistics LLC Dubai also stressed workplace quality of life by creating a health insurance system for all employees and setting up a flex-time system, a well-being week, a featured employee of the month and so forth;
- Bolloré Logistics Canada extended its policy on workplace harassment and violence as well as its policy on accessibility for disabled people in Ontario;
- Bolloré Logistics Australia promoted an equal employment opportunities policy in 2019 and the improvement of working conditions, handing out a new employee handbook containing all the important information for new hires.

3. EUROPE

In 2019, the Group and representatives of its European workforce agreed to set up a European committee for social dialog, called the Bolloré Group European Corporations Common Committee (BECCC).

The objective is to make the BECCC a forum for giving the labor force in each European country a fuller vision and understanding of the strategy, economic situation and common human resources and training policies of the Group in Europe. The social dialog in the BECCC at the European level is in no way intended to take the place of national social dialogs. It does aim, however, to help enrich the national discussions through a better understanding by the representatives of how the directions taken and the projects established in each country are inspired by and further the broad strategy and plans of the Group in Europe.

The BECCC was created through an agreement signed unanimously by the representatives of the 17 European countries involved on October 4, 2019.

The agreement set the following rules for the committee's constitution and functioning:

- it will consist of one representative per country. Germany and Belgium, however, will have two representatives because of the diversity of the Group entities in those two countries; and France will have nine, given its preponderance in the Group's European workforce;
- it is agreed that the BECCC will meet once or twice per year in ordinary sessions. It will hold extraordinary sessions concerning any plans that involve at least three countries and have a significant impact on employment;
- the employee representatives will name a secretary and a deputy secretary within the committee;
- the members of the BECCC will be allowed time off in lieu and enjoy the protections extended to employee representatives in their home country;
- the first meeting of the Bolloré Group European Corporations Common Committee will be held in 2020.

In addition, the following agreements are noteworthy:

- concerning social dialog at Bolloré Logistics (France), September 23, 2019;
- concerning professional equality and quality of life at work at Bolloré Energy (France), July 17, 2019;
- concerning compensation, working hours and sharing of added value at SFDM (France), January 10, 2019;
- concerning shift schedules at Bolloré Logistics Guadeloupe (France Overseas), May 9, 2019;
- concerning occupational risk prevention at UES Bolloré (factories in Brittany and Group holding company), March 14, 2019.

For the Systems and Telecommunications division, one of the year's highlights was completion of the restructuring as a result of the end of the Autolib' activity. This was carried out based on an ongoing dialog with employees and their representatives, initiated by three agreements signed unanimously to arrange employment preservation plans in the three companies involved. These agreements made it possible to find solutions for the reclassification of 86% of employees on average thanks to the assistance provided by the company.

2.2. Acting with integrity when conducting our business and promoting human rights in our activities

The Bolloré Group's business activities are governed by mechanisms and procedures that aim to guarantee ethical business practices, combat corruption and protect and promote human rights.

2.2.1. SHARING THE SAME BUSINESS ETHICS AND ENSURING COMPLIANCE WITH THE STRICTEST STANDARDS

2.2.1.1. SHARING THE SAME BUSINESS ETHICS

DESCRIPTION OF THE RISK

Corruption and influence-peddling **R**⁽¹⁾

The French Sapin II law of December 9, 2016 requires French companies with at least 500 employees and with revenue or consolidated revenue in excess of 100 million euros to take measures to prevent and detect corruption and influence-peddling. Corruption risk mapping is intended to respond to a dual challenge: (i) understand the factors liable to affect the various activities and their performance, with the aim of guarding against the legal, human, economic and financial consequences resulting from insufficient care; and (ii) foster greater knowledge and in turn better control of these risks. In addition to managing risks, corruption risk mapping enables corruption risks to be identified, the handling of corruption risks to be compared and assessed, the corruption risks that persist after mitigating strategies have been implemented to be identified and the organization to be mobilized using a common method and tool determined by the adaptation project described below. It is the foundation of the Bolloré Group's strategy⁽²⁾ for managing corruption risks in accordance with article L. 233-3 of the French commercial code (*Code de commerce*). With the intention of establishing a risk-based approach, although the Bolloré Transport & Logistics (BTL) scope has been identified as a priority for drawing up the Bolloré Group's corruption risk mapping, a similar approach has been adopted for the Group's other activities. Attention has been focused on the geographic areas and the exposure of BTL's activities to corruption risks.

GROUP POLICY

The Bolloré Group has been committed since its creation to an ethical approach based on commitments shared across all its subsidiaries.

The Bolloré Group, signatory to the United Nations Global Compact since 2003, has undertaken to support its fundamental principles relating to human rights, working standards, the environment and the fight against corruption.

As a signatory, the Group undertakes to include the 10 principles of the Global Compact into its strategy, culture and day-to-day operations but also to clearly inform its employees, partners, customers and the public of its commitment.

The Bolloré Group condemns corruption and influence-peddling, anti-competitive practices and sanction busting, strives to prevent damage to the environment, breaches of human rights and fundamental freedoms, adverse effects on health and safety of people, and combats all forms of discrimination and harassment.

This commitment, expressed in the Group's Ethics Charter and Code of Conduct, is binding on all its representatives, employees and commercial partners, who must always act with integrity to protect the Group's reputation and ensure its long-term success.

The Bolloré Group will not tolerate any violation and will take all necessary remedial action.

2.2.1.2. ENSURE COMPLIANCE WITH THE STRICTEST STANDARDS

The Bolloré Group is committed to satisfying all its stakeholders' expectations concerning business ethics. A dedicated organization therefore monitors the effective implementation of an anti-corruption program inspired by the strictest standards⁽³⁾.

GOVERNANCE OF COMPLIANCE

This governance is carried out at three levels:

- the **Board of Directors' Audit Committee**, which monitors the Group's anti-corruption compliance systems as part of its oversight of the effectiveness of internal control and risk management systems;
 - the **Ethics – CSR and Anti-corruption Committee**, which defines and coordinates the way in which the ethics approach is rolled out within the Group. As the aim of this Committee is to establish the working priorities in terms of ethics, compliance, CSR and sponsorship, which the divisions are then tasked with implementing within their scope, it is particularly attentive to the implementation and effectiveness of the Group's anti-corruption system;
 - the **Group Chief Compliance Officer**, responsible for implementing the compliance program, reports on the effectiveness of the anti-corruption compliance program to the Group's Audit Committee and Ethics Committee, and to the Group and division Chairmen and Chief Executive Officers.
- The Group Chief Compliance Officer is supported by:
- the Group Compliance Department, comprising eight employees (managers, analysts, assistants and work-study program students);
 - a "local" network (Chief Compliance Officer, regional and local representatives working full or part-time for the function) which reports functionally to the Group Compliance Department;
 - the support functions in particular Purchasing and Middle Office, HRD, ISD, Finance, Legal and QHSE;
 - outside experts.

A COMPLIANCE PROGRAM

To ensure that the laws governing business ethics are respected, the Bolloré Group has implemented a compliance program inspired by international standards⁽⁴⁾.

This system, which aims to prevent, detect and dissuade, is based on the following pillars:

- **The commitment by the management body:** the Bolloré Group's management bodies condemn corruption and influence-peddling, anti-competitive practices and sanction busting and strive to prevent damage to the environment.
- **A Code of Conduct:** in accordance with the commitment by the Group's management, the Code of Conduct defines and illustrates the different types of prohibited behavior. Our business integrity is a major part of the Code of Conduct which all the Group's subsidiaries, agents, employees and business partners acting on the Group's behalf must respect.
- **A whistleblowing system:** this professional whistleblowing system enables employees of the Bolloré Group companies and its external and occasional partners to alert it of a crime or an offense, a serious and clear breach of the law or regulations, or a threat to the general interest of which they are personally aware. It also enables anyone to report the existence or the risk of serious violations of human rights and fundamental freedoms, health and safety of people and the environment caused by the activities of the companies in the Bolloré Group or their subcontractors or suppliers. This whistleblowing system does not replace the usual methods of feeding back information, such as the hierarchical route it supplements (see 3. Duty of care, page 100).
- **Risk mapping:** corruption and influence-peddling risk mapping has been prepared to implement action plans to reduce these risks.
- **Evaluation of third parties:** our referencing processes ensure that our suppliers, subcontractors and other commercial partners comply with our Code of Conduct and we evaluate them using a risk-based approach.

(1) **R**: priority non-financial risk.

(2) Article 17 of the Sapin II law, 1. paragraph 2: "[...] When the company prepares consolidated financial statements, the obligations defined in this article concern the company itself as well as all of its subsidiaries, under the meaning of article L. 233-1 of the French commercial code, or the companies that it controls, under the meaning of article L. 233-3 of the same Code. The subsidiaries or controlled companies that exceed the thresholds indicated in 1 are considered to have met the obligations provided for by this article when the company that controls them, under the meaning of article L. 233-3, implements the measures and procedures provided for by II of this article.

(3) Notably but not limited to the recommendations of the French anti-corruption agency (*Agence française anticorruption (AFA)*).

(4) Notably the guidelines of the AFA, the American FCPA, the American OFAC and the British Serious Fraud Office.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

- **Anti-corruption accounting audits:** these audits enable specific controls to be performed at the different levels of the organization.
- **Training:** we ensure that our employees have a good understanding of the Code of Conduct and provide specific training for employees identified as exposed to a risk. Face-to-face or remote (e-learning) training sessions are held on the Code of Conduct and professional whistleblowing system.
- **The system's control and internal evaluation mechanism:** dedicated reporting is aimed at collecting information on our subsidiaries, their business activities, shareholders, directors, employees and partners.

SIGNIFICANT EVENTS IN 2019

Inspired by the highest international standards, the recommendations of the French anti-corruption agency (AFA) supplement the system established by the Sapin II law and which constitutes the French anti-corruption standard. The Bolloré Group has adopted this standard, setting up a specific project to adapt its anti-corruption system to these recommendations. The project was launched in January 2018 by the Bolloré Group's management bodies, which made it a priority, under the stewardship of the Chief Compliance Officer. It has three stages carried out via four key projects:

- corruption risk mapping covering the main business lines;
- anti-corruption compliance reporting;
- action plans at head office and in the field;
- structure of the worldwide network of compliance representatives and training employees.

2019 therefore saw the implementation of long-term actions based on the project's dynamic and embodied by key players such as the business General Managements, division representatives, support functions and outside experts who assist the company with this implementation. This project was rolled out throughout the Group's organization at its head office and in its subsidiaries.

In addition, the many requests from third parties during the year led the Compliance Department to take action to meet the expectations of stakeholders, not only in the field of anti-corruption but also as regards international sanctions, which were a major issue in 2019.

OUTCOMES AND PERFORMANCE INDICATORS

The management of the adaptation of the anti-corruption system in project mode, which resulted in very strong mobilization across the Group, reflecting the importance attached to it, was made possible by the consolidation of the Group's human resources and expertise in the field of anti-corruption. This enabled the introduction of actions identified within the project to be monitored, as well as the provision of specific support through dedicated IT applications.

Other noteworthy achievements in 2019 illustrating this consolidation include:

- the commitment by the management body: the monitoring of the implementation and effectiveness of the anti-corruption compliance program by the three governance bodies: the Group Audit Committee, Ethics – CSR and Anti-corruption Committee and, on a monthly basis, the Group and divisional Chairmen and Chief Executive Officers; the communications by these same management bodies at head office and in the field, such as concerning the whistleblowing system established in France in September 2019, together with a message to over 7,500 employees in France; renewal of the International Anti-corruption Day on December 9 with the strong involvement of the General Management at head office and in the Group's subsidiaries, which mobilized more than 7,000 employees worldwide; the "Compliance Program" leaflet that was created for this occasion and which is available online on the Group's website; assessment of the performance of the principal managers of Bolloré Transport & Logistics subsidiaries, who are assessed overall for 25% of their bonus, of which 12.5% relates to the application of the compliance regulations for hiring and integration of new employees and communication of the Code of Conduct, and 12.5% to the assessment of the achievement of action plans;
- the Code of Conduct: published in its current version in the last quarter of 2018, it is permanently available on the Group's website and is included in

the by-laws of all the Group's French subsidiaries and is in the process of being incorporated into the by-laws of those of the Group's subsidiaries worldwide that have this type of regulation;

- The whistleblowing system: after consulting the employee representative bodies in France, a new whistleblowing system has been put in place and the associated announcement was made on September 30 for France. The international roll-out is ongoing under the same constraints, with the goal being to have it operational in the first half of 2020 (see 3. Duty of care, page 100);
- the corruption risk mapping: the action plans implemented for the Transport & Logistics division's activities rely on the mapping of the specific risks for this perimeter. A specific risk mapping for Blue Solutions' activities was carried out in 2019 and is expected to be finalized in the first six months of 2020 in order to implement the associated action plans;
- third parties: following the priority action that was initially adopted, an action to evaluate suppliers based on the standard's requirements whilst adapting to the Group's business model and operational organization was undertaken in 2019 and is expected to be finalized and applied in 2020;
- the anti-corruption accounting audits: procedures to identify the audits required at the organization's different levels were performed in 2019 in order to determine the actions required during these audits;
- training: in 2019, the Group continued the extensive employee training which began at the end of 2018, using the revamped e-learning platform and also developed specific videos that were used to train regional representatives and clusters at the start of November, before being rolled out to the subsidiaries. The first general module was used during International Anti-corruption Day on December 9 and the Group can now roll out the training programs using its own tools, both in order to raise awareness as well as more specific training courses for the personnel most at-risk;
- the internal audit system: the Group's Internal Audit Department carries out a specific audit of how the general compliance system is applied in order to assess its various components.

2.2.1.3. THE FIGHT AGAINST TAX EVASION

The Group has taken due note of the law no. 2018-898 of October 23, 2018 on the fight against tax, social security and customs fraud and the corresponding modification to article L. 225-102-1, III, of the French commercial code (*Code de commerce*) and has launched several actions to comply with the requirements of this new law. Although the Group already possesses internal processes that satisfy the requirements of this new law for combating tax evasion, others require modification.

MANAGEMENT OF THE TAX RISK AT THE BOLLORÉ GROUP LEVEL

Satisfactory organizational methods have been set up at Group level to avert tax risks and to ensure that tax is calculated and paid correctly within the time limits in the States where it is owed. The same applies to the declarative obligations owed by the companies in the Group. When a company in the Group is the subject of a tax audit, the appropriate personnel and/or outside advisers are assigned to the tax audit to ensure that it is carried out without complications and is completed as quickly as possible.

The Bolloré Group also ensures that the following principles are respected:

- the tax rules that apply to its business activity are applied in accordance with international conventions and the national laws in all the countries where the Group is located;

- transparency with tax authorities to foster quality relations to avoid any risk to the Group's reputation when local legislation and practices allow this. The Bolloré Group considers that such relationships engender long-term benefits for both the Group and local tax authorities;
- fighting tax evasion by refusing to locate profits in tax havens. Localization is possible in States with beneficial tax systems if this is economically justified, i.e. the motivation is not mainly fiscal;
- compliance of its tax policy with its sustainable development strategy by prohibiting any operation for which the main purpose is essentially to seek a tax gain, unless expressly allowed by the legislator.

Actions and procedures set up to combat tax evasion

A tax section will be added to the Group's Code of Conduct to set out the criteria for identifying behavior that constitutes, or is liable to constitute, a case of tax evasion, the Group's commitments to combat tax evasion and the behavior required to respect these commitments.

Furthermore the dedicated website accessible to the Group's employees and commercial partners, which is part of the Group's professional whistleblowing system, will be modified to add the possibility of issuing alerts concerning actions that constitute or are liable to constitute tax evasion.

The Group is also due to increase its training and awareness actions on preventing and combating tax evasion to all its personnel and commercial partners.

In addition, the Bolloré Group's legal and tax teams have already been deployed at central and local levels to advise and assist the Group's operational staff on a daily basis to ensure proper compliance with the applicable laws and regulations, in particular as part of the fight against tax evasion. They can also obtain advice from outside legal and tax experts, especially law firms.

2.2.2. PROTECTING PERSONAL DATA

DESCRIPTION OF THE RISK

Protection of personal data R⁽¹⁾

According to a study conducted in 2019 by CESIN (Club of Experts in Information and Digital Security), eight out of ten companies declare that they have been badly affected by cyber-attacks. These attacks try to obtain data that is sensitive for the company or personal data (e.g. banking or log-in information) in order to exploit or resell them. The CESIN's study underscores the severe consequences these attacks can have for the company's business activity (production stoppage, significant unavailability, loss of revenue, etc.). Phishing and ransomware are well known examples of malevolent acts that harm private individuals and companies.

The risk connected with the failure to protect personal data concerns all the Group's companies and is particularly high for divisions whose activities involve physical persons.

Specific measures have been rolled out at Group level to reduce the impact of this risk.

GROUP POLICY

The strengthening of the legal provisions (European regulation on the protection of personal data, the "GDPR", which came into effect on May 25, 2018), the growing digitization of activities and the services offered by the Group (shared mobility and energy distribution) require systems that protect consumers with secure and effective processing of their personal data, as well as confidentiality.

In response to this major challenge, the Bolloré Group has set up a Steering Committee dedicated to the GDPR and to data protection in general, focusing on:

- the strengthening of rights concerning personal data;
- security measures concerning data processing;
- the distribution of roles and responsibilities between the various companies that process this data.

This Steering Committee consists of Data Protection Officers (DPOs) appointed within the Group as well as the GDPR contacts (lawyers and representatives of information systems, human resources, purchasing, etc.) and meets regularly to assess the actions being taken and to determine the next stages of deployment.

Its tasks include:

- setting up internal procedures (processing registers, impact analysis procedure, security incident management procedure, etc.) and tools to ensure that data protection is taken into account;
- defining the actions/action plans to reduce the risks incurred by the physical persons identified within the scope of personal data processing mapping;
- training employees on these duties.

OUTCOMES AND PERFORMANCE INDICATORS

Accordingly, at the end of June 2019, the employees of the Group's French companies followed an online training module (e-learning) specific to personal data protection. Around 50% of the employees (excluding Communications businesses) present on December 31, 2019 who attended this "e-learning" completed it successfully. This module was supplemented by face-to-face awareness sessions with employees, tailored to the specificities of the business lines by the DPOs of the different divisions. They also carried out information campaigns addressed to their employees on how their personal data is processed. Simultaneously, the GDPR contacts in the Human Resources Departments of the French and European entities were trained on the provisions on the European regulation on personal data protecting and have a collaborative platform available with the various documents and procedures required for bringing the entities into compliance.

Lastly, the information system's security management system (ISMS) used in the Group is based on ISO 27001:2013, enabling security to be managed in all the company's subsidiaries worldwide.

The companies in divisions where activities involve natural persons have put additional actions in place.

For instance, Bolloré Energy has carried out specific information campaigns concerning embedded geolocation information systems for the employees concerned and has carried out a mapping of its application scope.

Blue Systems has supplemented its organization with the appointment of DPOs in the new entities and by an adviser DPO for the division. A procedure for managing requests by natural persons has been set up for each company within its scope.

2.2.3. PROMOTING HUMAN RIGHTS IN OUR VALUE CHAIN

DESCRIPTION OF THE RISK

Risks related to human rights R⁽²⁾

Its strong international presence results in the Group hiring many people, directly or indirectly, in institutional contexts that vary from one country to another, where human rights are at times threatened. For this reason, the respect and promotion of human rights is a priority for the Group, encompassing such issues as non-discrimination (women's rights, rights of minorities, combating moral or sexual harassment), decent working conditions, promotion of social dialog and the freedom of trade union association, or forced labor or child labor.

It should be noted that forced labor and child labor represent significant risks that have absolute priority in terms of prevention and action. Nevertheless, these risks are controlled by the measures and internal controls set up when hiring employees.

Moreover, the Group pays special attention to its supply chain and subcontracting. The Group's duty of reasonable care must be adapted to meet local needs in certain regions: offers and services may sometimes be restricted by a restrictive competitive fabric at local, regional or even national level (see 3. Duty of care, page 100).

GROUP POLICY

The Group strives to set up a governance structure that demonstrates its values in the countries where it operates and has been committed to respect human rights by adhering to the Global Compact for over ten years. By making this challenge a fundamental pillar of its CSR strategy, the Bolloré Group has made the defense and promotion of human rights an essential component of its activities, and as announced in 2018, it set out this commitment in a Group Human Rights Charter in 2019. This Charter, which was signed by Cyrille Bolloré, the Group's Chairman and Chief Executive Officer, structures the Group's human rights action, supported by international standards, and in particular:

- the International Charter on Human Rights;
- the UN Guiding Principles on Business and human rights;
- the OECD guidelines for multinational companies;
- the International Labor Organization's core conventions.

(1) R: priority non-financial risk.

(2) R: priority CSR and vigilance risk.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

These commitments are aligned with the UN's Sustainable Development Goals (SDGs) and are rolled out under three main themes:

- respect of the rights of workers throughout our value chain;
- respect of the fundamental rights of communities close to our operations;
- constant efforts to make a positive contribution to society.

In order to respect the commitments in the Charter, the action is based on a division of roles between:

- the Group, which has a role of awareness-raising, training, mobilization, steering, pooling and reporting via the Group CSR Department;
- the divisions and subsidiaries, which are responsible for operational implementation by including the elements specific to their own business lines, as well as the necessary adaptations for their regions, entrusted to a human rights contact under their General Management's responsibility.

The Group's commitments involve all the employees and require the Group's divisions and subsidiaries to set up appropriate reasonable diligence systems for identifying, preventing and reducing the risk of serious breaches. The Group's human rights Charter also states that the Group's contractors and commercial partners must agree to its principles. The Charter and other additional internal ethics documents are provided to them so that they can also comply with those provisions. Although the supplier selection and evaluation process is not organized in a consolidated way, the divisions and subsidiaries of Bolloré factor ethical and compliance criteria into their purchasing process, above and beyond the standard financial, administrative and technical criteria, satisfying the Group's commitments. Contracts may also contain special clauses containing ethical and compliance requirements.

The governance of these ethical challenges is provided by the Ethics – CSR and Anti-corruption Committee, which meets once or twice a year to set guidelines (see 1.3. CSR governance, page 60), which will be applied by the departments concerned and rolled out to the operational services.

GROUP ACTION PLAN

In order to ensure that the Group's commitments are transposed into actions, and to continually improve the integration of the defense, respect and promotion of human rights into the corporate culture, the publication of the Group human rights Charter was accompanied by a Group 2019-2020 action plan, drawn up using a cyclical approach based on three aspects: communication, awareness-raising and formalization.

• Communication

The communication and publication of the Group's human rights actions and commitments is an important feature of its transparency initiative and its wish to communicate its principles and to ensure that they are properly understood by all its stakeholders. The communication strategy undertaken by the Group is therefore intended to reach all internal and external stakeholders:

- Internal stakeholders:
 - implementation of a communication campaign on the Charter and the Group's actions for the Chief Executives of the business units for transmission to their departments and networks over all the territories where the Group is located (ongoing);
 - communication of the Charter and the Group's action to the support services (Human Resources Department, Purchasing Department, Compliance Department and Legal Department);
 - communication campaign on the whistleblowing system – making it operational online, its scope and operation (in France in 2019, internationally in 2020): posters, leaflets (+200 sites and +7,500 employees informed);
 - development of communication tools (newsletter, mailing lists, visual supports such as posters, videos, modules, etc.).
- External stakeholders:
 - the Group human rights Charter is available on the website;
 - transmission of all the documents associated with the Group's action to partners, suppliers and subcontractors (in the process of formalization);
 - publication of our CSR human rights initiative on the social networks;
 - communication of the Charter and the presentation of the Group's human rights strategy to investors.

Areas for improvement:

- Possible difficulties, challenges and areas for improvement have been identified so that the Group's human rights actions are continually enhanced. The diversity of the Group's activities, the extent of its geographical scope and the complexity of its network mean that efforts must be made to reach all employees and to measure the degree to which the Human Rights Charter is being implemented.
- The development and monitoring of performance indicators is an identified area for improvement in order to meet our goal of continuing to communicate transparently on our commitments, the results obtained and the actions performed.

• Awareness-raising

The second pillar of the Group's human rights action plan is awareness, to ensure that the principles set out in the Human Rights Charter are understood (by both the targeted functions and all employees and commercial partners) and to enable a better grasp of these challenges in the corporate world:

- development of an English/French language newsletter targeting all Bolloré Group employees (excluding Vivendi), i.e. nearly 23,000 people, containing articles and reports on human rights (the Group's actions, defining elements, best practices, changes in legislation, etc.);
- an awareness-raising video in English and French versions, defining human rights in the company;
- development of an e-learning module presenting the human rights challenges in the company to all employees, as well as a specific module on the challenges within supply chains, intended for the Purchasing Departments (being developed);
- the organization of a conference on human rights challenges in business for the top 100 managers at head office in October 2019 and extended to the HR, Legal and Purchasing teams (between 60 and 70 attendees);
- development of a teaching kit with definitions, historic and regulatory contextual elements for the General Management of the Group's business units to share an awareness action with regional and local Management (in development);
- making the Group CSR Department team available for organizing awareness-raising workshops and sessions (e.g. for Bolloré Logistics CSR Committee, workshops and work meetings).

Areas for improvement:

- Identify the most relevant approach and themes for each category of business lines and in accordance with the entities' geographical locations and activities in order to adapt awareness-raising actions.
- Optimize the reporting processes in order to propose monitoring and performance indicators on the awareness-raising actions for employees on human rights challenges.

• Formalization

The commitments in the Human Rights Charter require actions and measures embodying the Group's strategy:

- Formalization of a governance structure:
 - a Human Rights Steering Committee was set up in September 2019 comprising the CSR contacts from the Group's divisions and subsidiaries as well as the support functions (legal, human resources, purchasing, compliance, communications, etc.). At the end of the Steering Committee, a working party prioritizing the Bolloré Transport & Logistics scope, in accordance with the CSR risk mapping (see 1.2. The Bolloré Group's non-financial risks mapping, page 58), met to prepare a questionnaire to be sent to the division's regional and local Managements. The responses collected during the first six months of 2020 will enable the human rights risk mapping for Bolloré Transport & Logistics activities to be defined and the targeted action plans to be determined;
 - implementation of a professional whistleblowing system (see 3. Duty of care, page 100);
 - the Group's commitments have been formalized and set out in policies and procedures in the Transport & Logistics subsidiary, where the human rights risks were mapped as a priority in 2017 (e.g. formalization of support sheets and processes integrating CSR and human rights challenges, such as hiring procedures and interview guides to combat discrimination in the job hiring process);

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

- a pilot mission was set up in the Republic of Côte d'Ivoire for Bolloré Transport & Logistics activities: interviews and discussions with local teams to raise awareness of human rights issues with the different departments, presentation of the Group's CSR strategy and collection of best practices observed on the site in order to compare the Group's systems with actual practices in the field;
- the "responsible purchasing" project continued (identification of human rights risks in the Group's supply chain, drawing up a charter covering customized processes, etc.) (see 3. Duty of care, page 100);
- integration of human rights criteria into existing processes: procedures, contractual clauses, audits, etc.;
- determination of monitoring and performance indicators for human rights issues (ongoing).

Areas for improvement:

- The formalization of the processes and action plans is strongly connected to the challenges of communicating on and raising awareness of human rights. This aspect is essential so that the subsidiaries that are responsible for the operational implementation in accordance with the organization described in the Group Human Rights Charter can implement tailored action plans that factor in the specificities of their activities and the territories where they are located.
- Develop tools and processes aligned with the identified internal best practices.

THE RESPECT OF WORKERS' RIGHTS THROUGHOUT THE VALUE CHAIN

In accordance with its priority CSR focus, the Group's primary commitment in terms of promoting, protecting and respecting human rights considers the health, safety and quality of its employees' working conditions to be a major challenge across the whole of its value chain. In addition to the systems that exist for its own employees, the Group has therefore set up systems enabling it to exercise reasonable vigilance over the employees of its suppliers and subcontractors. The respect of workers' rights is based in particular on the following considerations:

- **Health and safety:** the Bolloré Group's divisions and subsidiaries have health and safety policies that apply to all people working on the sites and which govern workers' activities based on risk mapping. They ensure the best standards are applied to guarantee a safe working environment and prevent accidents by taking the specificities of each job into account to propose appropriate actions (see 2.1.1. Protecting the health and ensuring the safety of the women and men exposed as part of our activities on page 61).

