

Bolloré Group non-financial performance

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2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

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Since its creation, the Bolloré Group has been driven by a very determined commitment to entrepreneurship and innovation. The Bolloré Group, which is listed on the stock exchange, pursues a strategy of international diversification of its activities, and has a stable, family ownership structure, enabling it to engage in long-term investment processes⁽¹⁾. It has a long history of transmission from generation to generation, based on a corporate culture and strong values, shared by all employees around the world, which include humility, excellence, courage, solidarity, agility and innovation. The Group's commitments are reflected in its development strategy and its Corporate Social Responsibility (CSR) policy based on four fundamental pillars described below.

Given the wide diversity of the Bolloré Group's CSR activities and challenges, with a view to conciseness and legibility, the non-financial performance

statement presented below explains the mitigation measures implemented by the Group for the management of priority CSR risks relating to the activities of the "Transportation and logistics" and "Electricity storage and systems" divisions. The CSR priority issues relating to the "communication" division are detailed in Vivendi's non-financial performance statement, which is also subject to verification of its information by an approved independent third-party organization⁽²⁾. The consolidated view of the Bolloré Group's main social and environmental performance indicators⁽³⁾ including those of Vivendi is nevertheless available in the summary tables presented at the end of chapter 2 (see section 1.3. Summary tables of the Bolloré Group's non-financial performance indicators). The summary of consolidated priority risks for Bolloré and Vivendi is available in 1.1.2 Bolloré Group non-financial risk mapping.

1.1. CSR challenges and strategy

1.1.1. GROUP BOLLORÉ 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 and public authorities in particular). 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 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 as well as 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 business ethics risks, protecting human capital by implementing a social, health and safety policy conducive to lasting relationships, fighting against climate change 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 are all factors that will create value for the future.

1.1.1.1. BOLLORÉ GROUP'S COMMITMENTS: FOUR STRATEGIC PRIORITIES

The Bolloré Group's desire to fulfill its stakeholders' expectations and to play an active role in responsible development are currently reflected in four strategic areas.

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 IN OUR BUSINESS CONDUCT 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 CHALLENGES

- 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.

COMMITTING OVER THE LONG-TERM TO REGIONAL DEVELOPMENT

- Contributing to and promoting local employment.
- Investing in the local economy.
- Building and maintaining a dialog with stakeholders.
- Undertaking societal actions for the benefit of local populations.

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

(2) For more information on Vivendi, its activities, business model and non-financial performance statement, please refer to Vivendi's 2020 universal registration document.

(3) For more information on the criteria for integrating Bolloré Group entities into the social reporting scope and the CSR reporting scope (environment, health and safety), refer to the methodology notes (chapter 2, section 1.3.1.1. Methodology note for social reporting and 1.3.2.1. CSR reporting methodology note).

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 63 of the 169 targets.

A summary of the main performance indicators relating to these major commitments is available in chapter 1 of this universal registration document (see chapter 1 – CSR Performance in brief).

1.1.1.2. "CREATION FOR THE FUTURE" – VIVENDI'S STRATEGIC CSR PROGRAM

In 2020, Vivendi decided to translate its commitments into a new strategic CSR program that embeds all activities within a unified and promising framework. The strategic program, entitled "Creation for the Future", is a direct link to Vivendi's *raison d'être*: Creation Unlimited. It is a lever to contribute to the success of Vivendi's mission to "free creation by promoting all talent, ideas and cultures and sharing them with the greatest number of people".

The Creation for the Future program is based on three pillars that put environmental, societal and social impacts into perspective at all levels of Vivendi's activities and sets an initial milestone by 2025:

- **Creation for the planet** (innovating to protect the planet): aware of its global group status, Vivendi wants to mobilize the creativity of its talents and businesses to help preserve the planet and raise public awareness of the climate emergency. Vivendi is committed to contributing to the fight against climate change by achieving Net Zero carbon neutrality at group level by 2025;
- **Creation for society** (imagining the society of the future): As a leader in culture, entertainment and communication, Vivendi has a particular social responsibility through the content it produces and broadcasts. The group

is committed notably to working for open societies by making culture and education more accessible;

- **Creation with all** (building a responsible world together): Vivendi is committed to working with its internal and external stakeholders to promote, both within the group and outside of its walls, a more inclusive world in which everyone contributes to the construction of a desirable future.

This approach, which is at the highest level of the group, is a performance driver at the heart of Vivendi's strategy and creates value shared with all stakeholders. It is built on an organization in charge of steering the roadmap, which sets out each of the pillars of commitment in Vivendi's various business lines. It is shared with all employees, who are its first ambassadors.

The implementation of the strategic program is also based on a foundation of respect for ethical values and an integrity culture that underpins the conduct of business within the group. They are reflected in the group's overall compliance policy, which helps to maintain trustworthy relationships with its many partners and, in particular, its customers.

1.1.2. BOLLORÉ GROUP NON-FINANCIAL RISK MAPPING

In accordance with the directive on non-financial reporting, in 2018 the Group mobilized the members of the Management Committees of all of its divisions to map the CSR risks and opportunities associated with its transportation and logistics activities (four business units: Bolloré Ports, Bolloré Logistics, Bolloré Railways and Bolloré Energy) and its electricity storage and systems activities (the Brittany division including notably 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 of 16 CSR risks and opportunities, covering the themes expected by law, was first defined and explained for each Bolloré Group division. The risks refer to risks inherent to the Group's activity. They have been considered throughout the value chain (procurement, operations, use of products and services sold) taking into account all stakeholders (employees, customers, suppliers, subcontractors, public authorities, investors, etc.). Each risk was rated according to its frequency and severity. The frequency was defined as the probability of the risk occurring over the next five years. The severity corresponds to the impact of the occurrence of the risk on reputation, turnover or operations. This methodology was built in line with the Bolloré Group's general risk mapping. Although a dialog methodology is not yet formalized at Group level, some fundamentals have been implemented, such as collecting opinions and perceptions from teams with good knowledge of the field, 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. The Vivendi group has its own ethical system to supervise the activities of the Communications division. It is applicable to its subsidiaries and adapted to their business lines. Lastly, since Vivendi conducted the same mapping exercise for its scope in 2018 (see the Vivendi 2020 universal registration document – chapter 2 – section 2 – Main non-financial risks), 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 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).