— Human rights scope – Fifty countries whose Human Freedom Index is lower than the world average*

	2019
Proportion of employees eligible for social security coverage	94%
of which, proportion of entities where there is no legal requirement	55%
of which, proportion of entities where health coverage extends to employees' beneficiaries	85%
of which, proportion of entities where the health coverage is more favorable than required by law	89%
Proportion of employees eligible for regular medical checkups provided by the company ⁽¹⁾	86%
Proportion of entities where medical service is offered to employees free of charge	71%
HSE training hours for employees	114,384
HSE training hours for subcontractors	67,319

* Countries where the Group is located and the Human Freedom Index (HFI) is below the world average. This index was created by researchers at the Cato Institute think tank. Scope defined on the basis of the countries where the Group is located, excluding the Communications division. Group-wide, this scope represents 61% of the total workforce, across fifty countries (Angola, Argentina, Bangladesh, Benin, Burma, Brazil, Burkina Faso, Burundi, Cameroon, China, Republic of the Congo, Republic of Côte d'Ivoire, Gabon, Gambia, Guinea, India, Indonesia, Kenya, Laos, Lebanon, Liberia, Madagascar, Malawi, Malaysia, Mali, Mexico, Morocco, Mozambique, Namibia, Niger, Nigeria, Uganda, Pakistan, Philippines, Qatar, the Democratic Republic of the Congo, Central African Republic, Rwanda, Senegal, Sierra Leone, Sudan, Tanzania, Chad, Thailand, East Timor, Togo, Tunisia, Vietnam, Zambia and Zimbabwe).
⁽¹⁾ Includes any employee who has access to a medical checkup through the company, even if not made use of during the year.

- **Compensation:** the Bolloré Group's divisions and subsidiaries have compensation policies that respect local minimum wage legislation. The regularity of compensation payments may be an important issue for employees in some countries and subsidiaries ensure that a salary corresponding to the number of hours actually worked is paid regularly.
- **Work time and paid holidays:** compliance with local legislation on the payment of overtime, respecting break time, weekly rest days and the granting of parental leave. These issues are explained in the by-laws and the collective bargaining agreements on the different sites.
- **Employee representation:** respect of national laws on freedom of association and the right to collective bargaining. If legislation is restrictive in this area, the Group undertakes to facilitate employee expression and to guarantee that workers involved in representative structures are not discriminated against (see 2.1.2.2. Promoting social dialog and quality working conditions, page 73).

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

— Human rights scope – Fifty countries whose Human Freedom Index is lower than the world average*

	2019
Number of collective agreements signed	57
Workforce covered by union or other employee representation ⁽¹⁾	20,540
Proportion of employees covered by union representation and/or other employee representation	86%

* Countries where the Group is located and the Human Freedom Index (HFI) is below the world average. This index was created by researchers at the Cato Institute think tank. Scope defined on the basis of the countries where the Group is located, excluding the Communications division. Group-wide, this scope represents 61% of the total workforce, across fifty countries (Angola, Argentina, Bangladesh, Benin, Burma, Brazil, Burkina Faso, Burundi, Cameroon, China, Republic of the Congo, Republic of Côte d'Ivoire, Gabon, Gambia, Guinea, India, Indonesia, Kenya, Laos, Lebanon, Liberia, Madagascar, Malawi, Malaysia, Mali, Mexico, Morocco, Mozambique, Namibia, Niger, Nigeria, Uganda, Pakistan, Philippines, Qatar, the Democratic Republic of the Congo, Central African Republic, Rwanda, Senegal, Sierra Leone, Sudan, Tanzania, Chad, Thailand, East Timor, Togo, Tunisia, Vietnam, Zambia and Zimbabwe).
(1) This data represents 66% of the workforce of entities in the Group social reporting scope, excluding Communications.

- The combat against forced labor and child labor: the Group undertakes to respect local legislation on the minimum working age and to prohibit the recruitment of children under the age of 15, and of young people under 18 for any type of hazardous work.
- Reasonable diligence when selecting suppliers: specific procedures are applied before a partnership is concluded with a subcontractor. The Bolloré Logistics subsidiary has notably reinforced its ethics processes relating to its supply chains by implementing CSR assessment and control measures according to the type of carrier.
- Maritime and air carriers: implementation of a reasonable diligence procedure based on a detailed questionnaire covering all the ethics, compliance, human rights, social and working conditions, environmental and management aspects of suppliers. Continuous screening is also carried out using a dedicated legal database. If necessary, specific investigations may be performed by specialist monitoring agencies. Suppliers must also complete and sign the Ethics and Compliance Commitment Certificate and contracts incorporating CSR clauses. Finally, this system is supplemented by a questionnaire-based CSR assessment that enables the supplier's maturity with respect to the sustainable development of its activities to be assessed, in addition to taking into account risk management and the creation of opportunities. A monthly business review with a CSR section enables discussion of these issues.
- For road carriers: since January 1, 2018, no transport orders can be sent to a road carrier unless it has been referenced on Link Partner, the mandatory internal self-referencing platform. This referencing, which is based on a questionnaire, includes ethics and human rights, QHSE and environment sections. A reasonable diligence procedure that is similar to the approach used for maritime and air carriers is currently being put in place, with roll-out dates set according to priority.
- The fight against all forms of discrimination in accordance with the commitments set out in the Diversity and Inclusion Charter published in 2018 (see 2.1.2. Being an attractive employer, page 68). In 2019, the Human Resources Department for the Transport & Logistics subsidiary formalized actions to embody the commitments made in the Diversity and Inclusion Charter and notably implemented an international disability policy. Work meetings were organized and a form sent to the contacts in each large area in order to compile a situational analysis of the challenges relating to disability at work and to garner best practices and initiatives (see 3. Duty of care, page 100). A recruitment tool will also be launched for internal recruiters in the first half of 2020, setting out the diversity and inclusion principles to be respected when recruiting. A survey of diversity was performed in 2019 across the whole of the Bolloré Transport & Logistics' Human Resources network to develop diversity e-learning tailored to the Group's issues, the first module of which will be launched in the first six months of 2020. There will be several modules on different diversity topics intended for the employees of HR Departments, as well as all managers, the Bolloré Transport & Logistics Executive Committee and the regional Managements and General Managements of the entities.

— Human rights scope – Fifty countries whose Human Freedom Index is lower than the world average*

	2019
Percentage of women having received at least one training course ⁽¹⁾	60%
Percentage of entities having conducted awareness training about inclusion	56%

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(1) Women trained/Total female workforce.

Women receiving management training in the human rights scope represent 50% of women trained in management in the Group, excluding Communications businesses.

This scope also represents 56% of Group entities (excluding Communications businesses) that have carried out awareness-raising initiatives on inclusion in 2019.

RESPECT OF THE FUNDAMENTAL RIGHTS OF COMMUNITIES AND NEIGHBORS CLOSE TO OUR OPERATIONS AND CONSTANT EFFORTS TO MAKE A POSITIVE CONTRIBUTION TO SOCIETY

As part of an exercise to map risks and contextualize its human rights challenges, the Bolloré Group has identified this as a pillar of its commitment since its operations are liable to impact local populations and communities close to its operating sites, particularly in developing countries. In line with the procedure set out in its Duty of care plan, Bolloré Group entities are adopting a process of reasonable diligence towards these external shareholders in order to:

- ensure their safety in relation to Group activities (see 2.1.1. Protecting the health and ensuring the safety of the women and men exposed as part of our activities, on page 61);
- offer them open dialogue to ensure that they have a right to free and informed consent as well as collaboration opportunities (meetings with public authorities, communities) and in addition, provide them with a system through which they can raise concerns and file complaints, if necessary (see "Establishing a whistleblowing and reporting system", on page 103);
- promoting the right to a healthy environment by protecting the environment and ecosystems with measures which include preventing impacts on air and soil quality, access to drinking water and natural resources and nuisance prevention (see 2.3. Innovating in response to major environmental changes, on page 82).

— Human rights scope – Fifty countries whose Human Freedom Index is lower than the world average*

	2019
Number of accidental pollution events (on road journeys)	3
Proportion of entities having an environmental policy	82%
Proportion of entities having put in place environmental prevention measures after mapping environmental risks or doing an environmental analysis ⁽¹⁾	88%

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(1) i.e., 54% of entities in this scope.

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2. Four key pillars for a sustainable commitment

The Group is also working on a progress initiative that sees it taking all reasonable and appropriate measures to optimize the positive external impacts of its operations throughout the value chain. In this respect, it is committed to contributing to the achievement of the UN's Sustainable Development Goals (see 4.3.1. Cross-reference table, on page 118).

Since 2017 the Bolloré Group has measured the socio-economic footprint of Bolloré Transport & Logistics, in which human rights issues are a priority, in its areas of operation, conducting several studies on the impacts of its various activities, primarily concerning value created but also taking account of health and education. These studies were carried out firstly in Cameroon, Gabon, Congo and the Comoros, then in 2019, were conducted in Sierra Leone, Kenya, Tanzania and Uganda. For the sake of transparency, the application of this calculation method, the input data and the results of each study are checked by an external consulting firm that validates the truthfulness and conclusions. Firstly, an internal audit of the quantitative and qualitative data is carried out with the corporate project managers and the purchasing, finance, HR, CSR managers of the concerned countries. Then, for the sake of transparency, the application of the calculation method, the input data and the results of each study are checked by an external consulting firm that validates the truthfulness and conclusions. For each of the studies, the consulting firm validates the analysis of Bolloré Transport & Logistics & socio-economic footprint thanks to a specific calculation tool produced for this scope. The designed model is based on the use of symmetrical input-output tables to model the interdependencies between all sectors of activity for a given economy (work by the economist Leontief).

— Annual study of socio-economic footprint

	Cameroon, Gabon, Congo	Comoros, Sierra Leone, Kenya, Tanzania and Uganda
	2017 Data	2018 Data
Direct jobs ⁽¹⁾	7,985	2,289
Of which women	923	573
Local service contractors ⁽²⁾	28,126	43,215
Jobs generated ⁽³⁾	14,910	12,712
Health coverage (in millions of euros)	4.7	2.658
Contributions to public services (in millions of euros)	110	23.33
Goods and services purchased on the domestic market (in millions of euros)	164.7	120.46
Number of societal actions	76	17
Amount of societal actions (in euros)	1,441,000	168,000

- (1) Direct jobs generated during the year by the Bolloré Logistics, Bolloré Ports and Bolloré Railways business units (if present in the country in question).
 (2) Indirect jobs generated by service providers (dockers, etc.) and local suppliers.
 (3) Jobs generated by household consumption by direct and indirect employees.

With over 90% of employees hired locally and almost half of Bolloré Group employees on the African continent, the Group relies on a large number of partnerships with schools and universities in its areas of operation, which in turn help to boost the economy of these regions. Sometimes the leading employer in areas that have been heavily affected by development issues (unemployment, lack of infrastructure, etc.), the Group reinforces its positive societal footprint through its sponsorship policy (section 2.4.2. Sponsorship policy on page 99) as well as its activities, which help to open up countries and to provide innovative solutions to energy challenges, and by boosting the local economy (local purchasing, taxes and levies). Its training policy – open to employees of subcontractors in some regions – and the health cover and vaccination campaigns it offers employees in regions lacking health facilities, also further its positive societal contribution. Bolloré Transport & Logistics invests in training for young people, taking in almost 500 interns each year, and the socio-economic impact studies conducted in eight countries in Sub-Saharan Africa in 2018 and 2019 show that over 10,000 direct jobs and 71,000 indirect jobs have been created and 27,000 indirect jobs generated in one year by the activities of the Bolloré Logistics, Bolloré Ports and Bolloré Railways business units in this scope. Hence, the results of the Group's various impact studies attest to the territorial anchoring of the company through its positive impact on jobs, the increased skills of local populations and the improvement of living conditions in local communities thanks to the social and societal initiatives carried out by the subsidiaries. For example, in Sierra Leone 5,000- and 10,000-liter reservoirs have been handed over to local communities, thereby providing them with access to drinking water.

— Human rights scope – Fifty countries whose Human Freedom Index is lower than the world average*

	2019
Proportion of managers hired locally	85%
Proportion of students hired from a partner school or university	30%
Proportion of employees trained	57%
Employees hired at the end of their internship or work-study program ⁽¹⁾	231
Employees on fixed-term contracts (CDD) given permanent contracts (CDI) ⁽²⁾	764

- * Countries where the Group is located and the Human Freedom Index (HFI) is below the world average. This index was created by researchers at the Cato Institute think tank. Scope defined on the basis of the countries where the Group is located, excluding the Communications division. Group-wide, this scope represents 61% of the total workforce, across fifty countries (Angola, Argentina, Bangladesh, Benin, Burma, Brazil, Burkina Faso, Burundi, Cameroon, China, Republic of the Congo, Republic of Côte d'Ivoire, Gabon, Gambia, Guinea, India, Indonesia, Kenya, Laos, Lebanon, Liberia, Madagascar, Malawi, Malaysia, Mali, Mexico, Morocco, Mozambique, Namibia, Niger, Nigeria, Uganda, Pakistan, Philippines, Qatar, the Democratic Republic of the Congo, Central African Republic, Rwanda, Senegal, Sierra Leone, Sudan, Tanzania, Chad, Thailand, East Timor, Togo, Tunisia, Vietnam, Zambia and Zimbabwe).
 (1) i.e., 69% of employees hired at the end of their internship or work-study program Group-wide, excluding Communications.
 (2) i.e., 80% of employees on fixed-term contracts (CDD) given open-ended contracts (CDI) Group-wide, excluding Communications.

2.3. Innovating in response to major environmental changes

Thanks to its strategy to diversify into the sectors that further the energy transition, such as the development of electrical mobility solutions, electricity storage, systems for optimizing the flow of people, materials and data for the city of tomorrow, the Group has naturally earned its place as a player committed to the energy transition and working to combat climate change. We have also promised to contain the environmental footprint of all our activities using environmental management systems, which also enable us to prevent the risk of pollution from the storage and transport of hazardous materials identified as priority CSR risks in the Group's risk map.

2.3.1. ADAPTING TO AND COMBATING CLIMATE CHANGE

Faced with significant climate challenges and higher stakeholder expectations, the Bolloré Group is adopting mitigation measures to enable it to adapt to and combat climate risk in the course of its business. Faced with physical risks to its business from the growing number of extreme climate events, the transition risks and opportunities linked to market and technological progress, and the challenges of remaining competitive and protecting its reputation, the Group is increasingly aware of the importance of positioning these challenges at the center of its business development and management strategy. To spearhead its future resilience, it is investing in the long term to enable it to seize business modernization and diversification opportunities. In doing so it will be able to adapt its organization as best it can to the societal challenges of climate change in order to:

- improve its energy efficiency, lower its GHG emissions and operating costs;
- reduce its dependency on fossil fuels and volatile carbon costs;
- become more efficient and competitive: anticipate and meet stakeholder requirements with respect to climate change risk by improving the Group's ESG performance;
- continue to diversify and invest in the development of low-carbon products and services, thereby increasing its resilience to and combating the impact of climate change.

THE GROUP'S GOVERNANCE AND STRATEGY FACED WITH THE RISKS RELATING TO CLIMATE CHANGE

Through the Ethics – CSR and Anti-corruption Committee, the Chairmen and Vice-Chairmen of the Board of Directors are helping to review and steer CSR strategy, action plans and key decisions, including the analysis of risks and opportunities relating to climate change. The minutes of the 2019 Ethics –

CSR and Anti-corruption Committee meetings were sent to all Board members in 2020. The performance of all CSR-related projects, including those related to climate change challenges, is monitored weekly by the Communications and CSR Director who reports her findings to the CFO and Vice-Chairman of the Bolloré Group's Board of Directors.

MANAGING CLIMATE RISK

A commitment to closely monitor climate risks and opportunities is an integral part of the Group's commitments in its strategic pillar "Innovating in response to major environmental challenges". This also involves it committing to combat climate change, measure and lower its GHG emissions, and seize the opportunities and control the risks inherent in the carbon impact of its products and services. Following the risk management process of the Group Risk and CSR Departments (see chapter 3. Risk factors and internal control, on page 128), the business units aim to draw up risk management processes for their own activities.

At the Group's Bolloré Logistics subsidiary, for example, the management of climate risks and opportunities is a multi-stage process. First, the risks and opportunities are identified and categorized by type. For each mitigation measures, alternative solutions or monitoring processes are devised. A risk management action plan is drawn up under the guidance of the company's QHSE manager, who is also responsible for updating it. For each specific risk or opportunity identified it contains a detailed management process and, where necessary, a business continuation plan for the risks.

PERFORMANCE INDICATORS

To measure its climate-related performance and risk management efforts, the Group is committed to monitoring the following indicators:

- changes in scope 1 and 2 GHG emissions (including measuring its consumption of fuel, electricity, heating, etc.);
- scope 3 GHG emissions (including measuring GHG emissions from waste, the transport of people and the Group's products and services);
- investments (in euros) to optimize energy performance and efforts to lower GHG emissions within its activities (fitting LEDs, occupancy sensors, renovation of the heating system, insulation work, renewing the vehicle fleet, etc.);
- reduction in GHG emissions through the consumption of energy from renewable sources;
- investment in the development of low-carbon products and services (currently in progress);
- percentage of revenue linked to low-carbon products and services (currently in progress).

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2. Four key pillars for a sustainable commitment

CONTROLLING THE GHG FOOTPRINT AND ENERGY PERFORMANCE

Each year the Group measures the GHG emissions from its energy consumption. Furthermore, in accordance with the law on the national environmental commitment of July 12, 2010, in 2019 the Group once again conducted its GHG emissions survey for the 2018 benchmark year.

— Summary of GHG emissions included in scopes 1, 2 and 3 Bolloré Group (excluding Communications)

(in metric tons CO ₂ eq.)	Transportation and logistics	Oil logistics	Electricity storage and systems	Others	2019	Pro forma 2018	2018	2017	Change 2018/2019	Coverage rate
GHG emissions associated with energy consumption – scope 1 ⁽¹⁾	258,206	8,237	7,743	913	275,098	252,733	268,013	273,895	3%	100%
GHG emissions associated with energy consumption – scope 2 ⁽²⁾	66,053	1,172	4,251	98	71,574	60,173	61,614	77,625	16%	100%
GHG emissions associated with energy consumption – scope 1 and scope 2	324,260	9,409	11,994	1,010	346,672	312,906	329,628	351,520	5%	100%
GHG emissions – scope 3 ⁽³⁾	3,356,220	4,479,395	8,639	562	7,844,817	NA	4,671,770	4,553,489	NA	100%
TOTAL SCOPE 1, 2 AND 3 GHG EMISSIONS	3,680,480	4,488,804	20,633	1,572	8,191,489	NA	5,331,025	5,256,529	NA	100%

NA : not applicable.

(1) Scope 1 corresponds to direct emissions, such as energy consumption excluding electricity, fuel combustion, emissions from industrial processes and fugitive emissions linked to refrigerants.

(2) Scope 2 corresponds to indirect emissions associated with energy, such as electricity consumption or steam, cold or heat consumption through distribution networks.

(3) Scope 3 corresponds to upstream energy, waste, petroleum product combustion and emissions due to transport of goods in the provision of freight forwarding and to work-related travel.

Scope 3 on a historical basis cannot be compared to the 2019 value due to changes in methodology and greater comprehensiveness in the items calculated.

The calculation methodology used is the Ademe carbon-base method issued on November 8, 2019.

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 emissions factor was available for a particular country, the highest factor from any of its neighboring countries was applied.

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See section 1 of the universal registration document “Key CSR figures” on page 18 for a breakdown of GHG emissions by geographic area and emission category.

GROUP ACTION PLAN

To reduce its greenhouse gas emissions (GHG) the Group is working on optimizing its energy consumption. Significant efforts are made every day by all divisions to reduce consumption, optimize site operating costs and reduce the impact of its activities on climate change. While industrial sites are the biggest consumers and as such are the subject of special attention, the Bolloré Group is also careful to optimize the consumption of its tertiary sites. Sustainable consumption in its building and infrastructure stock also features high on the Group's agenda and it has adopted pro-active measures to help meet the broadest challenges such as climate change. In 2019, 44% of entities contributing to the CSR reporting declared that they had taken action to improve energy performance.

Furthermore, in 2019, 12.5% of the electricity generated and/or consumed by Group entities came from renewable sources.

Moreover, the Group aims to strengthen its ability to measure its scope 3 emissions and in particular the impact of its products and services on the climate by 2022 through development of a calculation method to estimate:

- GHG emissions from its scope 3 products and services;
- the metric tons of CO₂ avoided thanks to the consistent implementation of its activities over a reinforced scope.

In 2019, the Group began work to step up its scope 3 measurements and from this year can include: energy upstream, waste, petroleum product combustion and the emissions from the transport of goods during freight forwarding and business travel. The Group will continue this work with a view to continuously improving the accuracy and exhaustiveness of the data included in this overview.

Transport & Logistics

Transport & Logistics account for over 90% of the Group's emissions. The largest emissions items identified are transport of goods, handling and electricity. From monitoring of their consumption to implementing solutions to optimize the energy performance of their activities, each of the divisions is involved every day in reducing the Bolloré Group's GHG footprint. The transport and logistics activities are striving to improve the quality of their buildings and optimize their existing infrastructures to limit their impact on the environment, based on recognized labels and certifications.

• Bolloré Ports

Green Terminal

Conscious of environmental issues, Bolloré Ports has launched the Green Terminal label, a technical terminal management program certified by an approved body, to supplement ISO 14001 certification. This ISO 14001-based label certifies the voluntary surpassing by the Group of that international standard so that it can improve its environmental performance and highlight all of its best practices. Bolloré Ports is increasing its technical initiatives and working to reduce its greenhouse gas emissions. On average, 10% of total investment for construction or site rehabilitation is earmarked for the environment, excluding port handling equipment. As part of their environmental certification endeavors, the port terminals in Congo, Ghana and India are aiming to obtain the Green Terminal label by the end of 2020.

More specifically, gantries are operated by innovative solutions that harvest and then discharge solar energy, eRTGs were brought in for our latest projects, we have bought electric tractors and employees use Bluebuses (shuttle buses) to travel to all parts of a terminal (pedestrian yard). To obtain the label, three of the five key criteria target the reduction of atmospheric pollutants such as greenhouse gases:

- invest in your own fleet of low-emission, low-carbon vehicles (vehicles, equipment such as eRTGs, STS, electric tractors and installation of electricity power plant);

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- use low-emission fuels (low sulfur, carbon or particles) to operate your own fleet (cars, trucks or service shuttles) and terminal equipment (mobile and static cranes);
- monitor the entrepreneurs' performance by stating the expected emission standards in the contract documents.

In addition to these three objectives, the ports wish to set an example in terms of how they manage their activities and are tending to opt for projects that demonstrate the feasibility of new air pollution reduction technologies (such as the electrification of handling equipment or connecting infrastructures to the electricity grid), restricting the entry of vehicles (trucks, barges or trains) to non-compliant areas of the terminal, incorporating atmospheric emission criteria and best operating practices into the tender offer procedures for concession contracts and lease agreements.

In another of its energy consumption initiatives, Bolloré Ports has promoted Edge certification (Excellence in Design for Greater Efficiency), the standard in certified sustainable construction, at its MPS II port. Projects that adhere to the Edge standard reduce their energy and water consumption by 20%. This approach is to be deployed for all future port projects.

Connection of ports to the national electric network

Depending on its location, where infrastructure permits and in consultation with local authorities in some countries, Bolloré Ports has set for itself the goal of connecting all of its container terminals, which until now have been connected to power stations to the national electricity grids. In 2019, 22 terminals and concessions out of 24 (including one partial connection) were connected to the network. These connections allow a significant reduction of emissions of particle pollutants and of consumption of diesel, lubricants and spare parts due to the intense use of generators.

Between 2016 and 2019, the connection of certain ports to the electricity network and the introduction of new more powerful and energy-efficient machinery enabled a 64% reduction in their GHG emissions, corresponding to a reduction of 15,215 metric tons of CO₂ equivalent avoided at constant scope.

Environmental impact studies

As part of the projects, technical studies are conducted for any new construction, which results in the assigning of a rating for the quality of construction and a consideration of the issues associated with water, air, land and energy consumption. Environmental impact studies are also required for Infrastructure Rehabilitation Programs which also assess the consequences of climate change. It should be noted that these studies are conducted regularly, whether or not they are required by local regulations.

• Bolloré Railways

Bolloré Railways, whose locomotives run on diesel fuel, is investing in new locomotives that are more efficient and consume less fossil fuel, thus reducing their impact on the environment. Some 10 locomotives were delivered in 2019, representing an investment of almost 25 million dollars. One of Bolloré Railways' priorities is to improve its goods transport plan, in particular by optimizing wagon loads on both legs of the journey.

In addition, solar panels have been installed at most Bolloré Railways sites. Even though stations are mostly supplied by the national electricity grid, the production of electricity by solar energy is constantly being studied and promoted when the environment is friendly to it, all along the railway line (small bush stations, railroad crossings, etc.).

Environmental actions, such as switching off locomotive engines in the event of prolonged stops, contribute to the reduction of GHG emissions.

• Bolloré Logistics

In line with its "Powering Sustainable Logistics" CSR program, Bolloré Logistics has committed to reducing the GHG emissions of its own operations. This target was revised at the end of 2019 to bring it into line with the latest IPCC recommendations and the 1.5-degree trajectory.

Bolloré Logistics has set itself the target of reducing the scope 1 and 2 GHG emissions of its entire network by 43% by 2027 (2017 reference year base – measured according to the Science Based Targets initiative methodology).

To reach this target, Bolloré Logistics has worked on a roadmap which was submitted to the Executive Committee and validated in early 2019. The roadmap combines solutions based on human behavior with technological solutions:

- for all Bolloré Logistics sites: eco-gesture campaign in 2019, low-carbon equipment plan, inter-country CSR challenge AcTogether launched in late 2019, replacement of vehicle fleets (handling vehicles, service vehicles and company vehicles) by more environmentally-efficient solutions and stepping up the sustainable buildings policy;
- for the 10 countries with the highest scope 1 and 2 emissions: energy diagnosis of key sites, monitoring and optimizing warehouse electricity consumption using AI solutions, optimization of air conditioning, fitting of LEDs, window insulation or replacement, solar energy, PPA, purchase of green energy (REC/GO).

The 10 highest emission countries account for 86% of Bolloré Logistics' scope 1 and 74% of its scope 2 GHG emissions worldwide. We are currently working with a specialist firm to roll out a personalized support program for the 14 scope 1 and 2 target countries.

On the real estate side, Bolloré Logistics embarked on a sustainable buildings policy in 2012 and nine of its warehouses rank high for environmental performance. To add weight to this policy the Chief Executive Officer and Buildings-Infrastructures Director signed a "Responsible buildings" charter in 2019. This document asks local managers to align their investment and operating cost targets with a reduction of their environmental footprint, working on four main interlinked areas:

- reducing the building's carbon footprint during construction and use;
- incorporating biodiversity and its ecosystem services from the design phase;
- ensuring quality of work life to enhance wellness, creativity and performance;
- constructing stronger buildings that are more resilient to climate risk.

To demonstrate its compliance, Bolloré Logistics made a formal commitment to systematically obtaining environmental certification at the construction phase, regardless of the size and location of new buildings. In terms of the last area, a physical impact study of all Bolloré Logistics' sites was completed in the first quarter of 2020 to determine their resilience to climate change risk.

Some of the major investments finalized in 2019:

- BlueHub in Singapore: 50,000 m², three environmental certifications – LEED Gold, Green Mark Platinum and BiodiverCity® level A-A-B-A. Many environmental effectiveness systems were incorporated into this warehouse: advanced energy management system based on the Internet of Things (IoT) for the predictive analysis of buildings, smart lighting control system, rainwater recycling system, a system to manage consumption of energy and water, solar panels and a food disposal unit for a waste-free canteen;
- AeroHub, Abidjan, Republic of Côte d'Ivoire: product warehousing and handling platform for the mass market retail sector. The 6,000 m² platform, opened in September 2019, has a low energy lighting system (LED) equipped with a movement sensor, a rainwater retention tank and electrical handling equipment that will eventually be supplied from solar panels.

Alongside these major investments, the Bolloré Logistics network is gradually introducing initiatives to reduce its environmental footprint. For instance, Bolloré Logistics Singapore has now installed solar panels at the Green Hub which will come into operation in Quarter 1, 2020, with an estimated annual saving of 555 metric tons CO₂ eq., and has completed the contracting phase for 2020 green electricity purchases which will save 1,950 metric tons CO₂ eq. Similarly in France, four sites purchased green electricity in 2019 but in 2020 it will be 100% of sites.

Finally, the December 2019 launch of AcTogether, an inter-country challenge which encouraged employees to undertake local CSR initiatives, should go a significant way to helping Bolloré Logistics lower its carbon footprint. Energy efficiency and reducing GHG emissions feature prominently in this project.

This is fully in line with the roll-out of Bolloré Logistics' environmental management system covering 80% of the five geographic areas, including 95% of the sites in Europe, Asia-Pacific, Middle East/Southern Asia and the United States with ISO 14001 certification.

Oil logistics

The company also works daily on the environmental performance of its sites, from a standpoint of both pollution control (14001 certification, end-of-life rehabilitation of oil depots, etc.) and site energy performance (e.g., energy optimization of its vehicle fleet, 5% to 8% of which is renewed each year).

To improve its environmental performance and as part of its ISO 14001 certification, Bolloré Energy has updated its policy for monitoring electricity consumption for its primary warehouses. New indicators have been implemented to ensure more regular and precise monitoring of consumption.

The Bolloré Energy GHG assessment was updated in 2018. Greenhouse gas emission information campaigns were based on the "rational driving" training, which trained 41 drivers in 2019.

Following the 2015 energy audit, Bolloré Energy also continued to renew the oil vehicle fleet in 2019, acquiring 22 new oil vehicles (Euro 6 standard). In total, nearly 70% of the fleet meets the Euro 5 or Euro 6 standard (65% in 2018, 60% in 2017 and 26% in 2016). Bolloré Energy aims to renew its entire fleet by 2025.

2.7 million euros invested in 2019 to renew the fleet of gasoline vehicles⁽¹⁾.

Electricity storage and systems

• Blue Solutions

Since January 1, 2017, plants in Brittany have been supplied with electricity of which 50% is guaranteed to be of renewable origin. The new buildings in Brittany, such as the new battery production plant built in 2013, incorporate energy performance requirements into the design of the project, which include high-performance lighting, low-consumption motors, process heat recovery, proper insulation of buildings and solar thermal energy for domestic hot water.

For older plants, improvement efforts have been gradually introduced in recent years (replacement of lighting with energy-efficient equipment, optimized operation of air treatment units to limit the consumption of hot and cold air and removal of older oil-fired boilers). Additional Bluecars® vehicles have also been deployed to promote electric mobility during inter-site trips and a total of more than 22,400 km travelled by electric vehicles around factories in 2019, compared to 16,000 km in 2018.

• Blue Systems

As for Bluecars® vehicles, tests were performed during 2018 on vehicles by the Île-de-France Regional and Interdepartmental Environment and Energy Department. When the tests were complete, their CO₂ mass emission rate was determined to be 0 g/km.

In terms of car-sharing, Bluely, Bluecub, Bluetorino and BluePointLondon limit the energy consumption impact of the charging stations by subscribing to offers that guarantee renewable energy consumption (direct or through certification mechanisms that guarantee to offset the annual consumption by injecting the equivalent into the renewable power production network). Source London – London's first renewable energy (through a certification mechanism similar to Bluely or Bluecub) recharging network – helps to improve air quality while maintaining its goal of deployment across the capital.

In addition, car-sharing "ambassadors" keep the fleet balanced mainly with the help of the network's electric vehicles and urban transit. Some services, such as Bluely in Lyon and Bluecub in Bordeaux also use soft mobility solutions such as scooters. Bluely in Indianapolis received the 2019 Clean Air Champion, Light Duty Electric award from the Greater Indiana Clean Cities Coalition (GICCC) for its positive environmental impact.

In addition, IER's energy action plan, which was initiated in 2016, is now more than 80% complete. We have been adjusting heating systems/changing boilers and installing LED lighting since 2016 and continue to do so. With regard to energy consumption, the Group makes a distinction between energy consumed for transport and energy consumed in buildings. Consumption is monitored monthly to detect any deviations. IER also implemented a travel management policy, which was partially updated in 2018, through the publication of the mobility plan for the Suresnes site.

2.3.2. MAKING THE MANAGEMENT OF OUR CARBON FOOTPRINT CENTRAL TO OUR PRODUCTS AND SERVICES

DESCRIPTION OF RISK/OPPORTUNITY

Impact and carbon opportunity of products and services⁽²⁾

The Group is involved in long-term investment processes. The diversification of its activities strengthens its resilience to the vagaries of the market and allows it to create employment through the evolution of its business lines and making low carbon an opportunity for the development of its products and services in line with major energy transition and climate change challenges.

GROUP POLICY

Thanks to the development of its LMP® battery and its applications, its expertise in cutting-edge logistics solutions in the energy sector and its commitment to improving its energy performance on a daily basis, the Group is a committed player in energy transition. It responds to several major challenges:

- the development of a port service with less impact on the environment;
- the greening of logistics chains through the provision of low-carbon transport and logistics solutions (last-mile logistics, electrification of transport and sustainable technological solutions offered that allow customers to choose the means of transport that is the least carbon intensive);
- increasing the share of renewable energies in electricity generation by providing innovative and efficient logistics solutions with its transport partners in the service of developing renewable energies;
- supporting the move to electricity of urban mobility by incorporating its LMP® battery into transport solutions;
- offering low carbon solutions (car-sharing, public transport and LMP® technology electric vehicles);
- promoting intelligent energy management to improve access to energy and optimize the use of renewable energy (stationary electricity storage solutions based on LMP® technology).

All Bolloré Group divisions invest and act on a daily basis for the development of innovative products and services that help the Group reduce the impact of its activities on the climate. The Group's commitment is illustrated in particular by the concrete initiatives taken by its divisions and by investments to develop low-carbon products and services.

To better measure its commitment, the Group plans to increase the visibility of the resources invested through the introduction in 2019 of two indicators:

- amount invested in the development of low-carbon products and services;
- amount of revenue linked to low-carbon products and services.

THE DEVELOPMENT OF LOW-CARBON PRODUCTS AND SERVICES

Transport & Logistics

• Bolloré Ports and Bolloré Railways

The Green Terminal label (see section 2.3.1. Adapting to and combating climate change – Controlling of the GHG footprint and energy performance – Bolloré Ports, on page 83), introduced in line with the Group's CSR policy, demonstrates Bolloré Ports' commitment to offering a port service with a lower environmental impact by taking concrete action and using innovative solutions that enable it to reduce its carbon footprint.

More broadly, the Bolloré Railways rail offer for the transport of goods in itself enables an improvement in the carbon performance of transport, since rail transport has lower consumption and carbon emissions than road.

• Bolloré Logistics

Through its core business, Bolloré Logistics' role is to help its customers reduce the environmental impact of their supply chain. The emissions from the transport of goods during freight forwarding account for 43% of scope 3 of the Bolloré Group's GHG emissions. The issue of eco-responsible transport

(1) 2.7 million euros invested in 2018 and 1.5 million euros invested in 2017.

(2) Priority non-financial risk and opportunity.

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and logistics is an integral part of its CSR program: Powering Sustainable Logistics. Every day Bolloré Logistics works to develop low-carbon products and services.

Measuring the GHG emissions and atmospheric pollution from transport

To be able to better inform its customers about GHG emissions and atmospheric pollution, Bolloré Logistics has committed to improving the automated GHG dashboard which links directly to the computerized transport management system. This dashboard is a decision-making tool customers can use to obtain an overview of the key components and simultaneously a detailed breakdown of each of the shipments, including CO₂ equivalent data and the main atmospheric pollutants. Bolloré Logistics has joined forces with the industry initiatives EcoTransIT® World Initiative (EWI) and Clean Cargo Working Group (CCWG) to improve the accuracy and reliability of the data it passes on to its customers. The measurement tools developed by these initiatives comply with EN 16258, the European standard for measuring GHG emissions from transport services, and the Global Logistics Emissions Council (GLEC) Framework. They also take account of the Clean Cargo Working Group (CCWG) carbon dioxide (CO₂) and sulfur oxide (SO_x) emissions of maritime transport. In 2019, work began to incorporate the calculator into the Bolloré Logistics IT systems. Nevertheless, from Quarter 1, 2019, emissions can be calculated based on transport data close to actual figures, thanks to one of the ETW (mass calculation) tools.

Lowering emissions and designing low-carbon logistics networks

Bolloré Logistics advises its customers on how they can reduce the environmental impact of their supply chain, given that the transport and logistics industry is a high emitter of GHG and atmospheric pollution.

Two complementary initiatives were run side-by-side in 2019. First, it continued its customized carbon reduction program for large account customers ahead of, and during, contract performance and second, it standardized its offering of sustainable transport solutions for all customers.

Offering end-to-end low-carbon solutions and eco-responsible products and services

In 2019, Bolloré Logistics continued to work towards standardizing its sustainable products and services to enable it to offer an eco-responsible approach to all its customers.

In the transport chain, its core business operated primarily by sea freight and air transport companies, it continued to honor its commitments to industry players. In June 2019, Bolloré Logistics signed a carbon agreement with Maersk, the global container logistics integrator.

Long-standing partners, Bolloré Logistics and Maersk committed to reducing CO₂ emissions by 20% for each container transported across their activities between now and 2025. In October 2019, Bolloré Logistics, together with CMA CGM, committed to target a 30% reduction in CO₂ for each container transported by 2025. The two companies, long-standing partners, have committed to working together on shared strategic issues: environment, social, community, ethics and compliance.

In addition, given the nature of its activities and its non-asset-based profile, Bolloré Logistics is working to include more CSR criteria in its third-party selection process (suppliers and subcontractors), an essential link in the industry chain. The processes are adapted to each supplier and subcontractor category (sea freight, air transport, road transport, freight, etc.) (see 3. Duty of care, page 100).

Relying essentially on the technological innovations available from its subcontractors, Bolloré Logistics strives each day to identify low carbon transport solutions and to monitor market developments. To take this one step further, the digital solutions were upgraded in 2019 to incorporate environmental criteria early on the decision-making process for the purchase of a door-to-door transport service.

Finally, although the pre/post-road freight undertaken by the company's own vehicles accounts for less than 3% of the total volume of goods transported, Bolloré Logistics promotes alternative more environmental-friendly technologies as can be attested in the following investments in 2019:

- in Le Havre (France), two biodiesel vehicles (biodiesel made entirely from rapeseed produced in France) and one vehicle that runs on bioNGV, an additional two vehicles are also in the pipeline;
- in Singapore and Shanghai (China), a fleet of electric vans undertake the "last kilometer" delivery service. The charging terminals will soon be run on solar energy to lower emissions even further.

Customer support with continued improvement programs

For tender offers, the transport plans submitted, depending on the nature of the tender offer, incorporate a carbon footprint assessment and the proposal of alternative scenarios known as low-carbon transport plans. During contract performance Bolloré Logistics will put together continued improvement plans with its key account customers. All the alternative solutions put forward take account of the cost and CO₂ (and atmospheric or sound pollution, if relevant) objectives per the customer's logistics policy.

Potential low-carbon solutions include:

- designing logistics networks that can improve performance;
- load consolidation and optimization;
- monitoring urgent dispatches;
- selecting efficient forwarding agents;
- the choice of mode of transport (vehicles, equipment);
- selecting alternative low-carbon modes for pre/post-transport;
- switching from air freight to sea freight;
- adopting a multimodal air/sea – road/rail approach.

One of the key ways to achieve sustainable growth is to bridge the innovation gap between sustainable development strategies and logistics strategies. For this reason, since we opened the two B.Lab innovation centers, at the Puteaux head office in April 2019 and in Singapore in October 2019, the company has been arranging innovation workshops with its customers. These are based on a design-thinking approach with the focus primarily on sustainable transport and logistics.

In addition to dealing with the issue of emissions generated by modes of transport, in 2019 the Bolloré Logistics teams worked on several projects related to the second facet of its sustainable offering: natural capital and the circular economy. These new market requirements are growing in both transport and contractual logistics.

The multi-skilled Bolloré Logistics teams ran co-creation workshops with their customers at the B.Lab to discuss packaging, product end of life and the optimization of sales promotion products. Alongside this, several projects (still ongoing) were launched in 2019 to seek alternative solutions to single-use isothermal packaging, sourcing plastic materials with less impact on air freight and even eliminating plastic altogether. The opening up of the start-up ecosystem offers potential new solutions which will be looked into in more detail in 2020.

Offsetting residual emissions

A mainstay of its offering since 2011, Bolloré Logistics continued its carbon offsetting services for its customers in 2019, in partnership with EcoAct, a company that specializes in carbon strategy. Bolloré Logistics committed further to this from January 2020 by voluntarily offsetting the carbon emissions from consolidation of transportation services via a Gold Standard® project to generate electricity from landfill gas in Thailand.

Finally, the December 2019 launch of AcTogether, an inter-country challenge which encouraged employees to undertake local CSR initiatives, should go a significant way to helping Bolloré Logistics lower its carbon footprint. Reducing its transport-related scope 3 carbon emissions downstream is a major theme of the project.

Throughout 2019 the Bolloré Logistics teams continued to strive for a supply chain that's eco-responsible from end to end. The example set by Singapore, with the opening of a new high environmental quality hub, has been exemplary. In recognition of this, in August 2019, Bolloré Logistics Singapore received the SEAA (Singapore Environmental Achievement Award) from the

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Singapore Environmental Council (SEC) for the transport and logistics industry. The award recognizes the company's actions, primarily its new sustainable warehouse, cross-border trucks with foldaway racks and continued improvement projects to lower CO₂ emissions and waste volumes (reuse and recycling of cardboard/wood).

Oil logistics

The strategy developed by Bolloré Energy around the issue of the energy transition is related in particular to the challenges faced by the profession. As part of its efforts among the representative bodies of the profession, Bolloré Energy is participating in an initiative to reduce the share of fossil fuels in the products it distributes. Thus in 2019 Bolloré Energy launched an alternative to domestic heating oil: Evolution Biofuel, composed of 95% mineral fuels and 5% plant-based materials. Containing an additive that reduces consumption by 7%, this biofuel also has exemplary environmental qualities, reducing CO₂ emissions into the atmosphere by 9%. It reduces clogging, fumes and combustion acids, making it more environmentally friendly and less foul smelling. Biofuel sales represented revenue of nearly 1 million euros in 2019.

Electricity storage and systems

Electricity storage is a major technological hurdle to cross if we are to meet climate challenges. Electric batteries have driven innovation in mobility and the development of renewable energies.

Development of the LMP® battery: a unique technology

Lithium Metal Polymer technology (LMP®) is the result of an ambitious research and development program which began almost 30 years ago to bring to the market high-tech batteries that could be used for many applications. The Bolloré Group has invested over 3 billion euros and hired more than 2,000 people to develop its LMP® battery. Building on its position as a global leader in films for capacitors, the Bolloré Group made electricity storage a major priority for development. Composed of thin films made using extrusion techniques in which the Bolloré Group has significant experience, LMP® batteries are characterized by their high energy density and safety in use.

A new version of the LMP® battery reduces by about one-third the CO₂ emissions per kWh stored, over the raw material extraction cycle, adjacent to the plant.

These batteries meet the needs of many markets and solve two key challenges of the energy transition: the development of low-carbon transport solutions by incorporating them into electric vehicles (electromobility market), the development of low-carbon transport solutions and the development of stationary solutions for smart energy management.

The electromobility market

Blue Solutions is supporting urban mobility's move to electricity. The all-solid LMP® in its current design is incredibly popular with urban transport managers because it is safe, has a long charge and long lifespan and is easy to fit. In 2019, Blue Solutions forged partnerships with leading manufacturers for the use of Bolloré Group batteries for public transport (electric buses) and the transport of goods (battery packs in port handling vehicles).

Low-carbon transport solutions

Each day the Bolloré Group works to development of carbon-free transport solutions (car-sharing solutions, electric vehicles, charging terminal networks and urban logistics) (see chapter 1 – Electricity storage and systems, on page 37).

— Clean urban transit solutions

The Bolloré Group continues to grow its electromobility business with an offering of urban transit solutions which run on LMP® batteries. Indeed, Bluebus sells 100% electric buses. It has become one of the leading electric bus players in France. Bluebuses are a clean, silent urban and suburban public transit solution. Combining high tech and performance thanks to their latest generation of Bluestorage batteries, the buses, which are available in two models (the 6-meter and 12-meter), meet environmental challenges.

French-designed, the Bluebus is manufactured at the Bluebus plant in Quimper. Since January 2017, Bluebuses have had the "Guaranteed French Origin" label (bus and batteries). On 6-meter Bluebuses, Bluebus batteries are cleverly positioned on the roof, which means that the floor can be completely flat. This makes Bluebus the only 6-meter vehicle to guarantee the same accessibility to all types of users. The 12-meter Bluebus also has the "Guaranteed French Origin" label and underwent a life cycle analysis to document its eco-friendly design.

At the end of 2019 there were 380 6- and 12-meter Bluebus models in circulation worldwide (184 in 2018). Almost 60 local authorities chose to include the 6-meter Bluebus in their urban transit offering. The 341 became the RATP's first 100% electric bus route in Paris in 2016 and the 12-meter Bluebus now also runs on RATP lines 115 and 126. In 2019, the RATP selected the 12-meter Bluebus as one of its three lead suppliers in its third tender offer (known as the large-scale tender offer) for electric buses for a two-year period. Through its company Bluestation, the Bolloré Group provides its employees in Île-de-France with an electric shuttle bus service. Bluestation also runs a regular shuttle bus service for external companies, such as the Louis Vuitton Foundation, and an occasional service for special events, such as Paris Fashion Week® for the Fédération de la haute couture et de la mode. In 2019, 18 shuttle buses transported nearly 350,000 passengers and traveled 255,952 kilometers.

Blue Systems also offers Bluecar® vehicles either for sale or on long-term all-inclusive leases to businesses and local authorities, with services including maintenance and remote and connected vehicle fleet management. These custom and private fleet management solutions have already been adopted by companies such as Air France, Atos, Clarins and Samsic.

— Car-sharing solutions

Since 2011, the Bolloré Group has been developing, deploying and operating integrated one-way car-sharing solutions (return to the point of departure not required) using Bluecar®, 100% electric vehicles. This solution provides an answer to the problems of cities by making them:

- cleaner through large-scale deployment of a non-polluting transport system;
- less congested by reducing the number of vehicles in circulation;
- more egalitarian by making access to a private vehicle less expensive;
- more pleasant to live in by reducing noise and odor pollution.

This car-sharing model operates in Lyon and Bordeaux (France), Turin (Italy), London (United Kingdom), Singapore, Indianapolis and Los Angeles (USA) and offers a flexible and affordable public transit solution adaptable to the needs of regular and occasional users.

For Blueely, Bluecub, Blueindy, Bluetorino, BlueSG, BlueLA and Bluecity, in 2019 there were more than 2.2 million rentals with over 25 million kilometers traveled and a network of more than 4,300 operating charging terminals. BlueSG is becoming the world's largest self-service electric car-sharing system with more than 668 electric Bluecar® at the end of 2019 and 1,254 charging terminals that can be accessed less than five minutes from housing and companies.

These services have significantly reduced the number of combustion engine vehicles on the road, thereby reducing sound, odor and atmospheric pollution in the cities. The service, mainly because of the reserved parking space system, also helps reduce traffic in cities. Every year, the electric cars in the Group's car-sharing services travel millions of kilometers, thus avoiding the release of several metric tons of GHG emissions into the air.

In 2019, the emission of 8,625 metric tons CO₂ eq. were avoided (10,281 metric tons CO₂ eq. in 2018⁽¹⁾).

— Network of charging terminals

Alongside this, the Bolloré Group deploys and operates networks of IER charging terminals for all types of electric vehicles in the United Kingdom and France. At the end of 2019, the London network, Source London, had 1,200 IER terminals distributed throughout 23 boroughs of the UK capital. Since the end of 2018, the Bolloré Group has also been deploying and operating BlueIb, a semi-fast-track network of charging terminals in the Lille European Metropolitan Area. The Bolloré Group has been able to provide these services, open to all electric vehicle users, thanks to the experience it has acquired in electromobility, car-sharing in particular. They also significantly contribute to the growth of the electric vehicle market.

(1) Methodology: total number of kilometers driven by car-sharing vehicles multiplied by the emissions factor for a mixed gasoline/diesel engine passenger car (source: Ademe Base Carbone).

— Innovative solutions for smart cities

In addition, to address the recent challenges presented by the fast growth of new mobility solutions in cities, the "Smart Mobility" platform has been developed to offer cities an innovative way to supervise and regulate the mobility operators and infrastructures in real time. For instance, when pollution levels peak the city can easily impose no-go areas for cars. It can also decide to give priority to soft mobility solutions over combustion engine vehicles.

Developed with Polyconseil, this digital intervention system enables the cities to:

- regulate mobility operators in real time;
- optimize the use of public space;
- plan and synchronize mobility services in a changing situation.

By uploading their data to the platform, the operators offer a solution to the "potential problems" of their new services and give cities new revenue streams which render their activity more acceptable. In 2019, two pilots were launched in Los Angeles and Lyon.

Innovative energy storage solutions

Essential solutions for the development of renewable energies and the electrification of areas without access to energy, the stationary applications developed by Blue Solutions are based on the new performances of our Lithium Metal Polymer (LMP®) batteries. Since 2014, the Bolloré Group has been working with Bluestorage to roll out stationary energy storage solutions and providing concrete responses to the challenges arising from the energy transition.

Within the field of on-grid applications, these solutions enable energy producers and power grid operators to incorporate renewable energies on a large scale and offer flexibility (smoothing and offsetting production) and resilience which help regulate the frequency and voltage of the power lines. In 2019, Bluestorage signed a baseline agreement with RTE to supply a large-scale battery storage system to the Ventavon site as part of the Ringo project. With an installed capacity of over 30 MWh, this 28-month project will produce one of the largest storage facilities in France and Europe.

Product eco-design

In 2019, a life cycle assessment (LCA) of the new generation Bluestorage battery pack (IT3) showed that it reduced by about one third the CO₂ emissions per kWh stored, over the raw material extraction cycle, adjacent to the plant. This is possible because of the design, which focuses on increasing energy density and optimizing the casing and electronics. We have been conducting LCAs of energy storage solutions (batteries, supercapacitors) and their mobile and stationary applications since 2012. These studies are governed by the ISO 14040 on environmental management – life cycle assessment, which verifies the environmental added value of products and identifies ways of improving their design.

Since 2017, IER has also been conducting life cycle assessments of one of its self-service airport check-in kiosks and a charging terminal to measure the

ecological footprint of products and promote good eco-design practices. As such, in accordance with the Ademe calculator, a self-service airport check-in kiosk represents 2,489.3 kg CO₂ eq. over five years. The vehicle charging terminal represents 776,435 kg CO₂ eq. over seven years. The sustainable nature of IER products, from design to end-of-life, reduces the carbon impact of those products. More than 50% of IER's product parts are produced locally, which significantly reduces the carbon impact of transport.

Other innovative solutions to reduce customers' carbon emissions exist throughout the supply chain

IER uses proven technological expertise to develop new business line processes and deploy innovative concepts in environments throughout the supply chain including warehouses, vehicles, transport, points of sale, public places and roads. In the mass-market retail sector, for instance, IER monitors reusable packaging for the transport of fruit and vegetables, thereby reducing tray loss by six and optimizing packaging consumption. It has taken concrete progress measures for its customers, which facilitate the operator's work while respecting the environment. Examples include:

- the equipping of terminals with native energy saving solutions, i.e. programmed automatic switching on and shutdown or the systematic implementation of energy efficient power supplies;
- the development of a "French" information system offering optimization solutions for delivery rounds to maximize the usage of the fleet, cover the shortest distance possible while ensuring that time commitments are met and reducing GHG emissions due to local operation;
- the provision of mobile applications for drivers to optimize the transport plan, track packages and maximize the dematerialization of documents.

In 2019, as part of an initiative of the French Ministry for the Ecological and Inclusive Transition, Polyconseil revamped a tool used by companies to declare their pollutant emissions. The data the companies upload to the tool includes an environmental database listing the chemical substances or hazardous pollutants emitted into the air.

2.3.3. PREVENTING POLLUTION AND REDUCING THE ENVIRONMENTAL IMPACTS RELATED TO OUR ACTIVITIES

GROUP POLICY

Controlling the environmental footprint of the Group's sites requires the deployment of Environmental Management Systems (EMSs) or specific measures and controls 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. Industrial and environmental risk analyses are conducted on the sites to identify and make decisions about the preventive or corrective actions to be implemented. This ongoing improvement initiative is at the core of the environmental vigilance cycle implemented within the Group's entities.

— Environmental Management System (EMS) Bolloré Group (excluding Communications)

(as a percentage)	2019				Total 2019
	Transportation and logistics	Oil logistics	Electricity storage and systems	Others	
Proportion of the workforce covered by a management system that takes the environment into account ⁽¹⁾	90	88	71	0	88
Proportion of entities with a management system that takes the environment into account ⁽¹⁾	78	33	50	0	71
Of which, the proportion of entities certified or declaring they have at least one environmentally-certified site (e.g., ISO 14001, ISO 50001, etc.)	50	100	50	0	51

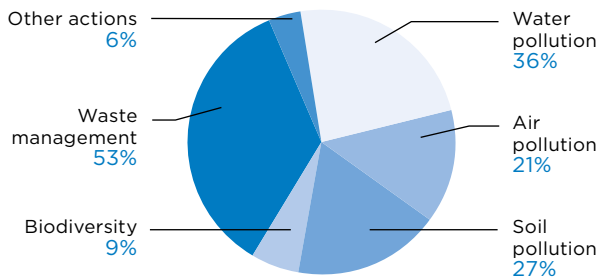
(1) Across the CSR reporting scope (118 entities).

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In this way, the policies to prevent local pollution and industrial accidents, manage waste and water and protect the biodiversity are all put into practice every day by the Group and its divisions to ensure they keep on top of priority risks. In 2019, 56% of Group entities reported they had mapped their environmental risks or conducted an environmental assessment (assessment of key environmental factors). The actions implemented following this mapping cover a broad range of environmental topics (see diagram below).

Breakdown of actions to prevent environmental risks by theme after risk mapping



Even though the policies implemented and performance indicators tend to become standardized at the Group level, they inevitably retain the features specific to the challenges of each business line and activity.

GROUP ACTION PLAN

By 2022, the Group will endeavor to:

- strengthen the deployment of environmental management systems to ensure the existence of the vigilance cycles needed to prevent pollution, minimize the occurrence of environmental incidents and ensure their consistent and immediate management at sensitive sites;
- deepen the diagnostic work of existing systems initiated in 2017 with the QHSE Departments and reinforce the Group's monitoring and performance indicators;
- continually strengthen environmental reporting in all of its divisions to improve data reliability and the consolidated vision of policies and actions deployed, move toward a centralization of policies or at least better uniformity of performance monitoring indicators in order to share and pool best practices;
- 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 level, or at a division level when the specific nature of the activities so requires.

The policies and specific action plans to control local pollution risk from the transport or storage of hazardous products within the Bolloré Group's activities are grouped below by division and theme.

Transport & Logistics

The transport and logistics activities are especially exposed to risks from local pollution and hazardous goods transport and storage. These risks are monitored by the environmental management systems (EMS) in place. In accordance with these systems, after evaluating the impact of their activities on the environment the entities must develop action plans to reduce the risk and impact of pollution. These must include, for example, preventative measures for the transport and storage of hazardous materials, an inventory of sources of hazardous waste and the measurement and analysis of air, water and soil emissions. The activities are subject to regular internal and external audits carried out pursuant to regulations and as part of certifications. The defined processes make it possible to report, analyze, record and correct incidents, accidents and compliance failures that can lead to pollution. They are a virtuous circle of vigilance that is central to the continuous improvement process. The environmental performance of each entity is monitored regularly at meetings of central and local Management Committees.

• Bolloré Ports and Bolloré Railways

The port and rail entities' sites are managed in compliance with the main environmental management criteria specific to ISO 14001. The environmental management systems deployed on the sites list the environmental requirements associated with the various port concessions (local and contractual regulations, impact study recommendations) and the framework of the environmental management plans (inventory of sources of pollution, mitigation, reduction, offsetting actions put in place, etc.). In addition, the Green Terminal label aims to take account of key environmental factors such as the processing plants, construction methods resulting from impact studies and controlled discharge into the sea or the network after treatment in order to limit the impact on neighboring communities of terminal construction and/or operation.

Prior to each new location and each development project, the port and rail entities conduct environmental and social impact studies, such as at MPS II in Ghana, Freetown Terminal, Abidjan Terminal 2 and Sitarail in 2017. In 2018, impact studies were also carried out as part of the development or modification of port facilities (Haiti and Dili in East Timor), in consultation with stakeholders. These studies, which are submitted to the competent local authorities and stakeholders (banks, for instance), allow the local populations and environment to be taken into account at the earliest stage of the development process to ensure the preservation of their environment (such as biodiversity, soil pollution, etc.) and the well-being of the local communities (safety, maintenance or even improvement of living conditions). At the end of this process, an environmental approval order is obtained. An oversight or monitoring program and environmental monitoring is then put in place to verify the relevance and effectiveness of the environmental protection measures proposed in the Environmental and Social Management Plan (ESMP), which summarizes all of the measures recommended by the environmental impact studies.

In 2019, the Tuticorin Terminal underwent an ISO 14001 audit. The intention is for three further terminals to obtain certification in 2020.

• Bolloré Logistics

The Bolloré Logistics QHSE policy approved by its Chief Executive Officer governs management of the environment. It stipulates the need to "plan, implement, review and continuously improve" the health, safety and environment management system, in accordance with ISO 14001, the state of the art and the laws and regulations in force in countries where the business unit operates. The company deploys an environmental management system in countries that are not yet certified. 80% of the regions have ISO 14001 certification, including 95% of the sites in Europe, Asia-Pacific, Middle East/South Asia and the United States.