In 2020, the risk map was updated in conjunction with risk holders during the annual management workshops, in light of regulatory developments and changes in the Bolloré Group's activities, particularly the discontinuation of certain car-sharing activities:

- priority risks are now presented with more granularity, i.e. by business unit and no longer by division;
- risks related to data security and protection: while they remain a priority risk factor for the Group (see chapter 3 – Risk factors and internal control), they are now considered material only for the activities of the Communications division (see Vivendi's 2020 universal registration document – chapter 2, section 2.1 – Main non-financial risks). In fact, the materiality granted to this risk in light of its impacts in connection with the car-sharing activity is no longer necessary given that the latter is in the process of being terminated;
- the theme "Risks and opportunities related to low carbon products and services" will now be addressed under the heading "Climate change risks and opportunities";
- occupational health and safety risks and the health and safety of users and third parties have been pooled under the heading "Health and safety of employees and third parties" for the sake of legibility, with the two risks considered mostly within the same risk management framework;
- occupational health and safety risks, consumer health and safety, and risks related to resource management and environmental protection have been identified as one of the priorities of the Communications division since this year following the integration of the Editis subsidiary.

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Pillars of the CSR strategy	Priority non-financial risks	Transportation and logistics			Oil logistics	Electricity storage and systems		Communications*
		Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Brittany division	Blue Systems	Vivendi
 Uniting and protecting people, the company's greatest strength	Health and safety of employees and third parties							(1) (2)
	Attracting and retaining skills							(3)
	Working conditions and social dialog							(4)
 Acting with integrity in our business conduct and promoting human rights	Human rights							(5) and (6)
	Corruption and influence peddling							(7)
 Innovating in response to major environmental challenges	Climate change risks and opportunities							(8)
	Local pollution, industrial accidents and management of hazardous materials							
 Committing over the long-term to regional development	Risks and opportunities related to relations with communities							
Risks specific to the Communications division	Security and data protection risks							(9)
	Risks related to the responsible nature of the content							(10) and (11)
	Risks related to resource management and environmental compliance							(12)

In blue: the priority non-financial risks at the business unit and/or division level are colored in blue.

* Management of priority non-financial risks identified for the Communications division is explained in chapter 2 – Non-financial performance of the Vivendi 2020 universal registration document.

(1) Occupational health and safety risks, see Section 4.3.3.2. Creating an attractive working environment.

(2) Consumer health and safety risks, see Section 4.2.5 Beware of the impacts of content in the digital age.

(3) Risks related to the attraction and retention of internal talent, see Section 4.3.3 Supporting and developing talent within the company.

(4) Risks related to social dialog, see Section 4.3.3.2. Creating an attractive working environment.

(5) Risks related to human rights and fundamental freedoms, see Section 4.3.3.2. Creating an attractive working environment.

(6) Points of attention relating to the supply chain, see Section 3.2.2 The duty of care system.

(7) Corruption risks, see Section 3.2.1 The anti-corruption system.

(8) Risks related to the carbon intensity of activities, see Section 4.1 Creation for the planet: Innovating to protect the planet.

(9) See Section 3.2.3 Personal data protection.

(10) Risks related to the responsible nature of content, see Section 4.2.5 Beware of the impacts of content in the digital age.

(11) Risks related to the attraction and retention of external talent, see Section 4.2.2.1 Revealing cultures and supporting artistic creation.

(12) See Section 4.1 Creation for the planet: innovating to protect the planet.

The Bolloré Group's management of priority risks is explained throughout the non-financial performance statement in chapter 2 of the Bolloré Group's universal registration document. Management of the priority CSR risks identified for the Communications Division is explained in chapter 2 – Non-financial performance of the Vivendi 2020 universal registration document.

1.1.3. CSR GOVERNANCE

Three bodies now comprise the Group's CSR governance: the Executive Committee implemented in 2020, the Ethics – CSR and Anti-corruption Committee and the Group CSR Department. It should be noted that the members of the Board of Directors, whose Chairman and Vice-Chairman participate in the Ethics – CSR and Anti-Corruption Committee, are involved in the non-financial performance of the Bolloré Group. The CSR Department reports directly to the Vice-Chairman of the Board of Directors.

Note that in 2019, in terms of wider corporate governance, taking into account the recommendations of the non-financial ratings agencies and the investors,

Bolloré SE and Financière de l'Odé SE decided to change the composition of the Boards of Directors in order for them to make them:

- more streamlined: Bolloré SE – thirteen members as opposed to nineteen, Financière de l'Odé SE – fifteen members as opposed to seventeen;
- more independent: different independent directors for Bolloré SE and Financière de l'Odé SE, fewer positions occupied by legal entities, modifications to the Audit Committee and the Compensation and Appointments Committee, with no more salaried senior executives;
- and to increase the number of women: Bolloré SE – 45% women, Financière de l'Odé SE – appointment of three female directors to its Board of Directors.

1.1.3.1. THE EXECUTIVE COMMITTEE

In 2020, Bolloré SE set up an Executive Committee comprising the main managers of the finance, legal, tax, purchasing, CSR and compliance departments. This Committee is responsible for monitoring the objectives and implementing decisions taken within the framework of the strategic guidelines defined by the

Board of Directors. This Committee, made up of fourteen members, including seven women (50% women) reflects the Group's commitment to gender equality. In this context, the CSR Director reports on the actions taken. The Committee validates implementation and future guidelines.

1.1.3.2. THE ETHICS – CSR AND ANTI-CORRUPTION COMMITTEE

Under the authority of a 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 Chief Executive Officers of the divisions and of the business units and of 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 and CSR, which the divisions are then tasked with implementing within their scope. 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, which met twice this year, in May and December, were sent to the following Board of Directors meeting (i.e. March 4, 2021).

1.1.3.3. CSR DEPARTMENT

The Group CSR Department defines the framework of the CSR strategy, plays a role in awareness-raising and mobilization, coordinates action plans, steers annual reporting, and 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 the 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.

1.1.3.4. THE CSR NETWORK

The Group CSR Department relies on the CSR Departments of the divisions and business units, 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 Vivendi, the internal CSR network has nearly 850 contributors for over 900 entities worldwide, of which more than 250 in the Bolloré scope (excluding Vivendi). They report annually to the Group on their non-financial performance within the framework of the yearly CSR reporting campaign.

1.1.4. PERFORMANCE MONITORING

Non-financial performance is monitored throughout the year through the coordination of the Group's various priority projects (for example in 2020, responsible purchasing, the launch of the approach to develop the climate strategy, and changes in governance). The risk management interviews conducted annually by the CSR Department at head office with the business line contacts known as "priority risk managers" as well as locally through targeted thematic questionnaires (such as human rights and energy consumption analysis in 2020) are also used to inform the assessment of the performance of the Group and its divisions.

The annual results are consolidated during the non-financial reporting campaign deployed in Group entities around the world (see chapter 2 – 1.3.1.1. Methodology note for social reporting and 1.3.2.1. CSR reporting methodology note) whose robustness, completeness and reliability have

been significantly enhanced over the last ten years. The list of performance monitoring questions and indicators updated in 2019 to best illustrate the management of the Bolloré Group's CSR and social priority risks was stabilized in 2020 and is subject to dedicated analyses to enhance its relevance, reliability and intelligibility. The indicators are, where relevant, provided to the Group and/or tailored specifically to the divisions according to their particular challenges. In accordance with the reporting requirements and publication of information on the company's CSR performance, the compliance of the Bolloré Group's non-financial performance statement with regard to the CSR priority risks identified, and the accuracy of the information presented are subject to verification (quantitative audits and qualitative interviews) carried out by an accredited independent third party (ITP) (see chapter 2 – 1.4. Report by the independent third party on the consolidated non-financial performance statement).