In addition, the Bolloré Logistics QHSE policy identifies areas for improvement of health, safety and the environment, supplementing the company's usual ongoing health and safety management. All site employees and stakeholders are subject to best practices and reliable procedures. The Management of Bolloré Logistics sets QHSE objectives and targets that are measurable and consistent with the QHSE policy for the relevant functions and levels within the organization. The achievement of targets is monitored at Executive Committee meetings and the annual QHSE Department Review. Specific QHSE goals and targets can be defined annually for a given geographic region, country or establishment during the Management review.

Oil logistics

Subject to very strict mandatory regulations relating to its activity (Seveso and ICPE sites, etc.), Bolloré Energy deploys an environmental management system to control environmental risks on a daily basis. A general health, safety and environment policy was developed and implemented in 2019, presented at the OHS Committee. Similarly, a specific environmental policy has been drawn up for the largest Seveso depots as part of ISO 14001. 100% of Seveso depots have ISO 14001 certification (including Chasseneuil-du-Poitou which was included in the certification scope in 2019) and 100% of the largest depots are covered by an environmental management system.

Regarding the risks associated with the management of hazardous materials and local pollution challenges, Bolloré Energy relies on ISO 14001 certification, whose scope was extended to all Seveso oil depots starting in 2017 and has deployed measures beyond the minimum regulatory requirement level. Environmental performance is discussed twice a year at the head office Management Committee meetings as part of the ISO 14001 process.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

In addition to the checks conducted by France's regional environmental, planning and housing agency (DREAL), as part of its activities, Bolloré Energy also undergoes various audits, a summary of which is set out in the twice-yearly Management review. Internal audits, conducted by Group employees, keep us on a trajectory of continuous improvement and help us prepare for the Bureau Veritas certification audit. Targets are set or adjusted according to the conclusions and recommendations set out in the Management review.

Electricity storage and systems

• Blue Solutions

All sites in Brittany are covered by a common environmental management system based on ISO 14001:2015 and the dielectric films activity has had ISO 14001 certification since 2011. In 2019, the Batteries site also obtained ISO 14001 certification and it is intended to expand the certification scope to the bus division in 2020. Environmental performance is monitored twice a year by the Management Committee.

• Blue Systems

Since 2008, IER has based its activities on an Executive Management-approved environmental charter that was updated in 2016 and the 2018 CSR policy. These documents also apply to EASIER and are available on the intranet to all IER employees. A move has begun to roll out an environmental policy at Automatic Systems and the intention is to extend it to all IER companies in 2020. IER's environmental performance is discussed each year at a Management Committee meeting as part of its annual process review. 100% of Automatic Systems Belgium sites have ISO 14001:2015 certification.

— Environmental incidents Bolloré Group (excluding Communications)

	Transportation and logistics ⁽¹⁾	Oil logistics ⁽²⁾	Electricity storage and systems ⁽³⁾	Others	2019 Total
Number of environmental incidents	122	1	0	UD	123

UD: undisclosed.

(1) Gradual (Ports and Rail scope), incidental and/or accidental (product spillage, emissions of product vapor or gas, off-site disposal of products with no treatment prior to being discharged into the natural environment, etc.) event that could damage the ecosystems or natural resources.

(2) Number of accidents reported to the hazardous goods transport safety advisor that require declaration to the supervisory body.

(3) Number of environmental accidents that caused pollution.

Transport & Logistics

Each business unit implements emergency response plans based on the outcome of risk assessments (mapping) they have conducted to minimize the potential effects of an accident or emergency on health, safety and the environment. Emergency response plans are prepared in accordance with Executive Management directives. Each entity implements performance monitoring processes and corrective monitoring processes and objectives similar to the division's. Each business unit ensures that employees, including subcontractors working on-site, are properly informed of the emergency response procedure.

• Bolloré Ports

For port activities, the most critical local pollution risks, both gradual and accidental, are containment spills, leaks or emissions of polluting substances or hazardous materials present on the site, the transport and handling of hazardous products and the waste generated by their activities.

To reduce the impact on the environment where spill-risk activities (oils, hydrocarbons and other industrial products) are performed, the terminals have containment tanks. In accordance with local laws and regulations and the QHSE rules established by the business units, all new installations are equipped with rainwater, wastewater and polluted water networks that empty into decantation devices before discharge into city networks or the sea after inspection. For example, in Congo (Congo Terminal) and Cameroon (Kribi Terminal), wastewater is analyzed after treatment by an organization approved by the supervisory authorities and waste oil is recovered by a company specializing in the treatment of this type of waste.

In 2019, Automatic Systems Belgium was audited in order to review its ISO 14001 certification which it is intended to extend to French sites by 2021. Safety audits are carried out regularly (monthly at the Besançon site and quarterly for AS France). An internal audit was also conducted at AS Belgium as part of the roll-out of the BLED system that monitors noise, lighting, energy and waste against environmental factors and gives a color-coded threshold (green, orange or red) for each process.

PREVENTING LOCAL POLLUTION AND INDUSTRIAL ACCIDENTS

DESCRIPTION OF PRIORITY RISK

Prevention of local pollution and management of hazardous materials R⁽¹⁾

Due to its industrial activity, the Bolloré Group has identified local pollution risks as a priority. Even though the transport and storage of hazardous products and the occurrence of industrial accidents represent a major environmental risk and is a top priority for prevention, the measures and controls deployed internally ensure tight control of those risks.

GROUP POLICY

All Bolloré Group divisions implement action and continuous improvement plans as part of their vigilance cycles to prevent local pollution and industrial accident risks. Of the 61% of entities who might store hazardous materials, 77% are equipped with a pollution prevention mechanism.

Gantry accidents present a major industrial accident risk for port activities. For example, non-compliance with the navigation and berthing rules for vessels arriving at the terminals are responsible for major equipment accident rates. Global statistics for the last ten years show 325 ship/quay/gantry crashes, six of which were at the Bolloré Group's port facilities. In the event of a major accident, an emergency plan is deployed by the entity in question and may give rise to a crisis management plan monitored at Bolloré Ports head office. Depending on the severity of the event, the business continuity plan and the remediation process are triggered.

• Bolloré Railways

Railway activities also have an impact on the environment related to the type of waste generated (used oil, soiled rags, plastic waste, oil and gas filters, smoke emissions, etc.) and to the nature of railway activity itself. Note that the environmental risk assessment was also updated as part of the revision of the QHSE management system and of the risk map drawn up in 2019 for Bolloré Railways entities. The risk of accidental spillage of hydrocarbons during their transport by tank car is highlighted in the risk mapping as a major risk.

Since 2018, Bolloré Railways has acquired new equipment to respond to accidental hydrocarbon spills on railways. This includes:

- antipollution kits;
- motor pumps;
- geotextile tarpaulins, tanks.

The operations and safety teams are trained regularly in emergency response intervention techniques for hydrocarbon train incidents such as fires, hydrocarbon spills and in the use of anti-pollution kits.

(1) R: priority non-financial risk.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

To reduce the impact on the environment where spill-risk activities (oils, hydrocarbons and other industrial products) are performed, the Bolloré Railways rail concessions have containment tanks.

Since 2018, Camrail has had a partnership protocol with the Hydrocarbons Analyses Controls (HYDRAC) research center for the physical and chemical analysis of wastewater and hydrocarbon-polluted soils.

Sitarail has also commissioned eight mirador maintenance wagons dedicated to the monitoring of oil trains in circulation. Primarily used to ensure convoy safety, the system can also detect environmental incidents and send out an alert.

Spotlight on the treatment of creosote railroad ties

Historically, the Bolloré Railways brand has operated networks that may still contain creosote railroad ties. Creosote is a mixture of oils extracted from coal or wood tar and used as a preventive treatment for wood. Given the risk posed by the exposure and handling of these ties the Bolloré Group has put specific procedures in place to avoid contamination of employees and third parties by this product.

More specifically, Bolloré Railways has put a specific action plan in place and carried out numerous actions in 2018 to take all necessary precautions. One of the main actions involves replacing the creosote railroad ties per track section with concrete ones. Camrail agents and subcontractors are regularly instructed in the handling of creosote-coated wooden railroad ties and made aware of the environmental and health risks. Two spaces were constructed or converted for the storage of used creosote-covered wooden ties in the best conditions. A medical program was put in place to monitor current and former agents.

During main and secondary track rehabilitation projects, the railroad ties are automatically replaced by concrete ones.

• Bolloré Logistics

Due to the challenges associated with local pollution risks, Bolloré Logistics pays special attention to the prevention of industrial accidents and scrupulously supervises its storage and transport activities for hydrocarbons, cyanide and other hazardous materials throughout its entire supply chain in Africa. In addition, the probability of occurrence of local pollution risk is low in this area, as it is very heavily regulated and supervised, by air and by sea. There are comprehensive procedures for each continent and regional ones for each territory where we operate.

The management of hazardous goods is strictly governed by the division's QHSE policies and manual, which integrates risk assessment, risk prevention and control strategies, regulatory authorizations, reception procedures, segregation, control and handling of goods, as well as instruction and training of employees.

Bolloré Logistics has spill prevention and control measures in place during all chemical handling operations (loading/unloading, storage, transfer, etc.) to minimize the effects of chemical spills on health and the environment, both on and off-site.

Depending on the activity, area of operation or specific features of the site, a number of specific measures may be introduced. For example, chemical storage areas have spill containment equipment to control the spread of spills. Accidental spill kits that include absorbent products such as absorbent granules, sheets and rolls are available. Contaminated materials are safely and adequately treated through a qualified and specialized hazardous waste disposal service provider. Retention trays are available to hold containers with leaks.

Warehouses and yards operated by Bolloré Logistics have internal prevention, protection and intervention resources that include:

- fire protection resources (fire extinguishers, fire-hydrants, smoke evacuation, fire detection or sprinkler systems, where appropriate) based on the level of risk presented by the activities;
- procedures to ensure good overall maintenance and levels of facility maintenance that include periodic verification of equipment and facilities;

- internal monitoring through inspections that are regularly performed to verify the good condition and accessibility of fire-fighting tools and emergency systems, compliance with safety rules, etc.;
- specific procedures such as issuance of work permits before performing certain risky operations such as hot-spot work;
- procedures to secure facilities against the risk of malicious acts;
- The transportation of high-risk chemical products is also carried out under special certifications such as the ICMI (International Cyanide Management Code), held by entities that transport sodium cyanide.

In addition, control of local pollution risks also takes the form of dedicated training sessions for topics such as the handling and transport of hazardous goods, which are provided to employees based on their responsibilities.

For example, an e-learning module on the transport of hazardous goods has been deployed since June 2016. This training is intended for employees who manage hazardous goods situations. It consists of several training modules (identification of hazardous goods, packaging, documentation, loading/unloading, etc.).

Intervention exercises are conducted by the entities to test the effectiveness of the procedures and the emergency equipment available and proper knowledge of the rules to be followed by employees.

Crisis management exercises with simulation of spills are also carried out. For example, an exercise was organized in April 2019 at the container terminal of the Abidjan port. The teams of Bolloré Transport & Logistics Côte d'Ivoire, Abidjan Terminal, teams from the head office in Puteaux and also Bolloré Railways and Sitarail were involved in this exercise. It consisted of simulating an accident involving the transport of hazardous material (cyanide), with the objective of testing the mobilization of the various teams, the responses to this type of accident and communications and operations at the inter-BU crisis cell.

Members of the local crisis management cell worked in concert with the highest civil, administrative, police and specialist military authorities.

Emergency exercises are also carried out, notably on the World Day for Safety. Bolloré Logistics has formalized its basic QHSE requirements for warehouse design: a manual lists the minimum QHSE and safety requirements (standards) that should be followed when new warehouses are built or facilities extended or modified or when warehouses are rented. It is also applicable to yards.

Oil logistics

The prevention of local pollution, such as the risk of oil spills during loading or unloading, as well as the risk of a fire on premises and the risks that come with storing hazardous products, is governed in particular by compliance with strict regulations (Seveso, ICPE, DREAL inspections and ISO 14001) on sites, which have made it possible to manage such risks to date and reduce the risk of accidents. For three years, Bolloré Energy has been involved in a voluntary certification process in accordance with ISO 14001:2015 for its Seveso oil depots at Caen, Gerzat, Mulhouse, Strasbourg and Chasseneuil-du-Poitou. The SFDM depots have also been ISO 14001 and 50001 certified. These strategic procedures have enabled Bolloré Energy to reduce its environmental impact and not only provide accountability for environmental issues but also guarantee confidence for its stakeholders.

In addition, Bolloré Energy has put preventive technical controls in place at all of its facilities to allow more in-depth monitoring of depots and correct any anomalies. Crisis management exercises are carried out every year, complementing the exercises linked to the Seveso internal operation plan. This approach, based on regulatory obligations, allows employees to practice the technical aspects of the exercises. These exercises mobilize not just operational staff on site, but also external personnel from the municipality and the commune (firemen, etc.). "Crisis cell" exercises are also organized, notably involving head office personnel. In 2019, two crisis cell exercises were carried out (one at a retail branch and one at a bulk depot). In addition, in accordance with the regulations in connection with the Seveso classification, exercises are carried out jointly with the prefecture.

Electricity storage and systems

• Blue Solutions

The local pollution risks (for which the risk mapping was updated in 2019) of the Blue Solutions Brittany sites are limited by various specific measures:

- fire risk prevention is regulated by fire extinguishing (automatic or manual) and detection systems, annual training of first-response teams, quarterly training of second-response teams and fire drills with accidental spill scenarios;
- prevention of water pollution risk consists of storm basins that recover hydrocarbons from water runoffs and contain polluted water in the event of a fire or accidental spill. Any liquids stored are placed in retention tanks;
- the prevention of air pollution risk involves the treatment of VOC (volatile organic compounds) discharges with thermal oxidation on the Batteries site;
- periodic inspections of facilities are carried out in accordance with the regulations in force;
- prevention plans are established with service providers and safety protocols are established with carriers.

In addition, a safety advisor manages the transport of hazardous goods for all of the activities in Brittany. His or her role includes advising Management and ensuring compliance with the requirements for the transport of hazardous goods, including the shipment of products and waste covered by those regulations. In 2019, 24 people were trained in the transport of hazardous materials by the Safety Council and there were no environmental accidents leading to pollution.

• Blue Systems

With regard to Bluecarsharing, car-sharing maintenance sites have set up collection tanks for used liquids, which are then deposited at a recycling center. Audits certify the absence of prohibited heavy metals in manufacturing components. Suppliers also provide declarations certifying that their products do not contain heavy metals that have been banned in Europe, again demonstrating appropriate due diligence.

In an effort to better understand and reduce risks, IER has carried out audits for facilities classified for the protection of the environment (ICPEs) at all design and production sites to ensure compliance. IER has also used audit agencies and its insurers to conduct audits and safety checks. The reports from the audits and checks provide a clear view of the status of risks and make suggestions for improvement. To anticipate and quickly comply with

legal obligations relating to safety and the environment, IER has had a regulatory oversight tool since 2017. Whenever a new law is enacted, this tool communicates the list of requirements to be fulfilled (such as changes to the ICPE standard).

Currently, all French IER and EASIER sites are equipped with chemical storage and treatment solutions (cleaners, detergents, aerosol, deicing agents, etc.). In addition to the health and safety measures deployed for employees, IER and EASIER have taken measures to reduce risks by issuing specific instructions for the management of chemicals and rules tailored to business lines for the management of occupational risks. Internal information campaigns are carried out to make employees aware of the environmental approach, including eco-gestures, "don't discard, sort," distribution of the IER environmental charter, the 5S project, citizens' days and the WEEE (waste electrical and electronic equipment) campaign.

Blue Systems companies did not record any environmental incidents in 2019.

OPTIMIZING WASTE MANAGEMENT AND BOOST THE CIRCULAR ECONOMY

GROUP POLICY

The Group closely monitors waste at its various facilities in France and internationally. The monitoring centers on "hazardous" waste (waste that, by virtue of its radioactivity, flammability, toxicity or other hazardous properties cannot be disposed of in the same way as other waste without endangering people or the environment) and "non-hazardous" waste (which in no way endangers people and the environment). It forms an integral part of non-financial reporting employing a precise classification of facilities. The results of the reporting make it possible to monitor the production of hazardous and non-hazardous waste at each facility and to identify the recovered or recycled portion. They have been included in the calculation of the Bolloré Group's scope 3 since this year.

Hazardous waste is generated by the Transport & Logistics division (particularly in Africa, where a specific treatment is applied to used oils), Blue Solutions (battery production plants, Bluecar, IER and car-sharing activities) and Bolloré Energy (oil depots where residual hydrocarbons are either treated through thermal regeneration or buried).

The Bolloré Group optimized its waste reporting process by fine-tuning its analysis matrix by subcategories of waste (paper, wood, metals, used oils, etc.), thereby ensuring more finely grained traceability of reported waste.

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— Waste of Bolloré Group (excluding Communications)⁽¹⁾

	2019				2019 Total	2018 Total	2017 Total	Total coverage rate
	Transportation and logistics	Oil logistics	Electricity storage and systems	Others				
Total amount of hazardous waste (in metric tons)	6,927	1,834	319	–	9,079	9,343	9,948	100%
Of which, proportion of hazardous waste recycled or recovered (as %)	14	87	57	–	31	20	23	100%
Total amount of hazardous (or non-hazardous) waste (in metric tons)	17,565	271	3,345	2	21,183	29,191	65,688	89%
Of which, proportion of non-hazardous waste recycled or recovered (as %)	30	73	95	100	41	44	14	89%

(1) The quantities of waste reported by the Bolloré Group (excluding Communications) in the table above only cover companies engaged in industrial activities.

GROUP ACTION PLAN

By 2022, the Group will endeavor to:

- further strengthen the relevance and reliability of the Group's waste reporting;
- strengthen the recovery and recycling of its major waste;
- initiate discussions to set a target for the handling, recovery and recycling of its hazardous waste that takes into account the disparities of maturity of local infrastructures in place in terms of waste management.

Transport & Logistics

The entities of the Bolloré Transport & Logistics division make every effort to have all of their waste retreated by contractors approved by the Ministries of the Environment of the countries in which they operate to obtain the best level of treatment available in the territory in question. Regarding Bolloré Ports and Bolloré Railways activities, environmental audits conducted by the supervisory authorities are carried out annually and a certificate is issued, in accordance with the existing laws in each country. Specific procedures have notably been implemented for dockyard and railway activities, which emit the most hazardous waste.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

• Bolloré Ports

Internal reporting has been strengthened since 2017, with precise monitoring by category of waste to improve its traceability. For example, used oils, which are the main waste from Ports in Africa, are recycled through a specific treatment in partnership with oil companies such as Total and cement manufacturers in Cameroon, Côte d'Ivoire and Senegal. Waste management is largely based on ISO 14001.

In the context of the roll-out of the Green Terminal label, Bolloré is promoting best practices in its activities. These practices include the establishment of waste plans, the setting of targets relating to the reduction, re-use and recycling of waste produced, investment in equipment encouraging optimal processing of waste, the optimization of waste processing by terminal users (vessels, tenants and operators) and incorporating special criteria into calls for tender for contracts associated with concessions and leases. In the Republic of Côte d'Ivoire, the waste management policy implemented on the Carena shipyard, detailed in the Bolloré Group's Duty of care plan (see 3. Duty of care, on page 100) is an instance of exemplary practice.

• Bolloré Railways

The railway activities are more specifically concerned by the management of metal waste. This waste is resold and recovered by external service providers. Likewise, in addition to its QHSE management system, the two Camrail and Sitarail railway networks apply specific waste management procedures, including for special and hazardous waste (sludge, sawdust or oil-contaminated soil), and for scrap from rail installations and used equipment.

• Bolloré Logistics

Waste produced by Bolloré Logistics is processed in accordance with local regulations and waste management procedures defined by the company, following the guidelines set by the QHSE Corporate Department. Each entity implements and maintains a waste management plan. The waste is entrusted to specialized companies in charge of transporting and treating it (recovery, disposal, etc.). Before collection, waste is placed in suitable packaging and kept in storage areas provided for that purpose.

In 2019, Bolloré Logistics added a second line to the development of its CSR strategy: natural capital and the circular economy, involving improvements to packaging and how it is used.

Oil Logistics

In managing its waste, Bolloré Energy has sought to make its waste register more efficient in order to identify more precisely what will happen to it. The waste tracking slips for the site's hydrocarbon water treatment facilities are centralized at the company level. The voluntary certification process in accordance with ISO 14001 implemented by Bolloré Energy at its Seveso oil depots has shown concrete benefits since the implementation of this system, such as the increased traceability of waste management.

Electricity storage and systems

• Blue Solutions

Blue Solutions is today the only company to use "entirely solid" technology for the manufacture of batteries. LMP® batteries are cobalt- and nickel-free, using a technology that ensures independence. They are composed of copper, aluminum, lithium, polymer, lithium salts, iron phosphate and carbon – raw materials with a stable supply due to the availability of those natural resources. In addition, the absence of solvents in the creation of LMP® batteries is an advantage for environmental protection. Blue Solutions has identified the suppliers and defined processes for the recycling of batteries, 50% of which are re-used. In 2019, the Batteries entity had 10 waste audits. Since March 2018, miscellaneous mixed waste (ordinary waste that could not be sorted) from all sites in Brittany is sent to a waste-to-energy channel. No more waste goes into landfills.

As regards the packaging activity, it should be noted that a large portion of film manufacturing scrap is crushed and extruded and converted into granules, so that it can be used again as a raw material. These granules are either resold as a by-product for less severe applications than the manufacture of thin films or reinjected into our manufacturing processes. Process adaptations carried out in 2018 enabled a granule re-injection rate of 20% for one range of films (10% in 2017), for which the policy was continued in 2019.

• Blue Systems

Bluecar® electric cars follow European standards for equipment recycling. All waste from maintenance sites and tertiary sites is sorted to separate hazardous and non-hazardous waste. The handling and treatment of hazardous waste is confined to authorized personnel, who guarantee its traceability. The vehicles in the Bluecar® range are regularly maintained and repaired in maintenance workshops.

In car-sharing networks, some also collect and deposit waste vehicle fluids (engine oil, coolant) for the Bluely and Bluecub models. Finally, they recover parts in good condition from scrap vehicles for reuse. Following the shutdown of Autolib' which marked 2018, the fleet of 3,900 vehicles was divided into two parts:

- first batch: vehicles were partly re-incorporated into the Bluely, Bluecub and Bluetorino car-sharing fleets;
- second batch: remaining vehicles were sold as they were to secondhand dealers.

More than 80% of the products manufactured by IER, often with lifespans of more than ten years, and primarily comprising metals, are recyclable in the waste market. IER does not directly consume raw materials, as its primary activity is assembly. Nevertheless, since 2014, 90% of products are delivered in eco-friendly packaging (wood and cardboard).

Moreover, in response to regulations (European directive 2002/96/EC), IER is implementing a comprehensive solution for the recovery and reprocessing of its end-of-life products. In 2009, it signed a contract bearing on a treatment solution with a certified and approved company; in France, it also signed up to a government-approved eco-organization on July 1, 2013. IER also offers its customers the opportunity to benefit from the recycling solutions it has set up with its certified service providers for earlier products not covered by the regulations and for facilities outside Europe. This includes North America, where the recycling of end-of-life electronic products is not yet regulated: at the request of the customer, IER offers a dismantling, packaging and return to the plant service for equipment. The recovered metal is then recycled and electronic waste passed on to specialist organizations.

In 2019, in a policy aimed at combating planned obsolescence, IER restored (retrofitted) 675 recharging terminals (formerly Autolib') to enable all types of electric vehicles to be recharged. For example Ubeeqo, a subsidiary of Europcar, uses these terminals to recharge the electric vehicles in their fleet of hire vehicles.

OPTIMIZING WATER MANAGEMENT

GROUP POLICY

Given the importance of this issue at a global level, the Group is aware of its responsibilities for monitoring and optimizing its water consumption and preventing any risk of water pollution through the treatment of contaminated water. Water management is taken into account in particular in the environmental management systems implemented by the Group entities (see 2.3.3. Preventing pollution and reducing the environmental impacts related to our activities, page 88).

As part of its environmental reporting, the Group monitors its water consumption closely in a constant effort to optimize resources.

— Water consumption Bolloré Group (excluding Communications)

(m ³)	2019 ⁽²⁾				Total 2019	Total 2018	Total 2017
	Transportation and logistics	Oil logistics	Electricity storage and systems	Others			
Water consumption ⁽¹⁾	1,557,513	44,991	24,883	9,172	1,636,558	1,783,519	1,731,283

(1) Includes water from distributed supply and natural environment.

(2) 2019 coverage rate: 100% of the Bolloré CSR reporting scope.

Transport & Logistics

Transport & Logistics activities closely monitor their water consumption, constantly looking to optimize the resource. As a matter of principle, all critical facilities must be equipped to handle wastewater in accordance with local regulations.

• Bolloré Ports

In the context of new projects, and in order to meet the most stringent environmental requirements, all new port facilities such as Kribi in Cameroon, Tuticorin in India and MPS II in Ghana are equipped with their own networks and treatment and purification plants for wastewater, sewage, rainwater and stormwater. This will also be the case for terminals currently under construction, such as Côte d'Ivoire Terminal, Dili in East Timor and the Terra RoRo Terminal in Abidjan.

In 2018, Bolloré Ports launched a new system to prevent freshwater leaks and loss while improving the potability of water on certain networks. Some ports were equipped with mini UV water filtration stations at each point of arrival of drinking water, which has also reduced plastic waste (decrease in the consumption of bottled water). This system was implemented at the Abidjan and MPS Ghana ports and is to be expanded to all port sites.

In addition, various actions have been rolled out by Bolloré Ports in order to optimize water consumption, particularly in water-stressed regions. In 2019 for example, a borehole was drilled for local populations in the Freetown Terminal.

As part of the roll-out of its Green Terminal label, Bolloré Ports intends to put the protection of water resources and aquatic ecosystems and the management of water consumption at the heart of environmental protection at terminals. To do this, it will promote best practices such as preparing water management plans, setting targets to reduce direct and indirect water consumption in the area's infrastructure, using available technologies (for example, ongoing monitoring of water demand in order to identify leaks, spray nozzles on water taps, sensor-controlled flows and dry basins), ensuring staff awareness-raising, etc.

• Bolloré Railways

Local constraints and water stress are also taken into account in water consumption management and rail activity action plans. For example, drilling has taken place and is being exploited by employees and local residents in areas that are not connected to the drinking water system. This is the case for Kihoan in the Republic of Côte d'Ivoire and Siby and Béréga in Burkina Faso. The functioning of the drilling sites is monitored monthly and physical and chemical analyses are carried out to ensure drinking water quality. Accordingly, Sitarail has rehabilitated buildings equipped with water collection wells.

Finally, at Camrail, any soil that is contaminated is recovered and stored in a treatment area, where physical and chemical treatment is carried out. Once treated, the water is taken to a separator and skimmed to separate the pollutant from the clean water, which is then released into the natural environment.

• Bolloré Logistics

Since 2015, water consumption has been monitored in all entities using meters or invoices to establish a picture of the current situation. A water consumption reduction policy is in place, notably through the installation of rainwater collection tanks.

Oil logistics

To improve its environmental performance and as part of its ISO 14001 certification, Bolloré Energy is focusing in particular on monitoring water and electricity consumption at its Seveso oil depots. New indicators have been implemented to ensure more regular and precise monitoring of consumption. In addition, Bolloré Energy monitors the quality of its treated water before it is discharged, which helps to prevent environmental risks related to water pollution and also uses piezometric monitoring of the water table.

Electricity storage and systems

• Blue Solutions

All sites have water retention basins for water used to extinguish fires. Retention basins are equipped with decanters (to catch solid particles) and hydrocarbon separators (to recover traces of hydrocarbons in the rainwater running off the car park). The 2018 air and water discharge measurement campaigns in Brittany show that plants comply comfortably with regulatory thresholds.

In addition, there is monthly monitoring of water consumption on the Plastic films sites and weekly monitoring on the Batteries sites, notably enabling detection of leaks.

• Blue Systems

The majority of Group car-sharing services use environmentally friendly multi-use cleaning products and very little water for vehicles and terminals. In France, the cleaning of Bluecar® vehicles and Bluestation buses is carried out without water.

PRESERVING BIODIVERSITY

Transport & Logistics

Bolloré Transport & Logistics is aware of the importance of taking biodiversity issues into account in the performance of its activities. This is reflected in various actions such as the biodiversity policy deployed by Bolloré Logistics or impact studies carried out upstream of new port or railway construction projects. Partnership actions with external actors are worthy of mention, such as the Bolloré Transport & Logistics Congo-Brazzaville collaboration with biodiversity protection NGOs to assist in the conservation of sea turtles and chimpanzees, two species in critical danger of extinction.

• Bolloré Ports and Bolloré Railways

Prior to making any changes to port or rail infrastructure, technical and environmental studies also take into account the protection of biodiversity. They are submitted to the national authority in charge of the environment. These studies reflect the desire of Bolloré Ports and Bolloré Railways to reconcile the conduct of its operations and the preservation of the biological diversity of the environments in which the companies are located.

As part of major development projects in Haiti and Timor, environmental impact studies led Bolloré Ports to analyze marine fauna and flora and put in place actions for their protection (e.g. the relocation of species).

Under the Sitarail infrastructure rehabilitation program, environmental and social impact assessments (which cover the protection of biodiversity, nature and the human environment) were underway in 2018.

Bolloré Railways also fights against the illegal transport of animal or plant-derived products. For example, since June 2005, an agreement signed between Camrail and the Cameroon Ministry of Forests and Wildlife has enabled the establishment of a project to support the wildlife protection program and the eradication of the transport of wildlife products by rail.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

An NGO was selected to support the process in the project area (Ngaoundéré-Yaoundé section). Camrail's principal undertakings are to:

- allow and facilitate wildlife product inspection missions on trains, at stations and right-of-ways;
- authorize inspection missions for timber products in the departure or arrival stations of those products and make these mandatory before the goods are allowed on board;
- insofar as possible, make essential logistical resources available to the Ministry of Forests and Wildlife to facilitate oversight missions.

Each year, information sessions and inspections of parcels and luggage on board trains take place, with close involvement of communities bordering the railroad.

• Bolloré Logistics

Keen to reduce the global environmental footprint of its activities, since 2013, Bolloré Logistics has had an active policy to manage its impact on biodiversity, enshrined in a Biodiversity Charter, integrated into its Powering Sustainable Logistics CSR program since 2018. This was first rolled out in France on four "Biodiversity Commitment" sites, certified by Ecocert®: the logistics hubs of Roissy and Le Havre, the Nantes site and the head office in Puteaux. The renewal of this certification was obtained at the end of 2018. The Bolloré Logistics biodiversity management system is based on a concept, "Think global, act local", and is developed internationally with the Singapore BlueHub. Inaugurated on December 4, 2019, the Singapore BlueHub, with a surface area of 50,000 m², is a new benchmark in logistic platform design, with particular emphasis on sustainability and biodiversity. It is equipped with the latest supply chain technology, an advanced energy management system based on the internet of things (IoT) for the predictive analysis of buildings and an intelligent lighting control system. Other initiatives include a green roof and terraces, a rainwater recycling system, a system to manage consumption of energy and water, solar panels and a food disposal unit for a waste-free canteen. In 2019, Bolloré Logistics received the Platinum Green Mark for this innovative site, a certification awarded by the Building & Construction Authority (BCA) of Singapore, as well as the LEED Gold and BiodiverCity® labels. The BlueHub is the first site in Asia to have obtained the BiodiverCity® certification.

A "Bolloré Logistics Responsible Building" charter was also signed in July 2019 to guarantee that any large-scale new building, such as the large logistics hubs, is certified with an environmental standard and the BiodiverCity® certification. Internal redesign taking living systems into account is also recommended for site buildings and redevelopments. When it comes to taking this externality into account, Bolloré Logistics is leading the way in the transport and logistics sector. The Group is also raising employees' awareness of biodiversity as a factor affecting well-being in the workplace, in the context of the AcTogether challenge in 2020. In line with its commitments, in July 2018, Bolloré Logistics joined the Act4nature initiative launched by Entreprises pour l'environnement (EPE), alongside 64 other international companies. The association works alongside scientific experts and NGOs with the ambition to create a collective dynamic around biodiversity and thus contribute to the objectives set by the international community for its preservation. By joining this initiative, Bolloré Logistics is one of the companies that integrate biodiversity into its strategy, activities and value chain.

2.4. Making a long-term commitment to local development

Present in 129 countries, the Group invests in the development of modern local infrastructure and thus contributes to the employment, opening-up and economic development of certain regions, especially in Africa. It maintains close relationships with local communities on all the continents where it has a presence and supports projects for the benefit of local populations.

2.4.1. CONTRIBUTION TO LOCAL DEVELOPMENT

DESCRIPTION OF RISK/OPPORTUNITY

Risks and opportunities related to relations with local communities⁽¹⁾

With locations in 129 countries, including 46 in Africa, the Bolloré Group, through its activities and relationships with local communities, is a key player

in regional social and economic development. It must therefore prevent, mitigate and compensate for the negative externalities generated by its activity while maximizing beneficial impacts for local populations and the territories where it operates.

GROUP POLICY

In all its activities, one of the primary issues for the Group is the contribution to the development of the regions, which primarily involves the recruitment and training of local employees.

Through its activities and investments and dialog 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.

Transport & Logistics

With 22,249 employees on the African continent (56.8% of all Bolloré Group employees (excluding Communications businesses)), in keeping with its core principles and values, Bolloré Transport & Logistics takes a long-term approach to its activities and is committed to reconciling its economic performance with its social mission and the preservation of the environment. Socio-economic impact studies conducted by the Transport & Logistics division in eight countries in Africa (see 2.2.3. Promoting human rights in our value chain, on page 77) quantify the many positive impacts in Africa, particularly in terms of:

- job creation (direct, indirect and generated);
- contribution of activities to the country's economy through analysis of the economic flows generated by local purchases of goods and services;
- contribution of activities to local GDP;
- national tax revenues;
- employee development (training, transfer of skills, promotion, etc.);
- development of local communities.

The results attest to the territorial anchoring of the company through its positive impact on jobs, the increased skills of local populations and the improvement of living conditions in local communities thanks to the social and societal initiatives carried out by the subsidiaries. Other studies will be gradually extended to other African countries.

CONTRIBUTING TO AND PROMOTING LOCAL EMPLOYMENT

The Bolloré Group is present on the five continents and undertakes, in all the countries in which it operates, to be a leading local employer. The Group has a particular historic presence in Africa: 61% of the Bolloré Transport & Logistics division's 36,515 employees are based there. The Bolloré Group is the number one port operator with 21 concessions in operation and is also a significant player in rail, through its three rail concessions. The Bolloré Group undertakes to be a benchmark local employer in all the countries in which it operates.

As a result, in 2019, the Group measured its impact on local employment. Of the 39,160 Bolloré employees in the workforce as of December 31, 2019, 98.9% were local employees.

The proportion of managers on each of the continents is within the Group's average overall, irrespective of the region, with a slightly higher rate in France, which is the birthplace of the Group and host to its head office. With the exception of Africa, the representation of women is very good in all regions, with almost equal proportions of women and men. In Africa, although there has been a slight progression in the figure, the representation of women is still well below the Group average and our diversity requirements.

(1) Priority risk and opportunity.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

— Distribution of workforce by geographical area of Bolloré Group (excluding Communications)

At December 31, 2019	Workforce	Of which, proportion of women	Of which, proportion of managers
2018 Total workforce	39,403	28%	16%
2019 Total workforce	39,160	29%	16%
Workforce in Africa	22,249	17%	15%
Workforce in France and French overseas departments and territories	7,655	42%	19%
Workforce in Asia-Pacific	5,772	48%	15%
Workforce in Europe excluding France	1,976	41%	14%
Workforce in the Americas	1,508	47%	15%

INVESTING IN THE LOCAL ECONOMY

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.

— Annual study by country of the socio-economic footprint of Bolloré Transport & Logistics

	Cameroon (2017 data)	Gabon (2017 data)	Congo (2017 data)	Comoros (2018 data)	Sierra Leone (2018 data)	Kenya (2018 data)	Tanzania (2018 data)	Uganda (2018 data)
Direct jobs ⁽¹⁾	4,805	1,103	2,077	249	396	1,107	300	237
Of which women	528	189	206	17	179	74	74	229
Local service contractors ⁽²⁾	13,408	1,989	12,729	105	27,059	5,255	9,670	1,126
Jobs generated ⁽³⁾	9,934	745	4,231	708	5,954	1,959	3,211	880
Health coverage (in millions of euros)	2	1	1.7	0.84	0.242	0.582	0.144	0.85
Investments in infrastructure and equipment (in millions of euros)	41.6	149.8	350 (since 2010)	9.3 (since 2012)	121	16 (between 2016 and 2019)	1.1 (between 2016 and 2019)	1.5 (between 2016 and 2019)
Contributions to public services (in millions of euros)	63	14	33	2.33	11	4	5	1
Purchases of goods and services on the national market (in millions of euros)	40	50	74.7	1.96	52.8	20.2	41	4.5
Number of societal actions	47	8	21	7	4	3	1	2
Amount of societal actions (in euros)	718,000	474,000	249,000	40,000	81,000	21,000	3,000	23,000

(1) Direct jobs generated in one year by the Bolloré Logistics, Bolloré Ports and Bolloré Railways business units (if present in the country in question).

(2) Indirect jobs generated in one year by service providers (dockers, etc.) and local suppliers.

(3) Jobs generated in one year by household consumption by direct and indirect employees.

Through its investments in port and rail 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 (see "Respect of the fundamental rights of communities and neighbors close to our operations, and constant efforts to make a positive contribution to society", on page 80).

Almost 300 million euros in investments in Africa per year.

Transport & Logistics

The integrated vision of Bolloré Transport & Logistics allows it to develop a global approach to promote the logistical fluidity necessary for the development of a country's industrial activities.

All logistics, industrial and commercial facilities operated with benchmark partners and States are job and wealth creation engines in the countries where they are located, such as Sierra Leone, as well as in East Africa, in Kenya, Tanzania and Uganda. Bolloré Transport & Logistics also encourages young entrepreneurs there. In Uganda, Bolloré Transport & Logistics has signed an MoU (Memorandum of Understanding) with Macquarie University and Macquarie University business schools and put in place a preferred partnership in order to offer students the opportunity of internships on its sites and to develop their skills and professional experience.

The activities of Bolloré Transport & Logistics and its investments are central to the development of subregional imports and exports, which also increases the opening up of neighboring countries. Mainly located in large cities in Kenya and Uganda, they are also to be found throughout the region, contributing to the creation of direct and indirect jobs in smaller towns and rural areas.

• Bolloré Ports

Strategic purchases such as quayside gantry cranes, terminal gantry cranes, terminal tractors and Terminal Operating Systems generate import customs duties and taxes for local communities. In addition, the main local purchasing categories are hydrocarbon purchases, spare parts, energy (water, electricity and gas), insurance benefits, banking and legal (financial intermediation), technical subcontracting activities, restaurants, etc.

• Bolloré Railways

The purchasing profile for the railway concession activity is for the most part dominated by equipment (purchase of locomotives, cars, carriages and spare parts) which, in addition, generates large amounts of import customs duties and taxes for the countries where the business units are based. In addition, local purchases, under local subcontracting and service provision (e.g. maintaining 1,200 km of tracks), play a significant role in boosting local economies. They generate a pool of almost 3,000 indirect jobs classified as subcontracted, full-time or part-time.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

As part of its maintenance operations for the railway and its facilities, the railways use a very large number of local companies along the railway route. Sitarail, for example, works with more than 200 local companies. It requires external companies responsible for implementing certain work to recruit local labor, and young people in particular. For routine maintenance work (implementation of the programmed schedule of work) the operations require the recruitment of local labor. The number of direct and indirect jobs generated is estimated at more than 100 during the different implementation stages. Accordingly, depending on the progress of work, working young people from and near the various localities benefit from these temporary job opportunities, which provide them with income. Upkeep is required for an area of 15 meters on either side of the railways, making about 65 million m² for the 2,000 km of both networks. This is maintained mainly by local residents (weeding and brushwood-clearing) and subcontractors. In addition, Sitarail regularly trains young people at its professional training centers in Abidjan and Bobo-Dioulasso as driver assistant, with a view to recruiting them.

• Bolloré Logistics

For freight forwarding, purchases mainly include subcontracting costs (security, guards, rent, etc.), equipment rental and the purchase of fuel.

Through its 600 branches all over the world, Bolloré Logistics promotes the logistical fluidity necessary for the expansion of industrial and commercial activities in the network's territories. It also helps to open up developing countries through its import and export operations. By taking a long-term approach to its activities, the business unit also enables its subsidiaries to establish close links with local economic players. Its new infrastructures contribute to the development of public services and construction (urban transit, road access, etc.), and their modernity helps the local economy to flourish.

In accordance with Bolloré Logistics' commitment in the area of corporate social responsibility, the business unit actively applies a policy to guarantee its positive impact on local economic and social development, focusing on the development of local skills, the transfer of technologies and the use of local labor and manufacturing. This notably involves:

- being a significant employer of local staff in the countries where the businesses are based and operating according to high standards of business ethics. In developing countries, over 95% of direct employees are citizens of the host country, and, as far as is possible, are employed by their local communities;
- sourcing materials and goods from the countries where Bolloré Logistics operates;
- subcontracting the appropriate tasks to local companies;
- transfer of knowledge and training;
- developing the skills of local citizens;
- improving the performance and capacity of local businesses to support economic growth;
- providing support to local citizens;
- providing essential services and goods;
- promoting cooperation in the area of education, training, research and development of companies.

A significant part of this policy consists of ensuring that company regulations in the area of health, safety and protection of the environment, regulatory compliance, anti-corruption practices and quality assurance are implemented effectively everywhere.

Bolloré Logistics' corporate social responsibility (CSR) policy reflects the requirements and priorities of each specific local community in our large range of global sites.

Electricity storage and systems

• Blue Solutions

Promoting access to renewable energy to facilitate local populations' development

In the area of off-grid applications, for isolated areas not connected to the grid, energy storage represents a solution guaranteeing access to energy for all. Bluestorage applications allow users to access energy from sites, villages and communities that are not connected to the national grid, by creating mini-grids powered by renewable electricity combined with a storage solution. Bluestorage thus works with its partners to offer hybrid production systems, solar plus batteries, reducing the usage costs and pollution of diesel generators.

Africa, where rural electrification is a major social and economic community development issue, is an important reference for Bluestorage with 20 or so operational systems totaling 8 MWh of storage. CanalOlympia, operated by Vivendi, is a network of movie theaters and concert halls that is entirely energy self-sufficient due to a combination of local photovoltaic production and Bluestorage batteries. Fourteen theaters are currently operational.

Energy access

Access to energy is one of the major challenges for developing countries because it contributes to the reduction of poverty through economic development, education, health improvement and food security. Through its energy storage solutions, the Bolloré Group contributes to improving access to energy in isolated off-grid zones. In addition to Bluezones, the Group wishes to develop new projects, particularly in Africa, to promote access to energy.

Supporting local suppliers

Out of concern for its impact on the environment and the development of the local economic fabric, the Brittany division relies on local suppliers as much as possible. It works with local sheltered workshops such as CATs (Labor Assistance Centers) and ESATs (Labor Assistance Establishments and Services) to purchase office supplies and wooden pallets, maintain green spaces, etc. Blue Solutions has obtained the "Produced in Brittany" label. This association, created in the 1990s, brings together numerous Breton economic players who aim to promote the purchasing and production of products made in Brittany. The 6- and 12-meter Bluebuses and Blue Solutions have obtained the "Guaranteed French Origin" label. This distinction guarantees to consumers the traceability of a product and gives a clear and objective indication of its origin. It thus certifies that the Bluebuses built in the factory at Quimper are mainly made in France.

BUILDING AND MAINTAINING DIALOG WITH STAKEHOLDERS

A new identification and mapping method is being developed at the Bolloré Group level to be rolled out in the subsidiaries, for the purpose of developing a Duty of care plan (see 1. CSR challenges and strategy – 1.5. Stakeholders, page 60). Although the dialog with stakeholders is not consistently organized at Group level, the divisions and subsidiaries of Bolloré maintain constant dialog with their stakeholders.

Transport & Logistics

To enhance the performance of its activities, the Bolloré Transport & Logistics division maintains a daily dialog with stakeholders in the territories in which it operates.

• Bolloré Ports

Examples of dialog with stakeholders in the context of the activities of Bolloré Ports are the monitoring committees set up with the local communities according to the location of the terminals (e.g. Freetown, Haiti and Dili).

Local communities are consulted prior to each project to extend or modify the sites, particularly as part of impact studies. The meetings organized with the monitoring committees are established beforehand. The frequency may vary depending on the subjects, activities, and problems of the moment. The monitoring committees are managed by the Executive Management, which guarantees the quality of dialog and can be mobilized to prepare an overview or identify the needs encountered by the stakeholders neighboring the sites.

• Bolloré Railways

Like Bolloré Ports, Bolloré Railways organizes monitoring committee meetings with local communities. Moreover, the objectives of the proximity policy implemented by Camrail for the past ten years and which affects nearly 250,000 people in the 163 villages crossed by the tracks, are to help to increase the purchasing power of the villages bordering the railroad and improve the monitoring of rail facilities through the involvement of the people who live near them. To achieve them, the rail concession supports vigilance committees within communities throughout the network.

2 The Bolloré Group's non-financial performance

2. Four key pillars for a sustainable commitment

Each year, paid work is allocated to village communities such as weeding the railway, occasional cutting down of trees along the track, weeding the engineering and hydraulic structures, maintaining the tracks and cable enclosures, and maintaining intermediary stations. In return, residents contribute to the security of national railway assets (detection of anomalies on the track, seizure of illegal forest products and wildlife in collaboration with Camrail agents, monitoring of the tracks to avoid malicious acts and theft, and raising public awareness). To allow local residents to perform the missions entrusted to them in the best and safest manner possible, all of the necessary equipment is provided (safety vests, boots, telephony, etc.).

Furthermore, in conducting the study on the environmental and social impact of the program to renovate infrastructure (PRI), Sitarail set up a process of information provision and consultation of stakeholders and the public, applied as follows:

- presentation of the project (objectives, activities planned, areas of intervention, etc.) and its impacts;
- collection of points of view, concerns and suggestions arising during the various meetings.

As part of this study, the public consultation sessions targeted the following stakeholders: regional authorities (regional and departmental prefects and subprefects) and local representatives (President of the regional council, mayors, etc.); local organizations (heads of villages and communities, Presidents of agricultural cooperatives, young people's organizations and women's organizations, etc.); NGOs; the people likely to be affected by the project; and the players impacted by the implementation of activities. The involvement of local residents is therefore a core concern of the activities of Bolloré Railways.

• Bolloré Logistics

Since the end of 2018, Bolloré Logistics has joined several sector-based initiatives in order to strengthen its environmentally friendly offers for its clients and also to contribute, as a global player in the supply chain, to the improved environmental performance of the entire transport and logistics industry. Bolloré Logistics is a member of:

- GLEC, Global Logistics Emissions Council;
- EcoTransIT® World Initiative (EWI). EWI is developing the GHG and pollutant emission calculation tool EcoTransIT World (ETW), an industry standard, in accordance with the European standard EN 16258 for calculating GHG emissions of transport services and the Global Logistics Emissions Council (GLEC) Framework;
- Clean Cargo Working Group (CCWG), for the calculation of carbon dioxide (CO₂) and sulfur oxide (SO_x) emissions from maritime transport. The CCWG methodology is taken into account by ETW;
- Sustainable Air Freight Alliance (SAFA). SAFA is a buyer-supplier collaboration between shippers, freight forwarders and air freight carriers to track and reduce carbon dioxide emissions from air freight and promote responsible freight transport.

Bolloré Logistics is client-focused, keen to maintain daily dialog in order to meet their current and future needs, to support them in sustainable growth. With two new B.Lab innovation centers in France and Singapore in 2019, the teams have further developed workshops for dialog and innovation, particularly focused on environmental issues.

In order to raise its clients' awareness of the environmental impacts of transport, Bolloré Logistics regularly informs them of how its strategy takes account of sustainable development issues. In this regard, the company has published "Powering Sustainable Logistics", its CSR program progress report, which it has sent directly to its clients. It has also directly communicated with its clients, presenting and explaining the key issues of the new IMO 2020 regulation, requiring all groups in the maritime transport sector to reduce their sulfur emissions by 85%.

In parallel, Bolloré Logistics is continuing its work in the transport and logistics sector. For example, in France teams are participating in workshops organized by the sustainable development commission of the French Federation of Transport and Logistics (TLF). It is also participating in the new international joint initiative from CDP-Ademe, called ACT, and in the overhaul of the Ademe database on emission factors, contributing to methodology with its knowledge of the sector.

Finally, Bolloré Logistics has also stepped up dialog with its internal stakeholders with the introduction at the end of 2019 of an inter-country challenge entitled "AcTogether" that aims to engage and unite employees in a quest to meet shared sustainable development targets, directly linked to its "Powering Sustainable Logistics" CSR program. The collective dynamic invites employees to undertake sustainable development challenges, individually or as part of a team, and share best practices and local initiatives on a digital platform.

This enables Bolloré Logistics to better connect central policies with local network actions in 107 regions. The first edition of the challenge will conclude in December 2020 with the awarding of the AcTogether prizes.

Oil logistics

Every year, Bolloré Energy supports local associations through donations. In 2019, Bolloré Energy made a donation of 280,000 euros to the Fondation de la 2^e chance.

Site monitoring commissions involving the inhabitants of towns, residents' associations and State departments, within the prefecture, are also organized every year, in accordance with the regulations applicable to Seveso High Threshold sites. There was a site monitoring commission in 2019 for the Chasseneuil-du-Poitou site, which was an opportunity to meet all stakeholders.

Electricity storage and systems

• Blue Systems

At Bluecarsharing, dialog with stakeholders is carried out on two levels:

- local authorities: the car-sharing services deployed throughout the world maintain a constant dialog with the municipalities and departments where they are located: Lyon Métropole, Bordeaux Métropole, the City of Indianapolis, the Municipality of Turin, the Land Transport Authority of Singapore, Transport for London and the various partner boroughs of London, the City of Los Angeles and the Los Angeles Department of Transport;
- end-clients: car-sharing services regularly organize exchanges with end-clients to obtain their impressions of the development of the service. For the same purpose, Bluebus regularly organizes exchanges with public transit operators, central purchasing offices and large urban areas.

In France, Bluecar works in close collaboration with the mayors' offices, which are now required to buy low-emission vehicles whenever they renew their fleets or acquire new vehicles.

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 commitments of the Bolloré Group are built around the Fondation de la 2^e chance, the Foyer Jean-Bosco and the implementation of societal actions for the benefit of local populations also rolled out through its Sponsorship policy (see 2.4.2. Sponsorship policy, on page 99).

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

Set up in June 1998 at the initiative of Vincent Bolloré, the Fondation de la 2^e chance has been recognized for its public utility since 2006. Chaired by Marie Bolloré, the Fondation de la 2^e chance helps 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. It offers them financial and human support for a realistic and sustainable professional project, such as the creation or recovery of a business (up to 8,000 euros) or training leading to a qualification (up to 5,000 euros). This financial "leg-up" is accompanied by professional and emotional sponsoring provided to the project owner, until the project reaches a successful conclusion. The Fondation's continued activities are supported by a team of employees and volunteers. Six employees coordinate all those involved in the Fondation at the head office, hosted by the Bolloré Group. A network of 1,000 active volunteers acts as on-site representatives, instructors and sponsors throughout France.

Over the past two decades, the Fondation de la 2^e chance has helped over 8,000 people to bounce back. In 2019, 361 new candidates were given support, with average aid per case of 2,700 euros. 75% of candidates received aid for training and 25% for creating a company. Successful beneficiaries aged between 26 and 40 years old represented 42% of the projects supported.

Bolloré Group employees in Brittany are committed to the Fondation de la 2^e chance, supporting the social re-integration of people suffering hardship. In 2019, 18 people with projects were accompanied through professional training and/or retraining.

Two highlights of the year:

- On November 20, 2019, the Fondation de la 2^e chance was re-awarded the IDEAS label. A confidence boost for all players and partners, this label

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certifies the implementation, by not-for-profit organizations, of best practice in the areas of governance, financial management and monitoring of the effectiveness of action.

- On December 17, 2019, the Fondation de la 2^e chance launched its new website. Intuitive and clear, this site is aimed at those applying for help from the Foundation and the businesses and private individuals who would like to support it with a donation or by volunteering.

- **Foyer Jean-Bosco**

The Group acquired a building belonging to the Little Sisters of the Poor, built in 1896 and located in rue de Varize, in Paris, in the 16th arrondissement, that was fully restored between 2012 and November 2015. Today, it has more than 160 rooms, mainly used by young students from French provinces and from abroad, but also provides rooms for young people suffering from illness and the elderly. This year, the 140 students represented numerous different nationalities from Europe, the Middle East, Asia and the Antilles. The students created a choir and an orchestra and participate each week in charity work 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.

Transport & Logistics

In line with its corporate culture and its approach as a committed and responsible partner, Bolloré Transport & Logistics implements various societal actions and contributes effectively to improving the living conditions of local communities.

The flagship event of the division, the Marathon Day, an annual charity race, mobilized all the subsidiaries of the Bolloré Group worldwide for the first time. In line with the pro-youth sponsorship policy, the Group decided to support the SOS Villages d'enfants children's charity for the second consecutive year. Over 17,000 employees in 104 countries ran or walked five kilometers. For each registration for the event, three euros were paid to the charity. While this solidarity race was going on, employees volunteered their time by investing alongside local communities. To support young people, over 60 solidarity actions took place in all regions of the world where the Group is present. In South Africa, the Johannesburg employees visited the Little Children charity, which houses 300 children and adults with mental disabilities, to renovate the homes of the residents. In Benin, teams were able to effectively meet a need expressed by the four schools located in the lake communities, donating barges and around 100 life jackets. These donations improve safety and make it easier for the children to get to school.

In order to unite employees around major charity events, communications media are created at the head office and then adapted locally, to improve assimilation and participation by teams. The division is carrying out various initiatives, and best practice is shared between countries and duplicated, for example:

- Bolloré Transport & Logistics Côte d'Ivoire got involved in the international breast cancer awareness day. A day of awareness initiatives and free screening for female employees. In Timor, the teams collected donations for the HALIKU program of the Fondation Alola. This program supports women in the early detection and treatment of breast cancer and also carries out preventive action in the region;
- the organization of International Women's Day on March 8. To mark this day, the French teams organized a workshop on the theme "Professional Gender Equality" on the site of Bolloré Logistics. 23 employees from various business lines gave their opinions on the gender mix at Bolloré Transport & Logistics and discussed the changes needed to improve the balance. Other workshops and events were held in the subsidiaries in Singapore, the United Arab Emirates, the United States as well as the Gulf of Guinea region, the Congo and the Republic of Côte d'Ivoire;
- on March 29, employees worldwide were invited to symbolically turn off the lights for an hour, to show their support for Earth Hour, part of the mass movement for the planet. This initiative re-asserts the company's commitment to environmental issues;
- finally, the subsidiaries of Bolloré Transport & Logistics, listening to the needs of local communities and schools close to their sites, continue to carry out various actions. In order to facilitate access to education for as many as possible, kits with school supplies and educational material are regularly distributed, complementing work on the refurbishment of school buildings.

- **Bolloré Ports and Bolloré Railways**

As part of its policy of taking account of local communities near its facilities, Bolloré Ports will implement various societal measures such as safety measures near its ports, collection and removal of waste from nearby residents, setting up drinking water supplies near terminals in disadvantaged districts, or renovating schools and providing school supplies to local people in sensitive areas (such as Freetown).

As an illustration of this commitment, Sitarail, as a company, also has a strong impact on regional planning along its railway line and it is committed to participating in the development of these territories in four major areas: education, health and safety, sports, culture and recreation, as well as relationships with local authorities. In addition to these actions, which are mainly aimed at the local population, Sitarail also wants to be an example to its employees and subcontractors.

- **Bolloré Logistics**

Through the inter-country competition set up by the AcTogether project, Bolloré Logistics employees are invited to undertake sustainable development initiatives and create societal and environmental value within the organization and throughout the supply chain.

Electricity storage and systems

- **Blue Solutions**

To encourage integration and solidarity actions, the Brittany division also contributed 4,810 euros to a number of actions, including 24 local actions in 2019 (mainly sports, cultural and humanitarian activities and aid to medical research).

- **Blue Systems**

The Bolloré Group's car-sharing services engage locally through partnerships, solidarity actions, various events, etc. Each year, they carry out dozens of sustainable and shared mobility information campaigns with the general public, companies and universities. For example:

- for several years, Bluely and Bluecub have participated in the Mobility Challenges of Lyon and Bordeaux to promote eco-citizen mobility among local residents and businesses. The Bluely and Bluecub car-sharing services have also joined the service loyalty programs in their cities. These associations improve connections between the local communities while offering services that respect the environment;
- all of the Group's car-sharing businesses participate actively in the local events on environmental responsibility, via awareness-raising actions in collaboration with schools, universities, and towns, supporting sustainable and responsible mobility.