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In 2019, a cornerstone was laid with the indexing of ethical criteria to up to 25% of the variable compensation of the Country Chief Executive Officers and Chief Financial Officers (see more information on the criteria available in chapter 2 – 1.2.2.1.2. Ensuring compliance with the strictest standards – Results and performance indicators).

In addition, in January 2021, the Bolloré Group set itself a first set of measurable targets, validated by the members of the Ethics – CSR and Anti-Corruption

Committee, enabling it to strengthen the management of its CSR policy and to incorporate it into a continuous improvement approach.

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. In 2021, the Group will focus its efforts on climate change issues and the formalization of a dialog with its key stakeholders.

1.1.5. STAKEHOLDER DIALOG

The Group and its divisions are committed to taking into account the expectations and concerns of their internal and external stakeholders at all levels of the organization. While a structured dialog methodology is not yet formalized at the Group level, the divisions and subsidiaries maintain an ongoing dialog with their stakeholders (local communities, customers, suppliers, etc.), adapted to their local and operational contexts (see chapter 2 – 1.2.4.2.6. Building and maintaining dialog with stakeholders). In addition, as part of the ISO 9001 certification process, a mapping of relevant stakeholders is required for the entities concerned. In 2020, 69% of Group entities completing the CSR reporting declared they were certified or had at least one site that was ISO 9001 certified. Dialog with stakeholders is at the heart of the corporate culture. Every year, the Group is attentive to the requirements of its external stakeholders, which may be:

- requirements and obligations arising from public authorities and regulatory and market institutions (non-financial performance statement, law on the duty of care, Sapin II law, general data regulation on personal data, the law on combating tax evasion, etc.);
- investors: faced with the gradual rise in the importance of ESG criteria among investors, the CSR division, reporting to the Finance Department, works hand in hand with the investor relations department to integrate the requirements and respond to the expectations and questions of analysts addressed to the Group. Vivendi is developing ad hoc communication for analysts and investors that responds to the growing interest of the financial community in environmental, social and governance (ESG) issues. In 2020, a consultation with the main French and international ESG institutional investors present in Vivendi's capital was organized by the Investor Relations Department to better understand their perception of the Group;
- non-financial rating bodies, with which the Group strengthens its discussions each year in order to improve its ESG performance and better meet the expectations of its stakeholders. The ongoing dialog with all these rating bodies enables the Group to identify areas for improvement on ESG aspects, as well as to better understand its sector positioning. This information is the subject of particular attention from the Vice-Chairman of the Board of Directors and Chief Financial Officer of the Bolloré Group, and is relayed each year to the Ethics – CSR and Anti-Corruption Committee;
- 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 (see chapter 2 – 1.2.4.2.6. Building and maintaining dialog with stakeholders – Bolloré Logistics);
- suppliers and subcontractors (see chapter 2 – 2. Duty of care plan);
- local communities with which Bolloré Ports and Bolloré Railways business units conduct a structured dialog approach (see chapter 2 – 1.2.4.2.6. Building and maintaining dialog with stakeholders – Bolloré Ports and Bolloré Railways);
- major multilateral institutions and agencies (United Nations Global Compact);
- the media and NGOs, by consistently working on its transparency.

The Group also conducts a regular dialog with its internal stakeholders, such as employee representative bodies, in order to guarantee and promote a high-quality social dialog over the long term that combines entrepreneurial economic reality and responds to internal social expectations, adapted to the specificities of each country with regard to the legal framework in force. This deployment occurs 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's (ILO) conventions on the freedom to organize have not been ratified (see chapter 2 – 1.2.1.2.2. Promoting social dialog and quality working conditions).

The Bolloré Group also plans to implement a dialog approach by 2022 with a selection of representative internal and external stakeholders. The basic principles common to the following approaches will base the future Group methodology: awareness and involvement of field teams, quality of listening, collaborative approach, results culture, reasonable processing time, transparency of procedures, etc. By 2024, the Group would like to deploy a methodology for identifying key stakeholders in the subsidiaries, in order to structure the integration of local expectations and needs by 2025 and to strengthen the effectiveness of its due diligence mechanisms, always with the aim of building a relationship of trust over the long term.

Examples of the 2020 results of non-financial rating agencies:

- the Group is one of the 273 companies that have joined the CDP Climate A list among the 9,526 companies participating in the Climate Change questionnaire. The Bolloré Logistics business unit also received a rating of A- in the Supplier Engagement Rating (SER) for its performance in terms of engagement in the value chain, scope 3 emissions, governance and objectives (the four components of the Climate Change questionnaire);
- the Group reached level 1 on the Environmental and Social pillars (October 2020) and 7 in Governance (February 2021), following its participation in ISS QualityScore (Institutional Shareholder Services Inc.), with the rating scale between 1 to 10 (1 representing the lowest risk level and 10 the highest);
- an ESG score of 14.1 – Low Risk was awarded to the Group by Sustainalytics. The rating scale is divided into five pillars: Severe (score greater than 40), High (score between 30-40), Medium (score of 20-30), Low (score between 10-20) and Negligible (score of 0-10);
- the Bolloré Group scored 51/100 on VigeoEiris' latest ESG assessment, reaching the Robust level (scale of 0-29/100: weak performance level, 30-49/100: limited performance level, 50-59/100: robust performance level, 60-100/100: advanced performance level). The Group is ranked 9th out of a total of 43 companies in the same assessed sector;
- the Group's business units are also regularly called upon by non-financial rating agencies. Bolloré Logistics' CSR performance was assessed at the "Gold" level in 2019 by EcoVadis (2020 score pending). Concerning Electricity storage and systems activities, this same assessment resulted in the IER subsidiary being awarded the "Gold" level in 2020;
- Vivendi is also continuing its discussions with several non-financial rating agencies. In 2020, Vivendi renewed its inclusion in the FTSE4Good Developed and FTSE4Good Europe indexes (FTSE Russell), the Ethibel Sustainability Index Excellence Global and Europe, as well as the Euronext Vigeo Eurozone 120 and Europe 120 indexes. Vivendi obtained an "AA" rating for the MSCI ESG Ratings 2020 and a rating of 63/100 awarded by the V.E agency (formerly Vigeo Eiris). In addition, the group participates in the annual assessment carried out by the CDP, in which its rating increased in 2020. On March 22, 2021, Vivendi joined the CAC40[®] ESG, the first and new national ESG index of Euronext. The purpose of this index is to identify the 40 companies of the CAC[®] Large 60 index (CAC40 + Next 20) having the best ESG practices. (see chapter 2, section 1.2.4 of Vivendi's 2020 universal registration document).