The BlueSG car-sharing service provides a real benefit to Singaporeans since they need a very expensive license for a private car. The service offers access to an individual, low-carbon and low-cost method of transport.

Certain car-sharing services, such as Bluely, Bluecub and Bluetorino, also offer a "Youth" service for students, providing access to a low-carbon transport service at a more accessible price. BlueLA has a "Community" offer for low-income families. The aim is to enable them to access a private vehicle and to provide a low-cost environmentally friendly approach.

Finally, the cleaning of Bluecar[®] vehicles is provided by people from local ESAT sheltered employment centers.

Polyconseil is also committed to supportive actions, notably through its service providers, which employ people who are trying to get back into the workplace, to prepare baskets of organic fruit, offered to employees every week.

2.4.2. SPONSORSHIP POLICY

The Bolloré Group has started to harmonize its sponsorship policy, for the benefit of general interest projects managed by not-for-profit associations and structures in Europe and internationally, to promote the independence of young people, the new ambition of the international solidarity program Earthtalent.

Being able to give back some of what we were lucky enough to receive is a value that is hard-wired into the Bolloré Group's identity.

In 2019, the Group participated in the economic independence of over 10,000 beneficiaries, in some 50 countries, via charities working mainly in education, professional training and entrepreneurship.

KEY FIGURES

- 380 societal impact projects, 76% of them on the African continent.
- Average donation of almost 7,000 euros to support education.
- Average donation of almost 10,000 euros to support the response to humanitarian emergencies.
- Over 2.4 million euros donated annually, 700,000 euros of which to support young people in Africa.

SIGNIFICANT EVENTS IN 2019

In this context France, Congo, Cameroon, Guinea and South Africa support young people through student grants which enable them to continue their studies and, for some of them, to benefit from the support of Group employees. Congo, for example, is supporting two students in the transport and logistics sector, for three years. This long-term support will help students find jobs.

In 2019, Bolloré Logistics-Aspac signed a partnership with the Passerelles Numériques charity which offers IT training to under-privileged young people in Cambodia, the Philippines and Vietnam. Almost 1,500 young people will benefit from a diploma in digital skills.

In France, the Bolloré Group renewed its partnership with the charity United Way l'Alliance and its Défi Jeunesse program, launched in November 2018 in several priority educational establishments. This program takes action to encourage children to keep up with their school work and aims to support 10,500 school children until 2021.

3. Duty of care

In 2017, France expanded its regulations to include a new duty of care law pertaining to parent companies and order-giving companies. The objective of the duty of care law is to extend the liability of transnational corporations so as to forestall and avoid catastrophes such as what happened at Rana Plaza in Bangladesh in 2013. The companies affected by the law must draw up a "Duty of care plan". The law operates in several areas where serious offenses may arise from the activities of a company or its supply chain:

- human rights and fundamental freedoms;
- personal health and safety;
- the environment.

The law affects subsidiaries directly or indirectly controlled by the parent company, along with the activities of suppliers and subcontractors with whom there is an established business relationship.

3.1. Bolloré Group's Duty of care plan

Because of the nature, diversity and geographical locations of its businesses, the Group's approach to duty of care is based on the following principles:

- ensuring the compliance of the Group and its business relationships with the most relevant international standards and local legislation in force, when this is more demanding;
- paying particular attention to its employees, suppliers and subcontractors, notably through vigilance concerning working conditions and high standards of health and safety for all;
- preserving the environment through measurement of the impact of its activities and those of its business relationships as well as setting up actions to protect against and mitigate environmental risks;
- applying particular vigilance to safety conditions and respect for the fundamental rights of the users of the Group's products and services and people living near our sites of activity.

The Bolloré Group has identified its priorities for concentrating efforts in terms of action plans, geographical areas and resource allocation. This approach aims to achieve effective results which can be applied to all of the Group's activities, wherever they are based. It also tends to strengthen its reasonable duty of care procedures through a process of ongoing improvement.

Note that the Bolloré Group's Duty of care plan does not apply to companies in which it holds a shareholding that does not give control within the meaning of article L. 233-16 of French commercial code (*Code de commerce*). Nonetheless, whenever it can, as a responsible shareholder, the Bolloré Group exercises its reasonable duty of care (see paragraph Duty of care approach within Group shareholding on page 109).

METHODOLOGY

The Duty of care plan is prepared at the level of the Group CSR Department, which is responsible for researching and drawing up the plan, and the analyses and recommendations that must then be applied by the departments and businesses for the risks identified – notably the Purchasing, QHSE, Legal Affairs, Risk, and Compliance Departments.

The deployment of the duty of care mechanism is centered around a multi-year program covering all of the measures aimed at identifying, assessing and controlling risks and involving all operational departments concerned, both at head office and subsidiaries.

The Vivendi group has drawn up and put in place its own duty of care mechanism (see Vivendi's 2019 universal registration document – Duty of care mechanism, page 100). The Group's Duty of care plan does not include communications activities.

The Bolloré Group's duty of care mechanism is built on:

- duty of care risk mapping;
- defining a priority geographic area;
- the implementation of an approach by cycle of duty of care;
- the assessment of its performance through the monitoring of measures implemented.

Bolloré Group's mapping of duty of care risks

In 2017, the duty of care risk mapping carried out as part of the preparation of the first Group Duty of care plan identified three large families of risk: health and safety, the environment and the protection of human rights and fundamental freedoms. The results of this exercise were tested and confirmed in 2018 in the Group CSR risk mapping undertaken to implement the requirements of the statement of non-financial performance. Duty of care risks were thus incorporated into the scope of Group CSR risks, rated by members of the Management Committees and representatives of support and operational functions, putting the duty of care at the heart of the Group's CSR strategy. The Group has thus committed to setting out the mitigation measures implemented for all of these CSR and duty of care risks in its statement of non-financial performance and to pay specific attention in its Duty of care plan in sub-Saharan Africa (see priority geographic area in the Duty of care plan below).

— Pooling of DPEF and duty of care risks

Duty of care risks	Description of the risk	Risks identified in the Bolloré Group non-financial risk mapping (see 1.2. The Bolloré Group's non-financial risk mapping, page 58)
Health and safety	<p>The scope of the risk control framework is: Group employees, employees of its service providers, suppliers and subcontractors, as well as the users of its products and services and local communities.</p> <p>There is specific duty of care for maintenance and transport activities, and particularly rail transport. The control framework for the risks associated with these key issues is strengthened by appropriate and specific procedures. In addition, the Group applies constant vigilance, and rigorously monitors the health risks associated with the various regions where it has a presence, and deploys the necessary measures and action plans to contain any threat.</p>	<p>Workplace health and safety (page 61)</p> <p>Attracting and retaining skills (page 68)</p> <p>Social dialog (page 73)</p>
Environment	<p>Group activities can have multiple impacts on the environment: pollution of water, ground and air, sound and light pollution, direct or indirect greenhouse gas emissions. Since the transport and logistics activities involve high levels of energy consumption and greenhouse gas emissions, the Group has identified its carbon impact as a priority issue. Since the Group has no production activity, with the exception of its Blue Solutions subsidiaries, it consumes small amounts of raw materials. The prevention of pollution, environmental accidents which could damage the ecosystems essential for those living near the Group's activities and the limitation of its carbon footprint are regulated by target-based action plans, measures and procedures, which are proportionate to the potential environmental impact. The Group also incorporates climate challenges into its business strategy, particularly by having innovation as a mainstay of its approach, through the solutions offered by its electricity storage and systems subsidiary.</p>	<p>Local pollution and transport/storage of hazardous materials (page 88)</p> <p>Impact and carbon opportunity of products and services (page 85)</p>
Human rights and fundamental freedoms	<p>Depending on the socio-economic, political and legal contexts of the regions of activity, the Group's activities may have an impact on key issues relating to human rights. The Bolloré Group has identified the three most material aspects of its activity, on which it commits to deploy due diligence: the fundamental rights of workers, the fundamental rights of local communities and the contribution to a positive societal footprint.</p>	<p>Promoting human rights in the value chain (page 77)</p> <p>Health and safety of users and third parties (page 61)</p> <p>Corruption and influence-peddling (page 75)</p> <p>Protection of personal data (page 77)</p>

Definition of the priority geographic area

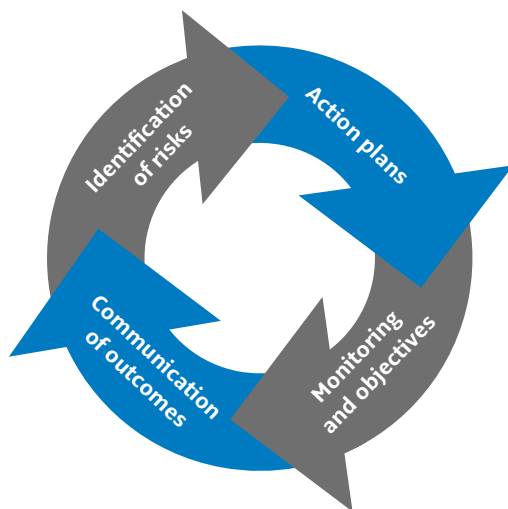


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The Group defined a priority geographic area on which it will concentrate its actions in carrying out its duty of care. The criteria adopted to define this area are: the number of employees, the presence of all businesses in the area and the level of the human development index of the countries concerned. The workforces of the subsidiaries located in these countries represent 80% of the Group's workforce outside the OECD. This approach will enable the appropriate resources to be dedicated to improving the existing duty of care systems and lessons to be learnt that can be applied in other areas of operations. This priority area, focused on 25 countries of sub-Saharan and central Africa, is shown in blue on the map.

The duty of care cycle approach is based on the three phases of implementing duty of care: identifying the risks, processing them, and reporting the outcomes of the procedures in use. The approach ensures at each stage of the cycle that the appropriate choices have been put in place to provide reasonable and effective duty of care over the issues seen as priority issues. This method is also meant to make it easier to teach various audiences concerned about the duty of care procedures, involve them, identify improvements and adapt them where appropriate. The Bolloré Group explains this procedure in the 2020 report on its Duty of care plan, with various examples illustrated with indicators.

DUTY OF CARE CYCLES



When it built its duty of care mechanism, the Bolloré Group drew up a dedicated approach, in order to meet the key issues identified and to offer an appropriate risk control framework.

Monitoring measures taken and performance evaluation

The Group's performance in limiting its risks is tracked and assessed in the yearly non-financial report overseen by the CSR Department and the monthly QHSE reports within the divisions. The measures taken to meet duty of care risks are detailed in the statement of non-financial performance. More than 100 indicators of resources and results, adjusted and updated every year, concerning employment-related, environmental, societal and governance issues are shared and studied internally, as part of a systematic process of constant improvement and performance monitoring. Yearly external audits test the robustness of the data reported. In 2019, as stated in the 2018 Duty of care plan, the employment and CSR reporting protocols were updated, including new complementary indicators, optimizing the process of collecting non-financial information. The CSR Department will continue this optimizing of its reporting in 2020, so that it can communicate the results of actions implemented as part of the duty of care risks limitation. The performance evaluation of the measures taken is coupled with corrective steps as part of the continued improvement of the Bolloré Group's vigilance cycle. In addition, the preparation, implementation and roll-out of its whistleblowing system equip the Group with new tools to manage its duty of care approach and measure the performance of its approach.

Establishing a whistleblowing and reporting system

In 2018, the Compliance Department and the CSR Department collaborated on revising the existing whistleblowing system, which now encompasses in one place both the issues of corruption and influence-peddling, and those of duty of care, which have been defined and detailed. Since the Sapin II law requires an alert system similar to that required by the duty of care law, both systems were developed on the same platform as a way to pool them and to comply with the requirement of the AFA and the CNIL.




Staff representatives were consulted on this whistleblowing mechanism again in 2019, and presented with the new developments in the latest version. The mechanism will again be updated in the first half of 2020, in order to meet the requirements of the European regulations on personal data protection (GDPR).

Whistleblowers' alerts are processed at the head office level and overseen by the Ethics – Anti-corruption and CSR Committee, which carries out its mission independently. The mechanism allows any Bolloré Group employee, commercial partner or any individual whose interests are likely to be affected by the Group's activity, to issue an alert regarding any crime or offense, a serious and clear breach of the law or regulations, threat to the general interest or acts which go against the Group's Code of Conduct.

Alerts issued using the whistleblowing mechanism are screened for admissibility by dedicated contacts, depending on the nature of the alert. Where applicable, the alerts will be investigated in order to establish, within a reasonable time-frame, the materiality of the facts in question.

If an investigation establishes the materiality of breaches which have been reported, and the responsibility of the people behind them, disciplinary sanctions and/or legal action will be taken against those implicated (see 2.2.1. Sharing the same business ethics and ensuring compliance with the strictest standards, page 75).

3.2. Report on implementation of the Duty of care plan

	2017	2018	2019	2020 ACTION PLAN
Risk mapping	Bolloré Group internal duty of care survey  3 families of duty of care risks identified	Bolloré Group CSR risk rating  6 families of CSR risks identified	Prioritize the topic of human rights  Set up a Human Rights Steering Committee to improve the identification of risks <ul style="list-style-type: none"> Raise awareness in transversal departments (Purchasing, HR, QHSE, Legal, Compliance, CSR, etc.) Launch a specific BTL mapping integrating extensive geographical criteria: prepare a risk identification questionnaire for regional and local managements 	<ol style="list-style-type: none"> Deployment of the Group Human Rights action plan <ul style="list-style-type: none"> Provide effective communication to ensure that human rights tools and processes are properly understood across all the Group's units Continue the awareness-raising action for employees so they fully understand the key issues Facilitate the formalization of Human Rights action plans and procedures Finalize the roll-out of the whistleblowing system <ul style="list-style-type: none"> Update the system for collecting and sending professional whistleblowing alerts in compliance with the requirements of the European regulation on the protection of personal data Continue our human rights communication and awareness approach by incorporating the presentation of the whistleblowing system Continue to formalize our whistleblowing processing procedure in relation to duty of care issues Continue to run workshops to monitor risk management <ul style="list-style-type: none"> Continue to clarify our risk mapping: prioritize the entities in the Transport & Logistics division for human rights themes and the Electricity storage and systems entities for environmental challenges Preparation of action plans by risk Implementation of pilot projects Development of monitoring and performance indicators Consolidate the Ethics system <ul style="list-style-type: none"> Formalize missing procedures and policies: finalize the new Group Ethics and CSR Charter Consolidate existing policies on challenges facing third parties Finalize the Responsible Purchasing Charter Continue the formalization of our stakeholder initiative Develop a climate strategy
Actions implemented	<ul style="list-style-type: none"> Identification of a priority duty of care geography Preparation of the Group-wide Duty of care plan 	<ul style="list-style-type: none"> Preparation of a Diversity Charter Integration of CSR criteria into existing ethical procedures (e.g. supplier questionnaire) Formalization of policies in a duty of care cycle and beginning of the review of the whistleblowing system 	<ul style="list-style-type: none"> Develop risk control workshops and prioritize a "duty of care purchasing" project Consolidate the Ethics system: draw up a Group Ethics & CSR Charter, roll out the professional whistleblowing system Publication of the Group human rights Charter and an action plan Launch of a campaign to raise awareness on Human Rights issues Development of a climate strategy: launch of a working group to develop an environmental policy, the Group's response to the Carbon Disclosure Project 	
Challenges for improvement	<ul style="list-style-type: none"> Range of extremely different issues depending on the business and geography of implementation Difference in policies maturity by activity and organizational and operational complexity Develop monitoring indicators and performance indicators 			
	2020-2021 objectives <ul style="list-style-type: none"> Continue to improve the Ethics system and develop coherent and shared commitments and tools Publish an Ethics & CSR Charter and a reinforced Code of Conduct in terms of human rights Develop aligned initiatives in the field and relevant indicators Continue campaigns to raise awareness and to train the teams of all the entities in the priority area Implement a responsible purchasing strategy 		2021-2022 objectives <ul style="list-style-type: none"> Extend the duty of care mechanism to external stakeholders Develop an initiative to advise suppliers and subcontractors on duty of care issues Define an objective long-term trajectory 	
CONTINUOUS IMPROVEMENT APPROACH				

MONITORING IMPLEMENTATION OF OBJECTIVES

In accordance with its approach and methodology, based on a duty of care cycle, the Bolloré Group has a transparent policy of ongoing improvement, communicating its results in relation to risk control and target attainment.

Statement of 2019 targets

- **To formally draw up a Human Rights Charter:** the Bolloré Group has drawn up and published its Group Human Rights Charter, signed by the Chairman and Chief Executive Officer, Cyrille Bolloré. The Charter, accessible online and sent to all departments and divisions, was followed by a Group Human Rights action plan, presented under the focus "Acting with integrity when conducting our business and promoting human rights" (see 2.2.3. Promoting human rights in our value chain, on page 77).
- **Rolling out the Diversity and Inclusion Charter:** formally drawn up in 2018, the Diversity Charter was rolled out in 2019 in the Transport & Logistics subsidiary, identified as a priority in the CSR risk mapping. It was communicated to the entire HR network and posted on the intranet. A diversity action plan was then drawn up and this will be rolled out in 2020.
- **Harmonizing ethics provisions:** the procedure to update all charters, policies and procedures serving as a framework for the control of ethical issues, including CSR matters, duty of care and compliance, has been initiated and has led to the creation of common systems in the CSR and Group Compliance Departments. The harmonization of ethics procedures will be continued in 2020 with the publication of new procedures and the updating of the Group Ethics Charter, the keystone of ethics policies.
- **Formally draw up responsible purchasing procedures:** throughout 2019, the Group has continued to identify duty of care risks, as well as risks linked to corruption, within its supply chain. Several working groups have been set up, bringing together CSR teams and various purchasing departments. A due diligence questionnaire has been produced and rolled out with a panel of suppliers.

CREATION OF DUTY OF CARE PILOT ASSIGNMENT

Policy: in order for employees to implement a duty of care policy, they need to be fully aware of its key issues. Whilst the Group's policy has been built to provide a structural framework, based on guidelines and overall commitments, the duty of care issues must be taken on board in light of the various economic, social and geographical environments of the areas in which they are to be implemented.

Objectives: to compare the CSR risk mapping with the operational reality in terms of three main objectives:

- present the Group's strategy and CSR tools as well as its local duty of care approach;
- raise awareness amongst local CSR contributors of the Group's policy and the various French regulations and international guidelines;
- identify existing best practice locally and help contributors to become familiar with CSR risks, particularly by optimizing their non-financial reporting processes.

Methodology: site visits and semi-structured interviews based on questionnaires on risk management, covering the main risks for the Transport & Logistics division, at the Departments identified (QHSE, CSR, Communications, Purchasing, HR, etc.).

Scope: Bolloré Transport & Logistics Côte d'Ivoire. Located in the Group's priority duty of care area, this country is particularly representative and strategic for the Group. Meetings have been organized between the various Departments (Human Resources, Purchasing, QHSE, CSR, Communications, etc.).

Sites visited: Abidjan Terminal, Carena, Sitarail and Bolloré Transport & Logistics Côte d'Ivoire in order to gather key data and information that can demonstrate that Group policies are being applied and that duty of care issues are being managed in relation to health and safety, environment and human rights.

Health and safety

Risk control framework

Entities apply the health and safety risk control framework presented in the focus "Uniting people, the company's greatest strength". In addition, the Bolloré Transport & Logistics Côte d'Ivoire entities (Sitarail, Carena and Abidjan Terminal logistics/transport sites) have health structures, approved by the local health insurance body (Caisse nationale de prévoyance sociale de Côte d'Ivoire). Every major establishment of Bolloré Transport & Logistics Côte d'Ivoire has a doctor, pharmacy and assistants and medical secretaries. These establishments run prevention, awareness-raising and vaccination campaigns each year, open to the beneficiaries of eligible employees and which can be made available to employees of direct subcontractors.

• Sitarail

The transport of goods and people, and in particular rail transport activities, are associated with specific health issues, in that they can be a factor in the spreading of diseases, a key issue in regions affected by illnesses that have been identified as a significant cause of mortality and disability, such as tuberculosis, HIV and malaria. Consequently, Sitarail puts in place strict and appropriate health and safety procedures and plays a prevention and awareness-raising role for users and local communities. Sitarail is thus rolling out campaigns to raise users' awareness. Its premises, such as railway stations, are sometimes very busy, making them ideal for "mass audience campaigns" in collaboration with local authorities, aimed at travelers, their families and those accompanying them. In addition, there are nurses in all passenger trains.

As part of its policy towards third parties, and particularly local communities living near railway lines and premises, Sitarail has enabled dialog with both public authorities and village leaders. For example, Sitarail has been faced with situations where local people would burn used tires in order to salvage the metal meshes. This is a potential risk when a train carrying dangerous material or fuel passes. That is why meetings were organized and dialog was established, to explain the risk and raise awareness in the community, a priority in this context. A surveillance network near the railway rights-of-way has also been set up. A mechanism enables residents to contact the railway security centers.

• Bolloré Transport & Logistics Côte d'Ivoire

Awareness-raising specifically aimed at local residents is planned as part of operations involving the transport of hazardous substances by road, particularly cyanide, relating to behaviors that should be adopted before and during the passing of a train, or in the event of an accident. Contacts are appointed in the villages located alongside roads, with the roads chosen according to risk identified, in order to ensure dialog between the entity and the residents concerned.

Environment

Risk control framework

With regard to the key environmental issues, and specifically the risks linked to pollution, gradual or accidental, the Bolloré Transport & Logistics Côte d'Ivoire entities put in place appropriate risk management processes and policies, which are ISO 14001 certified or based on recognized international standards. In addition to the internal and external audits carried out every year, certain companies are also subject to inspections by the Environment Ministry and visits from the Ivorian Pollution Prevention Center (CIAPOL), after which reports requiring action plans are issued. It should be noted that, due to its geographical position downstream of inhabited areas, the Carena site has to deal with significant amounts of external waste, partly from the city of Abidjan, and brought by the current to the dockyard.

• Sitarail

In addition to risks linked to environmental incidents and accidents, specifically covered by QHSE procedures linked to the Safety Management System implemented by the company, Sitarail has carried out an environmental analysis of its activities, based on ISO 14001. Pollution that may be caused in the rail transport sector and impact local residents relates to waste that may be found by the tracks. Various Sitarail departments collect this waste.

There are also dedicated teams for the maintenance of trains and the collection of ordinary waste by an approved provider. The waste is then processed, recycled and if possible re-used. Food waste can be collected by the local authorities at destinations, and used to feed livestock or make compost. In addition, as part of a project to clean up its premises, Sitarail was supported by a waste management agency in 2019.

• Carena

- The Carena site, ISO 14001 certified, has started exemplary procedures to optimize the sorting of waste. The site, which repairs ships in the autonomous port of Abidjan, has an infrastructure capable of dealing with various types of ships (sea tankers, cargo vessels, supply ships, etc.) throughout the year, as well as a wide range of activities. This configuration requires strict and appropriate waste management procedures to be put in place, for the waste from the ships, from a wide range of activities, as well as for the waste generated by the shipyard workshops.

Whatever its origin, the waste from the site is collected and then processed externally by a service provider that has been approved by the local authorities. Every six months, each workshop can win points, toward Security Awards, for its performance in the area of waste management. This internal initiative strengthens employees' commitment, with the teams scoring the most points receiving a prize. To strengthen its commitment in the area of pollution risks control, Carena Executive Management has also set up an environment bonus in order to encourage internal staff. Funds from the sale of recycled waste are distributed among all staff twice a year.

- With regard to the risks of pollution of water, identified in the context of shipyard activities, certain external ships have in the past been accused of dumping water contaminated with fuel: for this reason Carena has put in place an anti-pollution commitment system, linked to the Environment Code and the Côte d'Ivoire Water Code, applying the "polluter pays" principle. Each representative of ships using the services of the shipyard must sign this commitment and is informed of the consequences of violating it.

- The shipyard is also part of POLMAR, the national plan to prevent and combat pollution, a mechanism developed by the Côte d'Ivoire Environment Ministry, which mobilizes resources and gets bodies and businesses involved in annual exercises. This is a common policy for action, should there be a major polluting event on the coast. Carena participated in drawing up the mechanism and approving it. In addition, due to its downstream location, Carena has set up a water-hydrocarbon separator and processes, at its own expense, part of the city's sewage, analyzing samples before releasing it into the environment, with the approval of the Côte d'Ivoire Anti-pollution Center.

• Bolloré Transport & Logistics Côte d'Ivoire

In 2019, Bolloré Transport & Logistics built a new "Aerohub", a product warehousing and handling platform for the mass-market retail sector, a major project operating on solar energy, set to create many jobs and make Abidjan the top logistics platform of the West African region.

Human rights

Risk control framework

In accordance with Group commitments, employees have received training on the Ethics Charter, online, or face-to-face for employees with functions that do not require them to have a work computer. The various interviews have shown good assimilation of the procedures and of the Group framework on certain aspects such as those linked to the health and safety of employees and also to their working conditions (compensation, breaks, recruitment, development of skills, etc.). Amongst the procedures aimed at preventing risks related to human rights violations in the value chain, those governing the conditions for registering in the database used internally by the BTL CI companies to select subcontractor employees relate to the area of human rights (ban on hiring unregistered workers, obligatory declaration from the national social security fund proving age, etc.). There is a solid framework for controlling risks related to child or forced labor, in the form of vigilance, application of Human Resources Department procedures, local regulations and taking account of these issues in collective agreements and internal regulations.

• Carena

Carena has developed a CSR policy, re-asserting basic rights, and set up a Carena School on its site, making educational material available to its employees. As part of a policy to transfer expertise, the longest serving employees can become trainers. It also has a subsidized canteen.

At the end of 2018, Carena joined a campaign to fight illiteracy, in partnership with the Literacy and Informal Education Department (DRINA), based on the development of a mobile application. Fifteen employees (twelve workers on fixed-term contracts and three subcontractors) received face-to-face training at the Carena internal training center.

• Sitarail

Africa's lack of training centers specializing in railway professions is a permanent incentive for Sitarail to encourage new specialties. The company, which has set up several training centers, has strengthened its commitment to developing skills in Bobo-Dioulasso, through the construction of a training school specializing in the railway professions, offering a 2-year BTS diploma. In 2019, Sitarail also launched the construction of a library in the Abidjan Professional Training Center, making training material and course manuals available to trainees, trainers and staff. The company also received a prize as part of the Youth Employment Agency Program, financed by Côte d'Ivoire and the World Bank, which involved welcoming and training young people.

In addition, the launch of the construction of a new refectory for Abidjan railway workers, which staff representatives had been calling for, highlights the quality of employer/employee dialog and co-operation, as well as meeting a real need for these workers.

• Abidjan Terminal

A policy of making jobs more female-friendly has been initiated by Executive Management, particularly positions connected with train driving. To this end, dormitories and a common room for breaks have been specifically built for female employees.

• Bolloré Transport & Logistics Côte d'Ivoire

In addition, in 2019, Bolloré Transport & Logistics Côte d'Ivoire welcomed eight students from the Regional Academy of Maritime Science and Technology (ARSTM) as part of its educational partnership and its commitment to the promotion of excellence. These internships enable students who are at the end of their training to fine tune their theoretical knowledge and add some practice. This is an opportunity for professional integration. As part of this partnership, 120 workers who are former students of ARSTM found a long-term job with subsidiaries of Bolloré Transport & Logistics in the Republic of Côte d'Ivoire.

Summary of the mission

Entities apply Group risk control frameworks, adapting their procedures and corrective actions to operational realities. Field visits, combined with face-to-face dialog, have enabled better understanding of the key local issues and better assimilation of the obligations, both in terms of CSR policy and Group-driven duty of care. In addition, the mission has also produced opportunities connected with human rights issues, particularly in the area of development and local impact. The various companies have highlighted the importance and strong impact of the training policy, partnerships with local schools, structures for employer/employee dialog, as well as social benefits such as health coverage, which are undeniably attractive aspects of the Bolloré Group in the Republic of Côte d'Ivoire.

DUTY OF CARE POLICY IN THE SUPPLY CHAIN

In 2018, as presented in its last Duty of care plan, the Group analyzed duty of care practices and processes in purchasing departments, which allowed it to draw up an inventory of the tools and processes used in the selection of service providers, suppliers and subcontractors, according to the Group's various families of purchases. The policy has also enabled an initial campaign to raise awareness of the issues surrounding the duty of care in the supply chain, which has notably led to the appointment of CSR and ethics contacts in the main families of purchases.

In 2019, in line with the Group's commitment, the Group CSR teams continued to perfect the risk mapping within the supply chain and organized several working parties to help it map the main purchasing issues for the Group, in conjunction with the CSR contacts of the purchasing teams.

Identification of the Group's large families of purchases and of associated risks

The Group Purchasing Department is organized around four large families of purchases: general or non-production purchases, purchases relating to freight – specific to freight forwarding activities, building and infrastructure purchases and purchases of items necessary for operating activities. The organization of Group purchasing departments is decentralized and every family of purchases has specific procedures and listing methods adapted to their specific circumstances. Whilst adhering to Group values and the commitments in its ethical policy (Bolloré Logistics Suppliers' Charter, Human Rights Charter, Ethics Charter, etc.) is an essential condition for the selection of a partner, the organizational specificities of the various families of Group purchases mean that priority risks must be identified according to the categories and subcategories of purchases, and also territories and the roll-out of appropriate procedures.

• Non-production purchases

Scope: this category refers to supplies used for the company's daily operations not including production activities. The Non-Production Purchasing Department manages the entire Bolloré scope, including Vivendi, in a centralized manner, from head office.

Subcategories: IT and telecommunications, business travel, service & facilities, cars and telephony.

Key issues: this category refers to several products and services, which may be associated with significant duty of care issues. For example, purchases relating to travel and cars have an environmental impact associated with the issues of greenhouse gas emissions and purchases of services (cleaning, catering or security) may be related to social and human rights issues depending on the geographic area.

Specific duty of care processes: criteria taking CSR and human rights into account were included in the ethics due diligence procedure for the Group's suppliers, subcontractors and intermediaries through some 20 open-ended and closed questions, such as minimum contractual age for employment, how minimum wages and weekly hours of work are set, the existence of an environmental management system, health and safety, criteria for selecting suppliers, etc. The analysis of the answers also includes a screening identifying any CSR-type controversies that may arise with each company. The questionnaire will gradually be sent to an increasingly broad range of contractors in order to cover those most at risk.

Actions underway:

- training buyers and raising their awareness of the duty of care issues in their scope;
- identification of a panel of suppliers by volume of purchases for a pilot project to assess suppliers;
- on the basis of the panel identified, production of a questionnaire by subcategory, prioritizing service & facilities purchases in the area of human rights, as well as travel in the area of the environment;
- formal creation of duty of care clauses, to be inserted into general purchasing conditions;
- development of tools to optimize supplier listing and assessment of social and environmental criteria.

• Freight purchases

Scope: this category relates to the selection of freight solutions and services and therefore specifically concerns the activities of Bolloré Logistics.

Subcategories: sea, air and road transport.

Key issues: with regard to sea and air freight, the Group deals for the most part with a panel of identified partners, within the framework of comprehensive contracts with several clauses on ethical issues. For this reason, the Group has chosen to focus its duty of care policy on road transport purchases. Since several African regions have limited infrastructure, road transport purchases have specific issues (more limited choice of suppliers, need to train subcontractor drivers on Group health and safety standards, significant number of partners with extremely varied profiles depending on regions, etc.).

Specific duty of care processes: introduction of an annual due diligence procedure (including the provisions of the Sapin II law and the Duty of care plan) for major suppliers in the sea and air transport sector (70% of freight capacity purchases, all methods included), requirement of commitment of compliance with documents setting out Group ethical provisions and monthly business reviews which include contractual environmental requirements. With regard to road transport providers, introduction of an obligatory self-listing system, using a questionnaire with sections on ethics, sustainable development and QHSE, as well as the submission of documentary proof (100% of active truckers listed at end of 2018). In Africa, the due diligence procedure for suppliers identified as being priority in the ethical risk mapping has also been rolled out gradually since the second quarter of 2019. This is expected to become the norm for all players in the segment. The listing and selection of providers of freight transport services are covered by a vendor management procedure which was revised in 2019.

Actions underway:

- training freight purchasing teams and raising their awareness of the key duty of care issues;
- development of an assessment questionnaire including vigilance criteria for sea and air transport providers;
- mapping of priority road transport suppliers, by regions in which they are located, regions of operation and volume of purchases;
- formal drawing up of specific duty of care clauses adapted to the level of risk by subcategory of freight purchases;
- appointment of a "sustainable supply" contact in relation to purchases of sea freight by Bolloré Logistics.

• Infrastructure and building purchases

Scope: this category is managed centrally for the whole Group for large and/or complex projects involving significant amounts. Smaller projects are managed by teams locally.

Key issues: whilst purchases can sometimes make up a very significant volume within the context of new project launches, the share of this purchasing category in relation to the overall amount is not constant. In addition to the environmental impacts associated with construction projects, there must be specific duty of care for certain geographic areas since services linked to works can, in certain areas, present risks in the area of safety, working conditions and accommodation.

Specific duty of care process: in addition to appending the traditional Codes of Conduct and QHSE requirements, most major construction contracts in and out of France include duty of care components. Thus, the subcontracting contracts include requirements on the treatment of personnel relating to: the prevention of AIDS, respecting the rights of foreign workers, measures against insects and pests, prohibition of alcohol, drugs, weapons and ammunition, respect for local religious customs, access to suitable food and water for workers, the terms of payment for funerals in the event of fatal accidents, the prohibition of forced labor and child labor, non-discrimination and equal opportunities, representation of employees and trade unions, etc.

Actions underway:

- training and raising awareness of teams;
- increasing the number of environmental, economic and social impact studies prior to construction projects;
- developing and fine-tuning the identification of duty of care risks by regions.

• Industrial purchases

Scope: a central team manages purchases of equipment specific to the Group's industrial activities, for the most part located in Africa (e.g.: lifting equipment, locomotives, etc.), in ports and for the logistics and energy sectors.

Key issues: purchases made centrally are for the most part for Africa, where a large part of operating activities are concentrated. However, given the nature of industrial equipment requirements, with the exception of a few products such as fuel or spare parts, purchases are imported from various continents and therefore have a significant carbon footprint. This family of purchases also includes the production activities of the Group Electricity storage and systems subsidiary. In terms of the safety of users of Blue Solutions products, in particular concerning use of the LMP® battery, Blue Solutions is the only company to master an "entirely solid" technology to make batteries. Its batteries are exempt from SVHC (Substance of Very High Concern) according to REACH regulations and CMR (carcinogenic, mutagenic or toxic for reproduction) according to CLP regulations, and also contain neither cobalt, nor nickel.

Specific duty of care procedure: in the Electricity storage and systems division, Blue Solutions has created a document listing sustainable development requirements for suppliers, notably including specific human rights issues (in particular forced and child labor). In addition, the Bluebus and Batteries companies carried out human rights audits, in 2018 and 2019 respectively, the conclusions of which did not pick up any shortfalls. CSR criteria are incorporated prior to the selection of new suppliers of the Blue Solutions Brittany division, whose purchasing policy includes environmental criteria.

Actions underway:

- training and raising awareness of teams;
- organization of work meetings to determine the subcategories of industrial purchases and fine-tune the risk mapping;
- drawing up supplier evaluation questionnaires once a panel has been identified.

It should be noted, however, that implementing measures of reasonable duty of care may be challenging given the circumstances in certain regions. It is not unusual that certain suppliers or service providers have no competitors in the local, regional or even national market, as for example in the case of railway construction or the procurement of oils. The Group's entities may therefore have very restricted influence or latitude in applying CSR criteria to the selection of a supplier.

2020-2022 objectives

- Draw up a Group Purchasing Duty of Care Charter setting out the fundamental commitments valid for all families of purchases, to be used as the basis for specific internal policies for the issues related to the various categories.
- Continue the training and awareness-raising campaign for purchasing teams on CSR and duty of care key issues, in order to optimize deployment, the formal creation of processes and the application of Group commitments.

CYCLE OF DUTY OF CARE IN THE AREA OF DIVERSITY AND INCLUSION

• **Risk identification**

Activity: the Human Resources Department of the Transport & Logistics division, which includes the business units Bolloré Energy, Bolloré Ports, Bolloré Railways and Bolloré Logistics, in over 100 countries and employing almost 36,500 people in 2019.

Countries identified: the entire scope of the Transport & Logistics division.

Key issues: in 2018, the Group CSR risk mapping identified the priority issues in relation to attracting and retaining expertise, as well as the key human rights issues. Inclusion and combating discrimination are challenges which cut across these two key issues. Once the Group Inclusion and Diversity Charter (which provides a formal framework for the Group commitments to fighting discrimination) had been drawn up, an action plan was created by the Human Resources Department of the Transport & Logistics division in order to encourage cultural, ethnic and social diversity, particularly through recruitment. The first measure of this action plan consists of strengthening efforts deployed to integrate and include disabled people.

• **Treatment of risk**

Governance: the Human Resources Department, which is responsible for several aspects, notably the recruitment process, training policy, professional development support and employer/employee dialog within the company.

Tools:

- the Group Diversity and Inclusion Charter, as well as the Bolloré Transport & Logistics human resources policy which is the framework for limiting the risks of the various human resources departments of the division;
- the launch of a "Diversity Survey" for the whole network;
- The HR reporting enabling management and monitoring of the action plans with social indicators;
- the drawing up of a practical guide on the disability inclusion policy.

2020 objectives:

- creation and dissemination of several online learning modules dealing with the various subjects associated with the fight against discrimination;
- preparation of a management tool kit.

General framework for managing risk

On the basis of the Diversity Survey carried out in 2018, the Human Resources Department of the Transport & Logistics division has decided to strengthen its processes by re-asserting, in its human resources policy, its commitment to the fight against discrimination. In addition, the practical guide to the inclusion of people with disabilities has been distributed throughout the HR network. This guide, posted on the intranet, gives details, with a duty of care cycle approach, of the steps companies must take to encourage the inclusion of people with disabilities:

- identify risks by reviewing the company's position on this key issue: the guide provides methodological tools based on indicators;
- create action plans with objectives on the basis of the key issues identified, in order to roll out measures which are operational, customized and appropriate to the specificities of the company, backed up by a coordinator per geographic area. The guide identifies six areas of action: communication and awareness-raising, the training of human resources managers and staff, recruitment (fixed-term contracts, permanent contracts, work-study contracts and interns), keeping disabled people in employment, subcontracting with businesses or charities of disability-friendly companies and finally the accessibility of premises and work tools. Each of the six areas of action have guidelines and recommendations;
- communicating actions: the guide stipulates that the actions implemented must be reported in a dashboard, disseminated and monitored by the Corporate Human Resources Department. Data collected will be used to monitor actions, measure impacts and audit respect for commitments.

DUTY OF CARE CYCLE OF BOLLORÉ LOGISTICS' MINING ACTIVITIES

• **Risk identification**

Activities: the transport activities serving clients operating in the mining industry represent 18% of the activities of Bolloré Logistics and operate in the priority duty of care zone; by their nature, they have multiple associated risks.

Countries identified: Democratic Republic of the Congo, Zambia, Rwanda, Burundi, Tanzania, Senegal, Burkina Faso, Mali, Côte d'Ivoire, and Mauritania.

Key issues: risks of direct or indirect contribution to conflicts, serious violations of human rights associated with the extraction, trade, processing and export of resources, tolerating, profiting from, contributing to or assisting with forced labor, child labor, dangerous working conditions, illegal exploitation of land, relocation, pollution of the environment and damaging the health of local populations.

• **Treatment of risk**

Governance: the social and environmental risks associated with our mining products transport & logistics activities have been identified for many years and are supervised primarily by the QHSE Departments.

Tools: oversight by the Bolloré Logistics charters and general policies, the Road Quality Charter, certifications ISO 9001, ICMC, OHSAS 18001, SQAS, ISO 22000, ISO 14001, T1P1 FSR C, and by the QHSE integrated management systems, adapted to each region.

General framework for managing risks

Subsidiaries introduce procedures which take account of all stakeholders. Controlling risks associated with transport and logistics activities of the industrial mining sector is based on:

- a strict oversight of subcontracting (selection procedure, annual assessment, adding requirements to contracts, specific management procedures, etc.);
- a strict oversight of the management of dangerous products (specific procedure on storage, transport and management of dangerous products, crisis management procedure, business continuity plan, etc.);
- obligatory training on these two aspects, in accordance with the standards of Bolloré Logistics;
- specific duty of care during the import phase through a strict qualitative approach, precise criteria and a projects screening methodology;
- appropriate duty of care during the export phase, through the specific procedures rolled out for 3T minerals, the selection of partners who comply with the best international standards, independent audits, QHSE procedures and consultation of stakeholders.

2 The Bolloré Group's non-financial performance

3. Duty of care

— Indicators

	2019	2018
Number of accidents related to the transport of hydrogen cyanide	0	1
Number of accidental spills	3	0
Number of violations found in ICMC Code third-party inspections	0	0

Duty of care approach within Group shareholding

In its capacity as shareholder, the Group exercises its duty of care by using its influence on the governance bodies of companies. This is notably the case with regard to its interest in Socfin, whose activities – notably in Cameroon through its subsidiary Socapalm – have been the subject of a mediation process (under the aegis of the OECD) for several years now.

After having played an active role in the preparation of the Socapalm action plan drawn up in 2013 and contributed to the gradual direct involvement of Socfin in the case, under the aegis of the Belgian National Contact Point (NCP)

since 2016, the Bolloré Group continues to exercise its influence in its capacity as minority shareholder of Socfin, with a view to constantly improving its diligence mechanisms, in particular in Cameroon. Every meeting of the Board of Directors is the opportunity to give an overall update on progress made by Socfin on the consideration of the social and environmental impacts linked to its activities. As is evident in the latest statements by the Belgian NCP, the measures put in place provide effective responses, in particular for the resolution of disputes with the communities, notably Socfin's entry into the RSPO mechanism and the partnership with the Earthworm organization (formerly TFT). The submission of information on the subject through the website and its CSR report are proof of its transparent policy enabling monitoring of progress. Whilst it looks like the terms of the Socapalm action plan to which the Group had contributed have not yet translated, on the ground, into something entirely satisfactory in the eyes of certain stakeholders, the Group shares the opinion expressed by the Belgian NCP in its statement of November 26, 2018, which says that establishing trusting relationships between the parties in the field is a process that will take several years. The Group will continue to exercise its duty of care to Socfin, exercising its influence on the governance bodies for the effective implementation of its public commitments.

— Duty of care indicator*

This "priority vigilance area" covers 50% of the Group's workforce (excluding Communications). It also covers 50% of managers in the total Group workforce and 46% of employees trained. This scope also extends to 57% of employees hired after their internship or work-study program, 44% of school partners and 59% of fixed-term contracts converted to permanent contracts.

	2019
Health and safety issues	
Proportion of employees eligible for social security coverage ⁽¹⁾	97%
Proportion of entities where health coverage extends to employees' beneficiaries	91%
Proportion of entities where the health coverage is more favorable than required by law	92%
Proportion of employees eligible for regular medical checkups provided by the company ⁽²⁾	92%
Proportion of entities where medical service is offered to employees free of charge	78%
Hours of HSE training for employees	132,072
Hours of HSE training for employees of subcontractors	94,930
Environmental issues	
Proportion of entities having an environmental policy	80%
Proportion of entities having put in place environmental prevention measures ⁽³⁾	53%
Proportion of entities having environmental protection action plans without performing an environmental risk mapping or analysis	50%
Human rights issues	
Number of collective agreements signed	63
Proportion of entities where employees are entitled to have union representation and/or staff representation	97%
Proportion of women having received at least one training course ⁽⁴⁾	53%
Proportion of entities having conducted awareness and/or facilitation sessions promoting job inclusion, diversity or non-discrimination	26%
Proportion of managers hired locally	88%
Proportion of students hired from a partner school or university	34%
Proportion of employees having received at least one training course	55%

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(1) For 43% of the entities, there is no legal obligation.

(2) Includes any employee who has access to a medical checkup through the company, even if not made use of during the year.

(3) Out of the entities that did a risk mapping, i.e. 55%.

(4) As compared to the female workforce in the duty of care scope.

* Scope corresponding to the duty of care priority area, comprising 25 countries (Benin, Burkina Faso, Cameroon, Congo, Republic of Côte d'Ivoire, Gabon, Ghana, Kenya, Liberia, Malawi, Mali, Mauritania, Niger, Nigeria, Uganda, Central African Republic, Republic of Guinea, the Democratic Republic of the Congo, Senegal, Sierra Leone, Tanzania, Chad, Togo, Union of the Comoros and Zambia).

4. Statement of non-financial performance summary tables

4.1. Summary tables of social indicators

4.1.1. METHODOLOGICAL NOTE ON SOCIAL REPORTING

STANDARD

The reporting of non-financial indicators is based on the internal standard drawn up by the Bolloré Group, the social data reporting protocol. This was completely redesigned in 2018 to enable the necessary indicators to be compiled. It allows uniform definitions and rules to be applied throughout the Group for the compilation, validation and consolidation of indicators. It was distributed to all those involved in social reporting.

ORGANIZATION

The following indicators have been compiled and consolidated using Enablon software for all Group activities.

The reporting process relies on three levels of involvement:

- at central level: the Group's Human Resources Information Systems and Compensation Department organizes and supervises the reporting of information throughout its collection. It consolidates the social indicators of all Group entities;
- at division/regional level: the representative for the division or geographic area within the division ensures that the process runs smoothly. The representative validates all of the indicators compiled within his/her scope and acts as the interface between the local level and central level for his/her area of responsibility in the event of difficulties in reporting the data;
- at the local level: local representatives are responsible for entering the indicators compiled in accordance with the reporting protocol, providing explanations where the indicators differ significantly from those previously compiled.

A data validation flow has been set up in Enablon at each level of the organization to ensure that the indicators entered are reliable and the associated explanations are relevant.

4.1.2. SOCIAL DATA

WORKFORCE AS AT DECEMBER 31, 2019 FOR BOLLORÉ GROUP

Workforce by business and geographic area

	France and overseas departments and territories	Europe	Africa	Asia-Pacific	Americas	Total
Transportation and logistics	4,884	1,576	22,249	5,687	1,151	35,547
Oil logistics	887	81				968
Communications	11,226	13,044	2,292	6,710	11,369	44,641
Electricity storage and systems	1,497	316		85	357	2,255
Other (agricultural assets, holding companies)	387	3				390
TOTAL	18,881	15,020	24,541	12,482	12,877	83,801
AS A PERCENTAGE	22.5	17.9	29.3	14.9	15.4	100.0

COLLECTION PERIOD AND SCOPE

The data relating to the reporting year are collected in January of the following year for the period from January 1 to December 31.

The collection scope applies to all fully-consolidated companies, from the moment that the company takes on staff.

In the last quarter of 2019, a review of the definitions of the Bolloré and Vivendi protocols was carried out to identify common indicators and make changes to definitions, if required, to enable the aggregation of shared data. The data are published in consolidated format for 2019 and include data from the Vivendi group. Certain indicators are detailed by activity.

NOTE ON METHODOLOGY

Social reporting counts each employee as one unit, regardless of how long that employee worked during the year.

The subjects covered in the information collected are workforce, diversity, staff mobility, training, absenteeism, labor relations, organization of working time and professional insertion.

For certain indicators, it was not always possible to take the whole of the scope into account. In this case, a specific note is made.

MONITORING AND VALIDATION

To ensure that the indicators are reliable, the Group's Human Resources Information Systems and Compensation Department has established:

- preparatory meetings before compilation commences;
- a user guide and interactive assistance;
- a hotline providing support to representatives.

The monitoring and validation objectives are as follows:

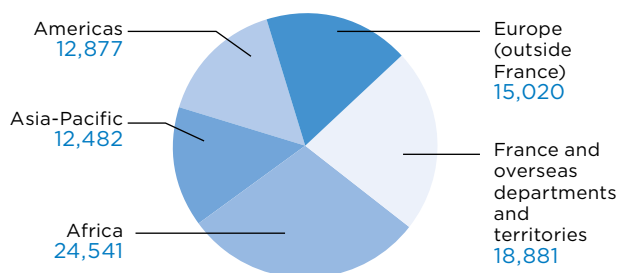
- to detect discrepancies recorded in the reporting tool;
 - to ensure the reliability of data by two-level validation (division and local).
- To ensure that the data entered in the reporting tool are consistent, a test is carried out on the relevance of the values entered for the indicators compiled, particularly by comparison with the previous year's compilation.

Depending on the changes observed, the data entered might not be validated, or an explanatory note may be required before the data can be validated.

2 The Bolloré Group's non-financial performance

4. Statement of non-financial performance summary tables

Distribution of workforce by geographic area



Workforce by gender

	Men	Women	Total
Transportation and logistics	25,139	10,408	35,547
Oil logistics	668	300	968
Communications	21,988	22,653	44,641
Electricity storage and systems	1,826	429	2,255
Other (agricultural assets, holding companies)	206	184	390
TOTAL	49,827	33,974	83,801
AS A PERCENTAGE	59.5	40.5	100.0

Workforce by type of contract

	Open-ended contracts	Fixed-term contracts	Total
Transportation and logistics	31,875	3,672	35,547
Oil logistics	921	47	968
Communications	40,182	4,459	44,641
Electricity storage and systems	2,209	46	2,255
Other (agricultural assets, holding companies)	357	33	390
TOTAL	75,544	8,257	83,801
AS A PERCENTAGE	90.1	9.9	100.0



2 The Bolloré Group's non-financial performance

4. Statement of non-financial performance summary tables

Distribution of workforce by gender

Women: 33,974  40,5%
Men: 49,827  59,5%

Distribution of workforce by contract type

Fixed-term contracts: 8,257  9,9%
Open-ended contracts: 75,544  90,1%

Workforce by category

	Managers	Of which women	Non-Managers	Total
Transportation and logistics	5,633	1,568	29,914	35,547
Oil logistics	121	34	847	968
Communications	15,384	7,538	29,257	44,641
Electricity storage and systems	365	73	1,890	2,255
Other (agricultural assets, holding companies)	91	36	299	390
TOTAL	21,594	9,249	62,207	83,801
AS A PERCENTAGE	25.8	42.8⁽¹⁾	74.2	100.0

(1) Number of women managers/Total number of managers.

Workforce by age

	Under 25 years old	25 to 34 years old	35 to 44 years old	45 to 54 years old	55 years old and over	Total
Transportation and logistics	1,426	9,215	12,337	8,721	3,848	35,547
Oil logistics	23	136	244	316	249	968
Communications	4,197	18,386	11,706	7,325	3,027	44,641
Electricity storage and systems	89	553	644	635	334	2,255
Other (agricultural assets, holding companies)	25	99	117	84	65	390
TOTAL	5,760	28,389	25,048	17,081	7,523	83,801
AS A PERCENTAGE	6.9	33.9	29.9	20.4	9.0	100.0

Recruitment and departures

In 2019, the Bolloré Group took on 17,419 new employees, 67.2% of whom are on open-ended contracts. Scope effects, as well as internal hires (considered as transfers), are not taken into account.

Recruitment	Workforce	%
Open-ended contracts (CDI)	11,713	67.2
Fixed-term contracts (CDD)	5,706	32.8
TOTAL	17,419	100.0

In 2019, a total of 18,442 people left the company. Transfers are not counted as departures.

Departures	Workforce	%
Resignations	8,420	45.7
End of fixed-term contracts (CDD)	5,671	30.8
Redundancies for economic reasons	1,198	6.5
Dismissal for non-economic reasons	1,419	7.7
Retirements	642	3.5
Others	1,092	5.9
TOTAL	18,442	100.0

TRAINING

Employees trained

In the Bolloré Group, 51,989 employees underwent at least one form of training in 2019.

	Total	%
Transportation and logistics	21,486	41.3
Oil logistics	746	1.4
Communications	28,003	53.9
Electricity storage and systems	1,458	2.8
Other (agricultural assets, holding companies)	296	0.6
TOTAL	51,989	100.0

Hours of training

In total, 886,533 hours of training were provided.

	Total	%
Transportation and logistics	446,902	50.4
Oil logistics	19,901	2.2
Communications	360,889	40.7
Electricity storage and systems	52,564	5.9
Other (agricultural assets, holding companies)	6,278	0.7
TOTAL	886,533	100.0

Social indicators

	2019	% of Group workforce	2018	% of Group workforce	% Change 2018-2019
Workforce by type of contract					
Workforce on permanent contract (CDI)	75,544	90.1	72,951	90.1	3.6
Workforce on fixed-term contract (CDD)	8,257	9.9	8,052	9.9	2.5
Workforce by gender					
Male workforce	49,827	59.5	49,467	61.1	0.7
Female workforce	33,974	40.5	31,536	38.9	7.7
Workforce by age					
Employees under 25 years old	5,760	6.9	5,695	7.0	1.1
25 to 34 years old	28,389	33.9	27,489	33.9	3.3
35 to 44 years old	25,048	29.9	24,400	30.1	2.7
45 to 54 years old	17,081	20.4	16,181	20.0	5.6
55 years old and over	7,523	9.0	7,238	8.9	3.9
Hiring					
New employees hired ⁽¹⁾	17,419	-	17,493	-	-0.4
Including hires in open-ended contracts (CDI)	11,713	67.2	11,783	67.4	-0.6
Departures					
Number of departures	18,442	-	18,216	-	1.2
Including number of redundancies for economic reasons	1,198	6.5	1,751	9.6	-31.6
Including number of individual dismissals	1,419	7.7	1,657	9.1	-14.4
Professional training					
Number of employees who have benefited from training actions	51,989	62.0	53,554	66.1	-2.9
Number of training hours given	886,533	-	862,005	-	2.8
Average number of training hours given per participant	17.1	-	16.1	-	5.9

	2019	% of Group workforce	2018	% of Group workforce	% Change 2018-2019
Absenteeism					
Number of employees having at least one day of absence	39,441	47.1	41,875	51.7	-5.8
Total number of days' absence	569,368	-	591,164	-	-3.7
Sick leave	309,287	54.3	324,758	54.9	-4.8
Maternity/paternity leave	167,724	29.5	169,030	28.6	-0.8
Professional relations and report on 2018 collective bargaining agreements					
Number of collective agreements signed (France only)	183	-	144	-	27.1
Number of collective agreements signed (countries other than France) ⁽²⁾	81	-	74	-	9.5
Organization of working time					
Full-time workforce	81,552	97.3	78,711	97.2	3.6
Part-time workforce	2,249	2.7	2,292	2.8	1.9
Professional insertion and people with disabilities					
Number of people with a disability	655	0.8	604	0.7	8.4

(1) External hires with open-ended + fixed-term contracts, excluding internal mobility and scope effects.

(2) Bolloré scope excluding Vivendi.

4.2. Summary table of environmental indicators

4.2.1. METHODOLOGICAL NOTE ON ENVIRONMENTAL REPORTING

In accordance with the provisions of decree no. 2017-1265 of August 9, 2017 implementing order no. 2017-1180 of July 19, 2017 relating to the publication of non-financial information by certain large companies and groups of companies, and the AMF recommendations on information to be published by companies concerning corporate social responsibility, the Group revised its reporting protocol and drew up a table of significant indicators regarding the risks identified for its diversified activities.

The principles on which this protocol is based are consistent with, in particular, IFRS guidelines, ISO 26000 and the Global Reporting Initiative (GRI). This protocol is distributed and applied to all entities that gather and communicate their non-financial information to the Group.

It is reviewed every year and defines the conditions for the collection and verification of data.

The universal registration document presents the Group's strategic drivers and major social, environmental and societal commitments.

It is supplemented by the CSR report, which includes information about the CSR actions of the various divisions.

SCOPE OF REPORTING

The scope of companies examined corresponds to the consolidated integrated financial scope (excluding finance and operating companies accounted for using the equity method) established at December 31, 2018. For 2019, the scope of reporting includes companies that have:

- a workforce of 20 or more;
- a revenue greater than or equal to 10,000 thousand euros; and
- been in existence for at least one year (i.e. with one full accounting year completed at December 31)⁽¹⁾.

The Bolloré Group installed a specialist sustainable development reporting software enabling decentralized collection and centralized consolidation of non-financial indicators. Companies in the Transportation and logistics and Electricity storage and systems divisions plus Bolloré SE rolled out the same system in all entities. Havas and Vivendi used their own specialized software.

Data consolidation is carried out centrally by the Group CSR team. For the Logistics division's multi-site entities, energy and waste data consolidate the most representative sites, as a minimum.

(1) The consolidation scope may be adjusted by the divisions (exclusion of companies that were closed during the year, or for which data was not available, or inclusion of companies below thresholds, etc.

REPORTING METHODOLOGY

The following points describe the methodology employed for reporting:

• Reporting protocol

This document details the CSR reporting challenges, describes the respective roles and responsibilities of directors, level one and level two approvers, and contributors as well as the organization of the campaign. It is sent out to all relevant people before the commencement of the campaign. It is also archived and made available to everyone in the reporting system.

• Indicators and standards

An array of indicators was defined covering all CSR domains and split into four themes: health and safety, environment, ethics, and societal information. The indicators were provided to everyone upon sending out of the reporting protocol.

• Reporting questionnaire and consistency checks

The reporting questionnaire is split into five related sections:

- structure of the entity;
- health and safety;
- managing our environmental impact;
- environmental information;
- waste.

Consistency checks were introduced in response to requests from the Statutory Auditors with a view to making the reporting more reliable.