1.2. Four key pillars for a sustainable commitment

Within its four strategic areas of commitment, the Bolloré Group integrates all the resources implemented to manage its priority non-financial risks and seize opportunities. 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. The management of the Bolloré Group's priority risks is explained below.

1.2.1. UNITING AND PROTECTING PEOPLE, THE COMPANY'S GREATEST STRENGTH

The extent to which all our employees thrive is directly connected to the Bolloré Group's success: their commitment and skills are pivotal to the company's performance. The Group positions itself as a leading employer by attracting

talents that share its values. Health and safety are an absolute priority, both for the employees and for people who are indirectly exposed to the activities of the Bolloré Group.

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

1.2.1.1.1. THE HEALTH AND SAFETY RISKS OF EMPLOYEES AND THIRD PARTIES

Health and safety of employees and third parties⁽¹⁾

Prioritization of risks related to the health and safety of employees and third parties

Transportation and logistics			Oil logistics	Electricity storage and systems		Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Brittany Division	Blue Systems	Vivendi

(1) Priority non-financial risk.
In blue: priority non-financial risk at the level of the business unit and/or division.

Transportation and logistics, oil logistics and electricity storage and systems operate in environments with potentially high risks of accidents. The issue is particularly material with regard to industrial activities, such as handling, production and assembly, construction, freight and passenger transport, and the handling and transportation of hazardous goods. The vast international reach of Bolloré Transport & Logistics (109 countries, including 47 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. Management of priority CSR risks identified for the Communications division is explained in chapter 2 – Non-financial performance of the Vivendi 2020 universal registration document.

1.2.1.1.2. LEADING MANAGEMENT SYSTEMS TO ENSURE THE HEALTH AND SAFETY OF EMPLOYEES AND THIRD PARTIES

Group policy

Committed to a dynamic 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), ISO/TS-IRIS (International Railway Industry Standard) under the SGS 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 duty of care cycle, framed by appropriate policies and procedures to control this risk. 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 (see chapter 2 – 2. The Bolloré Group's duty of care plan). The Group 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 (e.g. subcontractors, external companies, partners, suppliers, customers, etc.).

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 the maintenance of business line certifications leading to improved performance 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, 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 at their level, 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 with which subcontractors must comply are also established and are subject to specific contractual requirements within the transport and logistics activities.

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

Area of action	Group objectives	Horizon	Progress at 12/31/2020
Commitment by senior management to monitor the Group's performance to ensure the health and safety of employees and third parties	<ul style="list-style-type: none"> 100% of legal entities included in the CSR reporting scope⁽¹⁾ monitor their HSE performance annually in the Executive Committee, Executive Committee or Board of Directors meetings 	2022	<ul style="list-style-type: none"> 90% of entities state that they monitor HSE performance at Management Committee, Executive Committee or Board of Directors' meetings
Implementation of occupational health and safety management systems	<ul style="list-style-type: none"> 100% of the workforce in the CSR reporting scope⁽¹⁾ covered by a Health and safety management system 	2022	<ul style="list-style-type: none"> 99% of the headcount in the CSR reporting scope covered by a health, safety, environmental (HSE) management system
Certification	<ul style="list-style-type: none"> 70% of entities covered by an HSE management system have at least one site certified or health and safety certified by one of the following standards: ISO 45001 or OHSAS 18001, SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard⁽²⁾ 	2022	<ul style="list-style-type: none"> 54% of entities covered by an HSE management system have at least one site certified or health and safety certified by one of the following standards: ISO 45001 or OHSAS 18001, SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard

(1) See 3.2.1. CSR reporting methodology note.

(2) This objective was assessed by taking into account the implementation of the certification scenario for the entire Africa region of Bolloré Logistics (excluding joint ventures).

Group progress plan

By 2022, the Group will endeavor to:

- pursue the optimization of the health and safety reporting exercise (reliability, consolidation, analysis) across all its divisions to improve the legibility of the performance of the policies and actions deployed;
- persevere in the homogenization of business unit policies and monitoring indicators and objectification at the Group level. In this respect, a database of indicators relating to the health and safety risk of employees and third parties shared by all of its divisions (excluding Vivendi) has been rolled out since 2019. This work was further strengthened by the setting of reasonable targets, validated in early 2021 by General Management (members of the Ethics – CSR and Anti-Corruption Committee) and consistent with the continuous improvement approach that is part of existing policies. Depending on the diversity of the specific characteristics of each activity, the work to homogenize hygiene, health, safety and environmental policies continues, which helps strengthen the procedures put in place and contributes to the effectiveness of the Duty of care cycles within all entities in order to manage the occupational health and safety risks of employees;
- continue the mobilization work of the head office and country General Management, as well as the division's QHSE contacts, initiated via risk management workshops including health and safety issues to ensure the trickle-down of the Group objectives set in operational practices;
- initiate an in-depth reflection on the implementation of objectives by business unit consistent with the risks and specificities of the activities.

Health and safety management systems adapted to the specificities of activities

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 action plans to manage risks related to the health and safety of employees and third parties are explained below for each activity.

• Transportation and logistics

Bolloré Ports

Given the risks specific to port terminals, in 2014 Bolloré Ports launched a specific safety process called "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 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 significant reduction in the number of accidents and incidents in ports since it was introduced in 2016.

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 2020, an additional Bolloré Ports entity, i.e. five entities in total, were subject to ISO 45001 certification (formerly OHSAS 18001).

A report is made by all terminals and concessions where over twenty 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 safety/security management process that is specialized in railway activities. In a continuous improvement approach followed and structured in conjunction with its senior management, Bolloré Railways has been working since 2019, in consultation with an independent certification body, to develop a "tailored" railway safety management system (MSS) based on recognized international standards such as ISO 9001, ISO/TS 22163 version 2017, and general safety regulations specific to each railway network. By creating this "customized" standard, Bolloré Railways wants to ensure that the specificities of its rail activity are taken into account throughout the entire business chain (maintenance, operations management) taking into account the specific features of the African context.

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. A continuous improvement audit will be conducted in 2021.

Bolloré Logistics

Bolloré Logistics is continuing to deploy certification of its integrated health, safety and environment (HSE) management system across its network. In September 2020, Bolloré Logistics obtained triple IMS (Integrated Management System) certification, bringing together all occupational (ISO 45001), quality management (ISO 9001) and environmental (ISO 14001) health and safety standards. Issued by Bureau Veritas Certification, this certification covers entities located in the: Europe, Americas, Asia-Pacific, Middle East and South Asia regions. Thus, in 2020, 100% of Bolloré Logistics entities (including Africa) were covered by a QHSE management system and 68% of the entities⁽¹⁾ have a health safety certification (ISO 45001). In 2021, the goal is to extend triple certification to the African continent.