• Collection period

Data is collected for the year (i.e. from January 1 through December 31). The data collection period runs from December 1 to January 31 N+1. For missing data, estimates can be made.

CALCULATION OF GHG EMISSIONS

For scopes 1 and 2, the greenhouse gas emissions presented in the document are linked to the Group's energy consumption and include those of Havas and Vivendi. The calculation method used is the Ademe carbon-base method issued on November 8, 2019. 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.

2 The Bolloré Group's non-financial performance

4. Statement of non-financial performance summary tables

For scope 3, the Group identified the largest sources of emissions. In order to satisfy its obligation to post information for customers about its CO₂ emissions from transportation services, the Bolloré Group developed an emissions calculation tool. The data relating to employee travel encompasses data relating to 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 scope). For emissions relating to train journeys, the Group decided to use the emission factor for the Diesel TER regional express trains in the Ademe database. Scope 3 corresponds to upstream energy, waste, petroleum product combustion and the emissions from the transport of goods during freight forwarding and business travel.

4.2.2. ENVIRONMENTAL DATA

GREENHOUSE GAS CONSUMPTION

Breakdown of greenhouse gas emissions

By scope	Transportation and logistics	Oil logistics	Electricity storage and systems	Communications	Others	2019	2018	2017	Change 2018/2019
GHG emissions associated with energy consumption – scope 1 ⁽¹⁾	258,206	8,237	7,743	14,185	913	289,283	285,494	281,908	1%
GHG emissions associated with energy consumption – scope 2 ⁽²⁾	66,053	1,172	4,251	35,211	98	106,785	97,169	107,081	10%
GHG emissions associated with energy consumption – scope 1 and scope 2	324,260	9,409	11,994	49,396	1,010	396,069	382,663	388,989	4%
GHG emissions – scope 3 ⁽³⁾	3,356,220	4,479,395	8,639	180,115	562	8,024,932	4,828,966	4,664,007	NA
TOTAL SCOPE 1, 2 AND 3 GHG EMISSIONS	3,680,480	4,488,804	20,633	229,511	1,572	8,421,001	5,211,629	5,052,996	NA

NA : not applicable.

(1) Scope 1 corresponds to direct emissions, such as energy consumption excluding electricity, fuel combustion, emissions from industrial processes and fugitive emissions linked to refrigerants.

(2) Scope 2 corresponds to indirect emissions associated with energy, such as electricity consumption or steam, cold or heat consumption through distribution networks.

(3) Scope 3 corresponds to upstream energy, waste, petroleum product combustion and emissions due to transport of goods in the provision of freight forwarding and to work-related travel.

For Vivendi (Communications), scope 3 corresponds to other emissions produced by the Group's businesses, which are not accounted for in scopes 1 and 2 but which are linked to the entire value chain, such as purchases of raw materials (paper, cardboard, plastics, etc.), management of waste generated by the subsidiaries of Vivendi, employee business travel, etc. Greenhouse gas emissions related to purchases of services and content as well as emissions generated by the use of products and services sold are not included in the figures mentioned above, due to a high degree of uncertainty regarding the calculation of these emissions. In 2019, the following categories of emissions were added: GHG emissions from travel in taxis/private hire vehicles with driver and GHG emissions from rental vehicles (short-term rentals).

Scope 3 on a historical basis cannot be compared to the 2019 value due to changes in methodology and greater comprehensiveness in the items calculated.

The calculation methodology used is the Ademe carbon-base method issued on 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 emissions factor was available for a particular country, the highest factor from any of its neighboring countries was applied. The Group aims to strengthen its ability to measure its scope 3 emissions and in particular the impact of its products and services on the climate by 2022 through development of a calculation method to estimate:

- GHG emissions from its scope 3 products and services;
- the metric tons of CO₂ avoided thanks to the consistent implementation of its activities over a reinforced scope.

In 2019, the Group began work to step up its scope 3 measurements and from this year can include: upstream energy, waste, petroleum product combustion and emissions from the transport of goods during freight forwarding and business travel. The Group will continue this work with a view to continuously improving the accuracy and exhaustiveness of the data included in this overview.

Detail on scope 3

(in metric tons CO ₂ eq.) (excluding Communications)	Transportation and logistics	Oil logistics	Electricity storage and systems	Others	2019
Upstream energy	10,174	353	1,331	29	11,887
Waste	4,020	874	5,087	0	9,981
Combustion of petroleum products	–	4,478,100	–	–	4,478,100
Emissions from the transportation of goods in the course of freight forwarding	3,323,586	–	–	–	3,323,586
Business travel	18,440	69	2,222	532	21,263
TOTAL	3,356,220	4,479,395	8,639	562	7,844,817

4. Statement of non-financial performance summary tables

ENERGY CONSUMPTION

	Units of measure	2019 data	2018 data	2017 data	2016 data	2015 data	% total Group workforce covered by the indicator in 2019
Energy consumption							
Electricity consumption in buildings (offices, warehouses, factories, etc.) ⁽²⁾	MWh	388,640	387,918	383,441	276,768	270,961	100
Total district heating or heating network consumption ⁽²⁾	MWh	9,751	8,577	8,010	987	1,643	100
Total heating oil consumed ⁽²⁾	m ³	884	1,077	1,096	690	985	100
Total natural gas consumed ⁽²⁾	m ³	2,303,548	2,147,211	2,941,555	2,287,885	2,236,223	100
Total diesel (generators, etc.) consumed ⁽¹⁾	m ³	13,061	10,095	9,745	15,328	58,088	100
Total gasoline (generators, etc.) consumed ⁽¹⁾	m ³	252	131	17	8	15	100
Total heavy fuel oil and Distillate Diesel Oil (DDO) consumed by the goods transportation fleet ⁽¹⁾	m ³	208	11,900	10,570	27,792	11,274	100
Total diesel consumed by the goods transportation fleet ⁽¹⁾	m ³	21,893	38,755	41,927	35,201	70,661	100
Total petrol consumed by the goods transportation fleet ⁽¹⁾	m ³	78	83	-	-	-	100
Total diesel consumed by the passenger transportation fleet ⁽²⁾	m ³	5,798	4,962	5,085	8,160	20,352	100
Total gasoline consumed by the passenger transportation fleet ⁽²⁾	m ³	2,629	2,140	1,909	1,373	4,393	100
Total Liquefied Petroleum Gas (LPG) consumed by the passenger transportation fleet ⁽²⁾	m ³	1	23	56	-	93	100
Total diesel or non-road diesel consumed by handling equipment ⁽¹⁾	m ³	31,010	31,928	28,123	23,795	29,616	100
Total Liquefied Petroleum Gas (LPG) consumed by handling equipment ⁽¹⁾	m ³	1,202	1,152	2,364	320	1,079	100
Total natural gas consumed by handling equipment ⁽¹⁾	m ³	1	1	1,950	1	0	100
Total diesel or non-road diesel consumed by public works equipment ⁽¹⁾	m ³	36	-	-	-	-	100
Total DDO (Distillate Diesel Oil) consumed by traction units ⁽¹⁾	m ³	12,715	-	-	-	-	100
Total diesel consumed by traction units ⁽¹⁾	m ³	15,165	-	-	-	-	100
Total diesel or non-road diesel consumed by heavy vehicles ⁽¹⁾	m ³	515	-	-	-	-	100
Total DDO (Distillate Diesel Oil) consumed by heavy vehicles ⁽¹⁾	m ³	126	-	-	-	-	100
Total diesel or non-road diesel consumed by miscellaneous equipment ⁽¹⁾	m ³	146	-	-	-	-	100

(1) Only Bolloré Group entities are included in this indicator.

(2) Bolloré Group and Vivendi entities are included in this indicator.

4. Statement of non-financial performance summary tables

WASTE⁽¹⁾

(in metric tons)	2019			2018		2017	Total 2019 coverage rate
	Total weight	% recycled or recovered	Emissions in metric tons CO ₂ eq.	Total weight	% recycled or recovered	Total weight	
Hazardous waste							
Treated or contaminated wood	1	66	0	379	0	9	100%
Empty contaminated packaging	29	98	77	32	87	36	100%
Other contaminated waste (rags, sawdust, filters)	122	25	86	244	22	125	100%
Contaminated water	6,268	13	2	6,699	8	6,895	100%
Spent hydrocarbons and oils	1,954	86	1,380	1,344	80	1,110	100%
Paints and solvents	3	36	2	26	11	26	100%
Chemical residues	135	44	95	41	13	81	100%
Batteries	98	31	6	120	26	87	100%
Electrical and electronic equipment waste (EEEW)	40	94	1	34	98	58	100%
Aerosols	2	32	1	2	18	50	100%
Infectious infirmity material	49	87	46	13	0	3	100%
Office supplies (printer/toner cartridges)	7	30	0	8	53	6	100%
Other hazardous waste	372	20	263	400	27	822	100%
Non-hazardous waste							
Untreated wood/pallets	1,430	96	7	1,508	95	913	89%
Cardboard	1,523	98	1,497	1,283	97	730	89%
Paper	479	62	475	713	45	382	89%
Plastics (bottles, packaging, bags, film, etc.)	2,075	93	5,552	2,213	97	1,782	89%
Food leftovers	269	1	174	88	3	81	100%
Green waste	12	25	0	1	0	34	100%
Ferrous scrap metal	1,475	85	6	1,196	99	2,337	100%
Other metals	52	100	0	74	100	51	89%
Rubble and ballast	197	65	9	365	0	1,025	100%
Brake shoes	57	79	0	26	81	67	100%
Rubber	915	65	20	1,050	65	231	100%
Textiles and Nylon	15	0	0	5	0	101	100%
Glasses	12	50	1	29	93	5	100%
NHIW (unsorted waste)	11,830	6	260	15,478	11	45,887	89%
Other non-hazardous waste	842	98	19	5,162	78	8,586	100%
Total							
Total hazardous waste	9,079	31	1,959	9,343	20	9,651	100%
Total non-hazardous waste	21,183	41	8,022	29,191	44	62,211	100%

(1) The quantities of waste reported by the Bolloré Group (excluding Havas and Vivendi) in the table above only cover companies engaged in industrial activities.

4.3. Tables

4.3.1. CROSS-REFERENCE TABLE

Priority non-financial risks	Information required by decree no. 2017-1265 for the application of the statement of non-financial performance				Information published in the 2019 statement of non-financial performance	The most material SDGs in view of the Group's activities (excluding Communications)	
	ISO 26000	GRI	Global Compact	Scope covered			
Workplace health and safety Workplace health and safety of users and third parties	Workplace health and safety conditions	6.4.6	GRI 401 GRI 403	#4-5	4.1.2. Social data, page 110 2.1.1. Protecting the health and ensuring the safety of the women and men exposed as part of our activities, page 61	SDG 3 Good health and well-being ⁽¹⁾ SDG 3.2 SDG 3.3 SDG 3.4 SDG 3.5 SDG 3.6 SDG 3.8 SDG 3.9 SDG 3.d	Group
	Workplace accidents, particularly their frequency and severity, as well as occupational illnesses	6.4.6	GRI 401 GRI 403	#4-5			Group
	Measures taken to protect the health and safety of consumers	6.7.4	GRI 416 GRI 417			2.1.1. Protecting the health and ensuring the safety of the women and men exposed as part of our activities, page 61 2.2.2. Protecting personal data, page 77	
Working conditions and social dialog	Organization of social dialog (in particular the procedures for informing and consulting staff as well as negotiation procedures)	6.4.5	GRI 407	#3	4.1.2. Social data, page 110 2.1.2.2. Promoting social dialog and quality working conditions, page 73	SDG 4 Quality education ⁽¹⁾ SDG 4.1 SDG 4.3 SDG 4.4 SDG 4.5 SDG 4.6	Group
	Report of agreements signed with trade unions or staff representatives, mainly regarding occupational health and safety	6.4.4 6.4.5 6.4.6	GRI 407	#4-5			France
	Organization of working time	6.4.1 6.4.2	-	#3		SDG 5 Gender equality ⁽²⁾ SDG 5.1 SDG 5.5 SDG 5.c	Group
	Compliance with the provisions of the ILO Core Conventions on respect for freedom of association and the right to collective bargaining	6.3.3 6.3.8 6.3.9 6.3.10 6.4.5 6.6.6				2.1.2.2. Promoting social dialog and quality working conditions, page 73	SDG 8 Decent work and economic growth ⁽¹⁾ SDG 8.2 SDG 8.3 SDG 8.4 SDG 8.5 SDG 8.6 SDG 8.7 SDG 8.8 SDG 8.b
			GRI 407	#3		SDG 10 Reduced inequalities ⁽¹⁾ SDG 10.2 SDG 10.4 SDG 10.a SDG 10.b	Group

(1) Strong direct contribution by the Group in view of its activities and strategic CSR commitments.

(2) Indirect contribution by the Group in view of its activities and/or strategic CSR commitments.

2 The Bolloré Group's non-financial performance

4. Statement of non-financial performance summary tables

Priority non-financial risks	Information required by decree no. 2017-1265 for the application of the statement of non-financial performance				Global Compact	Information published in the 2019 statement of non-financial performance	The most material SDGs in view of the Group's activities (excluding Communications)	Scope covered	
	ISO 26000	GRI							
Attracting and retaining skills	Hiring and departures	6.4.3	GRI 401 GRI 402			4.1.2. Social data, page 110 2.1.2.1. Attracting and retaining talented employees, page 68	SDG 4 Quality education ⁽¹⁾ SDG 4.1 SDG 4.3 SDG 4.4 SDG 4.5 SDG 4.6	Group	
	Compensation and changes in compensation	6.8.1 6.8.2	GRI 201 GRI 202				SDG 5 Gender equality ⁽²⁾ SDG 5.1 SDG 5.5 SDG 5.c	Group	
	Measures taken to improve gender equality	6.3.5 6.4.3 6.6.6 7.3.1	GRI 405	#4				SDG 8 Decent work and economic growth ⁽¹⁾ SDG 8.2 SDG 8.3 SDG 8.4	Group
	Total number of training hours	6.4.7	GRI 404					SDG 8.5 SDG 8.6 SDG 8.7 SDG 8.8 SDG 8.b	Group
	Total workforce and distribution of workforce by gender, age and geographical area	6.4.3	GRI 401					SDG 10 Reduced inequalities ⁽¹⁾ SDG 10.2 SDG 10.4 SDG 10.a SDG 10.b	Group
	Absenteeism	6.4.6	GRI 401						
	Policy to combat discrimination	6.3.6 6.3.7 6.3.10 6.4.3	GRI 406	#4					
	Compliance with the provisions of the ILO Core Conventions on the elimination of discrimination in the field of employment and occupation	6.3.10	GRI 406	#4			4.1.2. Social data, page 110 2.1.2. Being an attractive employer, page 68		
	Measures taken to encourage the employment and integration of disabled people	6.3.7 6.3.10 6.4.3	GRI 405	#4					

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(1) Strong direct contribution by the Group in view of its activities and strategic CSR commitments.

(2) Indirect contribution by the Group in view of its activities and/or strategic CSR commitments.

2 The Bolloré Group's non-financial performance

4. Statement of non-financial performance summary tables

Priority non-financial risks	Information required by decree no. 2017-1265 for the application of the statement of non-financial performance	ISO 26000	GRI	Global Compact	Information published in the 2019 statement of non-financial performance	The most material SDGs in view of the Group's activities (excluding Communications)	Scope covered
Local pollution and management of hazardous materials	Training policies, particularly for environmental protection	6.4.7 6.8.5 6.5.1 6.5.2 6.5.6			4.1.2. Social data, page 110 2.1.1. Protecting the health and ensuring the safety of the women and men exposed as part of our activities, page 61 2.3.3. Preventing pollution and reducing environmental impacts related to our activities, page 88		Group
	Organization of the company to respond to environmental issues and, where necessary applicable, environmental evaluation and certification processes	6.5.1 6.5.2	GRI 103 GRI 307			SDG 7 Affordable and clean energy ⁽²⁾ SDG 7.1 SDG 7.2 SDG 7.3 SDG 7.b	Group
	Resources allocated to preventing environmental hazards and pollution	6.5.3	GRI 301 GRI 305 GRI 306 GRI 413		#7-8-9	SDG 9 Industry, innovation and infrastructure ⁽¹⁾ SDG 9.1 SDG 9.4 SDG 9.5 SDG 9.a SDG 9.c	Group
	Consideration of any form of pollution specific to a business, in particular noise and light pollution	6.5.3	GRI 301 GRI 305 GRI 306		#7-8-9	SDG 12 Sustainable consumption and production ⁽¹⁾ SDG 12.2 SDG 12.4 SDG 12.5 SDG 12.6 SDG 12.a	Group
	Measures to prevent, recycle, reuse, recover and dispose of waste	6.5.3	GRI 301 GRI 305 GRI 306		#7-8-9	SDG 13 Combating climate change ⁽¹⁾ SDG 13.1 SDG 13.3	Group
	Measures to prevent, reduce or remedy emissions into air, water and soil that seriously damage the environment	6.5.3	GRI 301 GRI 305 GRI 306		#7-8-9		Group
	Water consumption and water supply having regard to local constraints	6.5.3	GRI 303		#7-8-9		Group
	Consumption of raw materials and measures taken to use them more efficiently	6.5.4	GRI 301				Group
	Land use	6.5.4	-		-		Group
	Energy consumption, measures taken to improve energy efficiency, and use of renewable energies	6.5.4 6.5.5	GRI 302		#7-8-9		Group
	Protecting biodiversity: measures taken to conserve or restore biodiversity	6.5.6	GRI 304		#7-8-9		Group

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(1) Strong direct contribution by the Group in view of its activities and strategic CSR commitments.

(2) Indirect contribution by the Group in view of its activities and/or strategic CSR commitments.

2 The Bolloré Group's non-financial performance

4. Statement of non-financial performance summary tables

Priority non-financial risks	Information required by decree no. 2017-1265 for the application of the statement of non-financial performance	ISO 26000	GRI	Global Compact	Information published in the 2019 statement of non-financial performance	The most material SDGs in view of the Group's activities (excluding Communications)	Scope covered
Impact and carbon opportunity of products and services	Significant sources of greenhouse gas emissions generated by the company's activity, in particular through the use of the goods and services it produces	6.5.3 6.5.5	GRI 305		4.2.2. Environmental data, page 115 2.3.1. Adapting to and combating climate change, page 82 2.3.2. Making the management of our carbon footprint central to our products and services, page 85	SDG 7 Affordable and clean energy ⁽²⁾ SDG 7.1 SDG 7.2 SDG 7.3 SDG 7.b	Group
	Measures taken to adapt to the consequences of climate change	6.5.5	GRI 201 GRI 302 GRI 305	#7-8-9		SDG 9 Industry, innovation and infrastructure ⁽¹⁾ SDG 9.1 SDG 9.4 SDG 9.5 SDG 9.a SDG 9.c	Group
	Voluntary medium-and long-term targets to reduce greenhouse gas emissions and the means used to achieve them	6.5.5	GRI 305			SDG 9.a SDG 9.c	Group
	The amount of provisions and guarantees for environmental risks	6.5.5			Note 10, table on "Provisions and litigation", page 118	SDG 12 Sustainable consumption and production ⁽¹⁾ SDG 12.2 SDG 12.4 SDG 12.5 SDG 12.6 SDG 12.a SDG 13 Combating climate change ⁽¹⁾ SDG 13.1 SDG 13.3	Group
Risks and opportunities related to relations with local communities	Impact of the company's activity on employment and local development	6.8.5 6.8.7	GRI 203		2.4.1. Contribution to local development, page 95	SDG 1 End poverty in all its forms ⁽¹⁾ SDG 1.1 SDG 1.2 SDG 1.3 SDG 1.4 SDG 1.a	Group
	Impact of the company's activity on local or neighboring populations	6.3.4 6.3.6 6.3.7 6.3.8 6.6.7 6.8.3	GRI 411 GRI 413		2.4.1. Contribution to local development, page 95 2.1.1. Protecting the health and ensuring the safety of the women and men exposed as part of our activities, page 61 3. Duty of care, page 100	SDG 3 Good health and well-being ⁽¹⁾ SDG 3.2 SDG 3.3 SDG 3.4	Group
	Relationships and dialog with the company's stakeholders	6.3.9 6.8.3	GRI 413		2.4.1. Contribution to local development, page 95 3. Duty of care, page 100	SDG 3.5 SDG 3.6 SDG 3.8 SDG 3.9 SDG 3.d	Group
	Partnership or sponsorship initiatives	6.8.3 6.8.9	GRI 201		2.4.1. Contribution to local development, page 95 2.4.2. Sponsorship policy, page 99	SDG 4 Quality education ⁽¹⁾ SDG 4.1 SDG 4.3 SDG 4.4 SDG 4.5 SDG 4.6 SDG 6 Clean water and sanitation ⁽²⁾ SDG 6.1 SDG 6.2 SDG 6.3	Group

(1) Strong direct contribution by the Group in view of its activities and strategic CSR commitments.

(2) Indirect contribution by the Group in view of its activities and/or strategic CSR commitments.

Furthermore, given its activities, the Group can be active in preventing food waste, combating food insecurity and respecting animal welfare, and responsible, fair and sustainable food, through awareness-raising initiatives or diverse societal actions. Its impacts in these areas did not however highlight these as priority CSR risks.

4.3.2. TCFD CROSS-REFERENCE TABLE

Bolloré Group supports the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures). The TCFD is a working group that focuses on climate-related financial disclosures, created as part of the G20's Financial Stability Board during the COP21. This working group has structured its recommendations around four thematic areas, representing the essential aspects of corporate operations: governance, strategy, risk management as well as metrics and targets.

The cross-reference table below serves as a reference for the TCFD's recommendations.

Theme	TCFD recommendation	Information source (drawn from the CDP or URD).
Governance		
Disclose the organization's governance around climate-related risks and opportunities	a) Describe the oversight of climate-related risks and opportunities by the Board of Directors	a) CDP Climate Change C1.1, C1.1a, C1.1b 2019 URD – 1.3 and 2.3.1 – chapter 2
	b) Describe management's role in assessing and managing climate-related risks and opportunities	b) CDP Climate Change C1.2, C1.2a, C2.2, C2.2a, C2.2b 2019 URD – 2.3.1 – chapter 2 and 1.5 – chapter 3
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	a) CDP Climate Change C2
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	b) CDP Climate Change C2.3, C2.3a, C2.4, C2.4a, C2.5, C2.6, C3.1c
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	c) CDP Climate Change C3.1c, C3.1d
Risk management		
Disclose how the organization identifies, assesses, and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risks	a) CDP Climate Change C2.2a, C2.2b 2019 URD – 1.2 – chapter 2
	b) Describe the organization's processes for managing climate-related risks	b) CDP Climate Change C2.2d, C2.3a
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	c) CDP Climate Change C1.2a, C2.2, C2.2b, C2.3a
Metrics and targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	a) CDP Climate Change C2.3a, C5, C6, C7, C8, C9, C11
	b) Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks	b) CDP Climate Change C5, C6, C7 2019 URD – 2.3.1 and 4.2.2 – chapter 2
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	c) CDP Climate Change C4

CDP = Bolloré Group's 2019 responses to the CDP Climate Change questionnaire (available at <https://www.cdp.net/fr>). URD = Bolloré Group's 2019 universal registration document.

5. Report by independent third party, on the consolidated non financial statement

For the year ended December 31, 2019

This is a free translation into English of the report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,

In our capacity as independent third party of Bolloré, we hereby report to you on the consolidated non financial statement for the year ended December 31, 2019 (hereinafter the "Statement"), presented in the group management report pursuant to the legal and regulatory provisions of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French commercial code (*Code de commerce*).

COMPANY'S RESPONSIBILITY

The Board of Directors is responsible for preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main extra-financial risks, a presentation of the policies implemented with respect to these risks as well as the results of these policies, including key performance indicators. The Statement has been prepared by applying the company's procedures (hereinafter the "Guidelines"), summarized in the Statement and available on request from its headquarters.

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of article L. 822-11-3 of the French commercial code (*Code de commerce*) and ethical standards of the profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional standards and applicable legal and regulatory requirements.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French commercial code (*Code de commerce*);
- the fairness of the information provided pursuant to part 3 of sections I and II of article R. 225-105 of the French Commercial Code (*Code de commerce*), i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

However, it is not our responsibility to provide any conclusion on the company's compliance with other applicable legal and regulatory provisions, particularly with regard to the duty of vigilance, anti-corruption and taxation nor on the compliance of products and services with the applicable regulations.

NATURE AND SCOPE OF PROCEDURES

We performed our work in accordance with articles A. 2251 *et seq.* of the French commercial code (*Code de commerce*) defining the conditions under which the independent third party performs its engagement and the professional guidance relating to this engagement and with ISAE 3000 (Assurance engagements other than audits or reviews of historical financial information).

We conducted procedures in order to assess the Statement's compliance with regulatory provisions, and the fairness of the Information:

- we familiarized ourselves with the Group's business activity and the description of the principal risks associated;
- we assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, neutrality and clarity, taking into account, where appropriate, best practices within the sector;
- we verified that the Statement covers each category of information stipulated in section III of article L. 225-102-1 governing social and environmental affairs, the respect for human rights and the fight against corruption and tax evasion;
- we verified that the Statement provides the information required under article R. 225-105 II of the French commercial code (*Code de commerce*), where relevant with respect to the principal risks, and includes, where

applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French commercial code (*Code de commerce*);

- we verified that the Statement presents the business model and a description of principal risks associated with all the entity's activities, including where relevant and proportionate, the risks associated with its business relationships, its products or services, as well as its policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important⁽¹⁾; concerning certain risks (corruption, health and safety, human rights) our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities;
- we verified that the Statement covers the consolidated scope, i.e. all companies within the consolidation scope in accordance with article L. 233-16, with the limits specified in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- we carried out, for the key performance indicators and other quantitative outcomes⁽²⁾ that in our judgment were of most significance:
 - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto,
 - substantive tests, on a sampling basis, that consisted in verifying the proper application of definitions and procedures and reconciling data with supporting documents. These procedures were conducted for a selection of contributing entities⁽³⁾ and covered between 10% and 46% of the consolidated data for the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement in relation to our knowledge of the company.

We believe that the procedures we have performed, based on our professional judgment, are sufficient to provide a basis for a limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

MEANS AND RESOURCES

Our work engaged the skills of eight people between December 2019 and April 2020.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around thirty interviews with people responsible for preparing the Statement.

- (1) Health & Safety training for Bolloré Logistics, Health & Safety training for Port & Rail, societal actions of Bolloré Transports & Logistics, Human Rights policy set up by the Group, Business ethics
- (2) Headcount at December 31, 2019; workforce by gender, by category and type of contract; number of recruitments; number of departures; number of redundancies; number of work accidents; frequency rate; severity rate; number of employees who attended at least one training during the year; number of training hours; number of entities where employees can benefit from trade unions and/or staff representation; total hazardous waste removed by type of treatment (disposed, recycled / recovered) and by category; total non hazardous waste removed by type of treatment (disposed, recycled / recovered) and by category; water consumption (including water coming from the network and withdrawn from the natural environment); electricity consumption; quantity of natural gas consumed in buildings and handling/lifting vehicles; quantity of urban heating or public heating consumed in buildings; quantity of domestic fuel consumed in buildings; quantity of diesel consumed (generator, fleet assigned to transport of people, fleet assigned to merchandise transport); quantity of diesel or off-road diesel consumed (handling/lifting vehicles, public work machinery, maneuvering machines, other equipment); quantity of gasoline consumed (generators, fleet assigned to transport of people, fleet assigned to merchandise transport, other equipment); quantity of DDO (distillate diesel oil) consumed (traction units, maneuvering machines, fleet assigned to transport of people, fleet assigned to merchandise transport); quantity of LPG consumed (handling/lifting vehicles); quantity of heavy fuel oil, diesel DDO (distillate diesel oil) consumed (assigned to merchandise transport fleet); GHG emissions (scope 1, scope 2).
- (3) Bolloré Bretagne, Bolloré Energy, Société Française Donges-Metz, Bluebus (environmental indicators only), Automatic System Belgium, Bolloré Logistics France, Bolloré Logistics China (social indicators only), Bolloré Logistics USA (environmental indicators only), Bolloré Transport & Logistics Senegal, Bolloré Transport & Logistics Congo, Bolloré Transport & Logistics Bénin, Dakar Terminal, Congo Terminal, Benin Terminal, Bluecarcharging (social indicators only).

CONCLUSION

Based on our work, nothing has come to our attention that cause us to believe that the non financial statement does not comply with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines.

COMMENTS

Without qualifying the conclusion expressed above and in accordance with article A. 225-3 of the French commercial code (*Code de commerce*), we make the following comments: as mentioned in the chapter "Identification of non-financial risks", the communication activities' inherent risks and politics are detailed in the Vivendi group annual report.

Paris-la Défense, April 24, 2020

The independent third party,

Deloitte & Associés
Thierry Quéron
Partner