In 2019, the QHSE Corporate Department launched its steering platform dedicated to quality, health, safety, security and environmental activities: B'Excellent. The platform is intended for 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, incident recording and monitoring, the state of progress of the action plan, inspection schedules and implementation, business continuity plans, etc.), and analysis of the QHSE performance of Bolloré Logistics entities worldwide. 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

(1) Legal entities included in CSR reporting (see chapter 2 – 1.3.2.1. CSR reporting methodology note).

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 contracted by or in the name 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. QHSE performance is monitored by Management on a weekly basis.

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.

• Electricity storage and systems

Brittany division

The health and safety policies for the Brittany division's industrial activities, signed by General Management and updated in 2019, apply to the Bolloré dielectric films and Bolloré plastics films activities as well as 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. 100% of sites have a system that implements ISO 45001 principles. The plastic packaging films production site is certified BRC and ISO 22000, ensuring the safety of food packaging. Blue Solutions' battery production sites are certified according to ISO 9001:2015 and comply with automotive standard IATF 16949:2016 improving safety, traceability and technical specifications required for automotive production.

Blue Systems

IER and Automatic Systems, entities of Blue Systems, cover the occupational health and safety issues of employees and third parties, deploy a HSE management system and are subject to evaluation audits. The HSE management system includes the publication of documentation (single document, risk prevention program, improvement of working conditions, safety guidelines and sheets, etc.), awareness and training on the prevention of risks to which employees are exposed (electricity certification, manual handling, chemical risks, etc.), systematic analysis of the causes of workplace accidents at all sites, the implementation of action plans and corrective action proposal, and publication for stakeholders. Occupational health and safety actions are formalized in a general action plan that is continuously monitored, which gives rise to an annual assessment validated by the employee representative bodies (CSE).

Indicators⁽¹⁾ for monitoring the deployment of the Bolloré Group's HSE management system⁽²⁾

(as a percentage)	Transportation and logistics	Oil logistics	Electricity storage and systems	Others	2020 Total	2019 Total	Change 2019/2020
Proportion of employees covered by a HSE management system ⁽²⁾	100	100	90	91	99	99	0
Proportion of entities having installed a HSE management system ⁽²⁾	100	100	90	50	98	93	+5 points
of which, the proportion of entities having had an assessment audit of their HSE management system	69	100	100	100	73	80	-7 points
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, TAPA FSR, ISO 22000 or Pedestrian Free Yard	62	0	22	0	54	47	+7 points

(1) These indicators are derived from CSR reporting (see chapter 2 – 1.3.2.1. CSR reporting methodology note).

(2) These indicators relate to the Bolloré Group scope excluding Vivendi. Management of the Communication division's health and safety risks is explained in chapter 2 "Non-financial performance" of Vivendi's 2020 universal registration document.

1.2.1.1.3. PREVENTING ACCIDENTS AND OCCUPATIONAL RISKS AND IMPROVING WORKING CONDITIONS

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. 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. 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.

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

Area of action	Group objectives	Horizon	Progress at 12/31/2020
Prevention of accidents and occupational risks and improving working conditions	<ul style="list-style-type: none"> Mapping and/or assessment of occupational risks to be carried out by 100% of the legal entities included in the CSR reporting scope⁽¹⁾ Mandatory update every two years or in the event of a change in activities 	2022	<ul style="list-style-type: none"> 74% (vs. 71% in 2019) of entities stated that they mapped and/or assessed their professional risks in 2020 96% of entities stated that they updated the map between 2019 and 2020
Accidentology	<ul style="list-style-type: none"> Setting of an LTI target ⁽²⁾ for each business unit 	2022	<ul style="list-style-type: none"> Application of an LTI target by each of the business units to be assessed in 2021
	<ul style="list-style-type: none"> Implementation of subcontractor accidentology monitoring 	2025	<ul style="list-style-type: none"> On-site monitoring in Bolloré Ports and Railways business units

(1) See chapter 2 – 1.3.2.1. CSR reporting methodology note.

(2) LTI (Lost Time Injury) = Number of accidents x 200,000/total hours worked.

Prevention of accidents and occupational risks and improving working conditions within the Group's activities

• Transportation and logistics

Within each business unit, the occupations and workstations, which are sometimes extremely specialized and high-risk, are analyzed to prevent occupational risks and accidents and optimize working conditions for our employees. Appropriate policies are implemented, monitored and reviewed regularly to prevent major risks (e.g.: General driving rules, Drugs and alcohol policy, etc.). 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 prior to their taking the position. 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

The management of Bolloré Ports is focused on two main targets: zero accidents and a lost time injury (LTI) rate of less than one. Strict procedures are established with regard to the mapping of occupational risks which are regularly reviewed for each workstation, at all sites, taking into account the co-activity risks associated with subcontracting operations.

The major risks identified include handling activities (working with specialized industrial equipment, container transport) and conventional handling activities (handling of bulk goods, excluding containers). For example, gantry crane operators working at 70 meters of height benefit from a specific working schedule (break time, staff turnover). With regard to conventional handling, risk prevention training programs are provided to employees and subcontractors representing the majority of the workforce for these operations.

The application of professional risk prevention rules by subcontractors and suppliers is an essential criterion for the development of Bolloré Ports' business relationships and is subject to a work authorization signed by both parties. 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.

Bolloré Railways

The management of Bolloré Railways is focused on two main targets: zero accidents and a lost time injury (LTI) rate of less than one. Rail safety involves the implementation of a due diligence approach across all railway lines and structures, throughout the maintenance and operations business lines of Bolloré Railways entities. Within the context of the review of the HSE management system, the health and safety risk mapping was completely

revised in 2019 in close cooperation with 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.

The protection of people and goods is governed by a predictive, preventive and curative maintenance system applicable to traction equipment and rolling stock. Visits to workstations make it possible to assess occupational risks in collaboration with the company's doctor. The safety of employees, users and local populations is also the subject of dedicated protection by agents of the special railway police as well as by the security officers of private security companies. 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.

Local communities at the heart of the prevention system: in order to guarantee the safety of local residents and populations around the railway concessions, the RGS (*règlement général de sécurité*, General Safety Regulation) define a safety zone of 30 meters on both sides of the track, on which there can be no construction. In accordance with international and national regulations, this railway footprint is duly verified every day (e.g. opening convoys). In the event of illegal construction near the tracks, it is up to the state to implement the necessary expulsion measures.

Safety is also ensured by the duty of care committees, led by each of the rail networks, within the local communities throughout the rail network. In this way, paid work is entrusted to village communities, which thus contribute to the safety of the national railway assets through various missions to report malfunctions or damage to the tracks, weeding, seizure of illegal forest and wildlife products, and public awareness raising. During these meetings, the training and equipment needs of local residents are identified and implemented.

The operating coordinators of each network also provide an education function for the surrounding communities, particularly the safety constraints around the roads used by the population to move from one city to another. In 2020, Camrail confirmed the recruitment of an expert responsible for informing and raising awareness of the surrounding communities, as well as training Camrail staff on these issues, recommended by the World Bank, in preparation for the development of an infrastructure renewal plan.

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.

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. In 2020, 77,413 HSE audits and inspections were conducted within the Bolloré Logistics network and 32,862 with subcontractors.

The Transport Charter

For example, transport firms engaged by Bolloré Logistics in Africa must abide by a special charter. **The Transport Charter is attached to each contract signed with transport 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:

- the provision of suitable trucks in good working condition;
- training in defensive driving;
- the health of 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.

In line with 2019 and as part of the annual update of the single document, working groups made up of HSE teams and staff representatives (CSSCT members) were set up to map professional risks and identify preventive actions to be implemented. The main risks identified are fire risks, road traffic risks and risks associated with gestures and postures, various corrective and mitigation measures are implemented such as:

- regular fire prevention exercises carried out locally to avoid possible emergency situations (for example, a fire at the loading station);
- the implementation in 2020 of an online control platform for protective equipment specifically studied to be adapted to the business lines;
- the annual deployment of employee training initiatives (e-learning, internships, etc.) on various topics: chemical risks, road risk prevention, etc.;
- the deployment of prevention plans (information on the site risks in view of the work to be carried out) and, potentially, the issuing of a fire permit to prevent risks for external companies.

Electricity storage and systems

Brittany division

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 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 primary OHS risks identified are the risks of moving machines, cuts (cutting machinery, blades), electrical risk, heavy parts handling risks (lifting equipment) and, at Blue Solutions, chemical risks.

Safety tours are conducted throughout the year, covering all risks and temporary workers and external companies on 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 worked under this regime 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). Psychosocial risk prevention measures are also deployed through training to enable managers and team managers to prevent and measure stress situations in the departments, in order to better understand them and develop positive progress management.

Security of the LMP® battery

In terms of the safety of users of Blue Solutions products, particularly in relation to the use of the LMP® battery, it should be noted that Blue Solutions is the only company to master "all-solid" battery manufacturing technology, avoiding any spilling of dangerous liquids or the formation of explosive atmospheres in confined environments. LMP® batteries are exempt from SVHC (Substance of Very High Concern) according to REACH regulations and from CMR (carcinogenic, mutagenic or toxic for reproduction) according to CLP regulations.

Blue Systems

IER is engaged in a professional risk prevention process, in close collaboration with social partners, CSSCT members, and occupational health and other stakeholders.

The main risks identified for IER activities are those caused by handling activities and by the carrying of loads. 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 service providers working on site with the aim of reducing the frequency and severity of workplace accidents, occupational illnesses or negative environmental factors.

To prevent risks, the locations of the production and storage lines of IER, Automatic Systems and EASIER plants have been optimized for processes such as those of the lines and solutions implemented in Besançon since 2017 which have reduced the probability of occurrence of occupational diseases such as musculoskeletal disorders (MSD) for example. Generally speaking, health, safety and working condition improvement plans are monitored with year-end completion rates of more than 80%.

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

Accidentology monitoring indicators⁽¹⁾ within the Bolloré Group⁽²⁾

	2020	2019
Number of workplace accidents with lost-time	326	413
Lost Time Injury Frequency Rate (LTIFR) (x1,000,000) ⁽³⁾	4.47	5.35
Lost Time Injury Frequency Rate (LTIFR) (x200,000) ⁽⁴⁾	0.90	1.07
Severity rate of workplace accidents (x1,000) ⁽⁵⁾	0.13	0.15

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators relate to the Bolloré Group scope excluding Vivendi. Management of the Communication division's health and safety risks is explained in chapter 2 "Non-financial performance" of Vivendi's 2020 universal registration document.

(3) Lost Time Injury Frequency Rate (LTIFR) (x1,000,000): (number of workplace accidents with absence from work/total hours worked from 01/01 to 12/31) x 1,000,000.

(4) Lost Time Injury Frequency Rate (LTIFR) (x200,000): (number of workplace accidents with absence from work/total hours worked from 01/01 to 12/31) x 200,000.

(5) Severity rate of workplace accidents (x1,000): (number of days of absence related to accidents at work/total hours worked from 01/01 to 12/31) x 1,000.

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

1.2.1.1.4. INFORMING, TRAINING AND RAISING AWARENESS

The Bolloré Group ensures that employees are recruited and trained to be able to take on the position assigned 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-raising on health, safety and environment topics are given to employees and subcontractors according to the same principles of compliance with safety regulations enshrined in the QHSE policies of the entities. Subcontracting companies must also ensure that their staff are qualified

and certified to perform the requested tasks. With respect to daily operations, the teams remind subcontractors of the basic safety rules for day-to-day operations (e.g. handling heavy loads, hazardous products, transportation and traffic regulations).

The Group celebrates World Day for Safety and Health at Work each year. Initiated by the International Labor Organization, in 2020, it naturally integrated the prevention measures implemented to deal with the health crisis.

Area of action	Group objectives	Horizon	Progress at 12/31/2020
HSE training for employees and sub-contractors	<ul style="list-style-type: none"> Monitoring of the number of HSE training hours by QHSE and/or HR 	Annual	<ul style="list-style-type: none"> Monitoring of the number of HSE training hours for employees to be set up at IER Monitoring of the number of HSE training hours for subcontractors in place at Bolloré Ports, Bolloré Railways and Bolloré Logistics
	<ul style="list-style-type: none"> Set up monitoring of the number of people trained as part of HSE training 	2022	<ul style="list-style-type: none"> To be carried out
Informing and raising employee awareness	<ul style="list-style-type: none"> Display of the HSE policy on the premises by 100% of the legal entities included in the CSR reporting scope⁽¹⁾ Mandatory information for newcomers Annual participation in World Safety Day to raise employees' awareness of the QHSE risks generated by the company (organization of awareness-raising actions) 	2022	<ul style="list-style-type: none"> Reported methods used to communicate on the HSE policy: <ul style="list-style-type: none"> – 95% of entities report posting it on the premises; – 80% report that they inform newcomers; – 40% say they have participated in the World Safety Day

(1) See chapter 2 – 1.3.2.1. CSR reporting methodology note.

Training adapted for each of the activities

• Transportation and logistics

Bolloré Ports and Bolloré Railways

The HSE policy is communicated to employees and third parties through various means such as posting security guidelines, setting up awareness campaigns for employees, users and local populations.

All new projects require training on the systematic health and safety rules of all employees as well as subcontractors who are required to work on site (e.g. toolbox, training on safety rules in the context of contractual handling at ports, etc.). In addition to the HSE network 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).

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

- daily safety or toolbox training (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, oversize cargo handling, etc.;
- training for handled and transported hazardous materials.

The health situation in 2020 and the increased training needs to provide the prevention rules necessary to comply with the health measures planned by the Group explain the significant increase in the number of training hours provided to employees and subcontractors. In addition, in April 2020, World Safety Day, followed by all Bolloré Ports and Bolloré Railways entities, was naturally dedicated to communicating the Covid-19 health prevention plan to employees and third parties.

In addition to mandatory training, additional training such as those for QHSE managers provided by the head office had to be reduced in line with travel

and social distancing restrictions. Nevertheless, training was held with the QHSE and safety managers from the Ports and Railways business units in Dakar to address the topic of rail and port safety. For 2021, Bolloré Ports and Bolloré Railways planned training on the transport and handling of hazardous materials. Subject to changes in the health situation, this module will take place in person or via e-learning.

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 2020, 4.5 hours of training on average were provided per employee.

Employee awareness-raising and training also takes place in the form of "fifteen-minute safety" sessions or "talks" provided to small groups of employees in the field. They allow for dialog with employees through a set of Q&As and encourage the escalation of information from the field that may lead to the implementation of areas for improvement such as changing traffic flows or the materialization of dangerous areas, etc. HSE meetings are also held regularly on the sites and also provide a communication axis for sending messages to participants or carrying out 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.).

2020 World Day for Safety and Health at Work at Bolloré Logistics

In the context of the health crisis, the 2020 World Day for Safety and Health at Work was entitled: "Stop the pandemic: safety and health at work can save lives." More than ever, awareness of the adoption of safe practices in workplaces and the important role played by occupational health and safety services (OHS) was at the heart of this international day. Bolloré Logistics has put in place numerous protection and prevention measures to ensure the safety of employees on all sites. This event was an opportunity to pay tribute to all those who, through their involvement, implementation and compliance with strict security rules, enable Bolloré Logistics' business to continue while ensuring the safety of employees.

• Oil logistics

At Bolloré Energy, in addition to day-to-day awareness-raising, extensive training plans are regularly rolled out to employees and third-party companies involved on site (e.g. external drivers loading at Bolloré Energy sites): training on gestures and postures, first aid personnel, fire risks, etc.

Awareness-raising actions on health and safety risk prevention related to the environment were also carried out within the framework of ISO 14001 and new arrivals systematically receive training.

Various training initiatives were carried out in 2020:

- prevention actions for chemical risks (e-learning training) at Bolloré Energy and Charbons Mauvois and actions and postures (implementation of an online order platform for protective equipment adapted to the business lines);
- extensive training on new driver monitoring software was rolled out in 2020 to ensure, for example, that break and driving times are complied with (essential road safety criteria) (100% of users trained);
- the launch in 2020 of a prevention and safety program for delivery drivers (practical preventive driving exercises, intervention techniques for delivery incidents, or in the event of a fire). Developed with the Association pour la prévention dans le transport d'hydrocarbures, this three-day internship aims to be provided to around fifty drivers (out of 250 drivers in total) each year as soon as the conditions related to the health situation of Covid-19 allow it (10 people trained in 2020).

• Electricity storage and systems**Brittany division**

All entities in the Brittany division display the health and safety policy on site. Newcomers also receive information on mandatory security rules as part of their orientation process. 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, fire training (front-line responders and back-up teams).

In 2020, given the health situation, only regulatory training (e.g. e-learning on IT security and the fight against corruption) was carried out as a priority.

Blue Systems

The general health, safety and environment policy is displayed in all IER and Automatic Systems entities. 100% of new arrivals at IER and AS (France) systematically receive awareness training during their orientation on the prevention rules for health, safety and environmental risks (chemical products, eco-actions, waste sorting, etc.) on their work sites. An online training course enables each newcomer to learn about the premises as well as the rules, hazards and best practices in force in the entity.

In addition, the chemical risk prevention program, initiated in 2013, is rooted in the day-to-day life of IER to manage the introduction of hazardous products at the company with regard to the product safety sheet and to implement adequate awareness for employees for their use and storage.

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. Mandatory training such as electricity certification and first-aid training were maintained in 2020. On the other hand, the other training programs were postponed to 2021 due to the health situation.

Indicators⁽¹⁾ for monitoring the Bolloré Group's hygiene, safety and/or environment (HSE) training⁽²⁾

	2020				2020 Total	2019 Total
	Transportation and logistics	Oil logistics	Electricity storage and systems	Others		
Number of hours of training on the topics of health, safety and/or the environment	164,043 ⁽³⁾	3,823 ⁽⁴⁾	2,465 ⁽⁵⁾	-	170,331	217,797
Number of HSE training hours for subcontractors	77,077 ⁽⁶⁾	-	-	-	77,077	107,599

(1) These indicators cover the scope of CSR reporting (see chapter 2 – 1.3.2.1. CSR reporting methodology note).

(2) These indicators relate to the Bolloré Group scope excluding Vivendi. Management of the Communication division's health and safety risks is explained in chapter 2 "Non-financial performance" of Vivendi's 2020 universal registration document.

(3) Hours of training, information, awareness, discussion, etc. provided and related to the HSE field (HSE meetings and toolbox meetings are taken into account for Bolloré Ports and Bolloré Railways as of 2020).

(4) A decrease in the number of training hours was recorded in 2020 due, in particular, to the restrictive health context linked to Covid-19.

(5) The training hours of the Brittany division concern the entities: Bolloré Films Quimper, Blue Solutions Quimper, Bluebus (excluding IER).

(6) Excluding Bolloré Ports and Bolloré Railways toolbox.

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1.2.1.1.5. PROTECTING HEALTH

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;
- vaccination and 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.

Nearly 90% of Bolloré Group entities provide health coverage that is more favorable than legal obligations and most of the local practices of the countries in which it operates. Protecting human capital is a real growth and recognition challenge for the Bolloré Group which is therefore committed to providing its employees with high-end guarantees in terms of social protection.

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.

Area of action	Group objectives	Horizon	Pogress at 12/31/2020
Health-related actions	• Optimize reporting on vaccination, screening and awareness campaigns to ensure the reliability of results	2022	• To be implemented
	• Implementation of a health watch at the head offices to identify health priority areas and to promote the organization of vaccination, screening and prevention campaigns	2022	• To be implemented

Specific health challenges related to the Group's activities

The Bolloré Group's crisis unit is working to monitor the evolution 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 2020, a time of health crisis, the Group's duty of care processes and, in particular, the mobilization of its crisis unit demonstrated its effectiveness in providing a rapid response for the implementation of the prevention measures necessary to deal with the Covid-19 epidemic (see 2. The Bolloré Group's duty of care plan, 2.3.3.1. Duty of care cycle in response to the health crisis).

• A look back on the management of the Covid-19 pandemic

Due to their presence in sensitive geographic areas, the QHSE Departments and the medical services of the Group's entities are particularly attentive to preventing illnesses, pandemics, epidemics and local health crises. From the early stages of the health crisis, senior managers, QHSE managers, occupational physicians, HR managers and Communications worked to define the Covid-19 emergency response plan, ensure the safety of employees and maintain supplies in each country. The teams worked together to disseminate and implement health procedures and business continuity plans. In particular, local management has been responsible for strengthening prevention systems by supplying employees and installing the right equipment and it has applied the physical distancing measures and restrictions on travel and activity necessary to protect their employees. For example, a strategic stock of protective equipment was built at the Roissy airport to support the needs of the various European entities, while an order of nearly one million masks complemented the stocks already available to African entities.

The safety of employees preserved by the implementation, appropriation and application of the Group crisis management plan in the entities, the daily links and the involvement of the operational teams have thus ensured supply of the activities and services essential to the nation, for example:

- Bolloré Logistics has worked alongside its customers to facilitate the delivery of products and goods considered to be priority (medical and pharmaceutical products, etc.) by constantly adapting its organization and operational processes to an ever-changing global situation. To do this, a crisis unit was formed around internal experts and several charter flights were deployed in the different regions. In order to protect the populations impacted by the pandemic, Bolloré Logistics has made every effort to ensure that the delivery of these essential goods can be carried out as soon as possible. A task force was already set up in the summer to prepare for the arrival of vaccines around the world and adapt the service offering by mobilizing the

network in conjunction with the health care sector, made up of 6,000 experts in 24 countries, resources and partners referenced to address this complex market;

- Bolloré Energy's mobilization during this period of health crisis ensured the supply of non-road diesel to nearly 18,000 French agricultural companies, particularly called upon to meet the food needs of the population. Bolloré Energy's presence in rural areas has enabled it to be responsive to the needs of its customers. PEPA premiums (exceptional purchasing power premiums) have been rolled out for drivers-deliverers and heating service technicians who have continued, while respecting protective measures, to travel to customers throughout this crisis;
- for its part, Blue Systems has mobilized its innovation efforts to ensure the health of third parties during the Covid crisis by offering new applications and adapting them to its products such as:
 - SafeFlow by Automatic Systems, a temperature monitoring and mask wearing solution integrated with its access control equipment, which also counts the maximum number of people allowed to enter a site. This application is recommended in places where it is necessary not to exceed a maximum number of people, e.g. government buildings, public offices, retail spaces, factories, etc;
 - EASIER has developed Vital Check, a device that measures body temperature, heart beats and breathing by scanning passengers' faces using a state-of-the-art thermal sensor. The solution can be used for controls at airports, train stations, major events and, generally, in all places open to the public;
 - EASIER launched the Touchless Solution to limit the spread of the virus linked to the shared use of public equipment. The software allows users to use self-service equipment without having to touch it. Reading a QR code launches a smartphone app that then allows you to move the mouse cursor directly remotely. This application can be installed on all EASIER self-service equipment and that of other suppliers that use a recent Windows operating system (airport check-in, post offices, transportation ticket distributors, etc.);
 - the Smart Mobility Platform presents itself as a responsive crisis management tool as new regulations can be applied without delay so that operators can be regulated in real time. The city can then reorganize its urban space very quickly if necessary. For example, it is therefore possible to limit access to quarantine areas during an epidemic. Moreover, while a large proportion of users have abandoned using public transport for fear of contamination, new mobility options are experiencing a boom in use. It is therefore essential for cities to be able to regulate their use (speed, parking on sidewalks, etc.) in order to prevent disruptions that would harm urban mobility;

- thanks to an ad hoc team, Polyconseil has developed an all-in-one digital solution for companies called Coviflex, enabling them to reorganize themselves to enable their employees to return to their workplace and manage flex-offices. The Coviflex app was rolled out at Wifirst, Brut, Vivendi and Canal+;
- as part of the lockdown measures, the Minister of the Interior announced the provision of a digital travel certificate system. This service, which was accessible online from the Ministry of the Interior's website, requested a very strong mobilization of Indestat (IER) teams in order to deploy, without delay and on all mobile terminals equipped with the TePV solution, a QR Code reader capable of transcribing to municipal police officers the content of the certificate presented on the citizen's mobile phone.

• Transportation and logistics

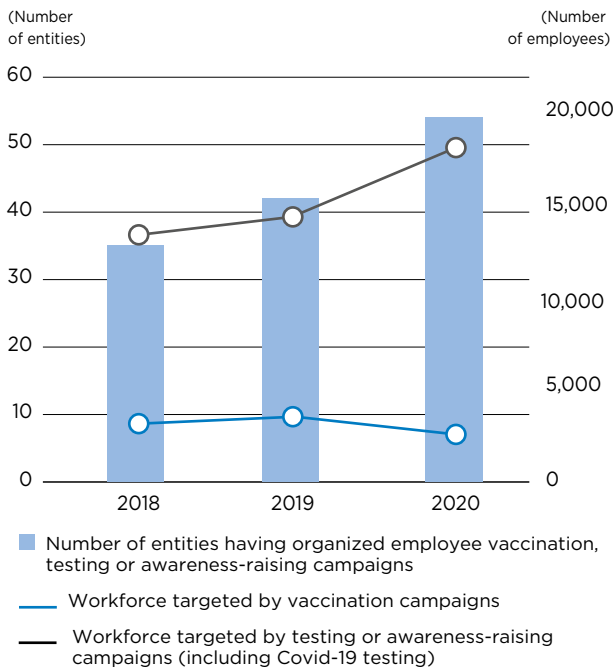
Every year, the entities also implement various prevention measures, notably through the organization of vaccination, screening and awareness campaigns to fight against illnesses such as malaria, sexually transmitted infections and HIV/AIDS.

Seventeen Group countries took part in World AIDS Day, which is held every December 1st. Free and anonymous screening campaigns and awareness sessions were held in several countries in West Africa (Benin, Burkina Faso, Ghana, Guinea, Nigeria, Senegal), Central Africa (Cameroon, Chad, DRC, Gabon), Southern Africa (Angola, South Africa, Mozambique) and East Africa (Kenya). In Haiti, at TVB Port-au-Prince, the medical team was mobilized to raise employee awareness. Lastly, at headquarters in Puteaux, Bolloré Tour employees were invited to wear the red ribbon, a universal symbol of the fight against AIDS, in support of the Sidaction non-profit.

In 2020, 54 entities (including 61% in Africa) organized vaccination, screening and awareness campaigns for employees allowing the vaccination of 2,022 employees (including 79% of staff in Africa) and screening (including for Covid-19) or awareness-raising for 14,287 employees (including 81% of staff in Africa). More than 2,600 family members were also able to benefit from vaccination campaigns and more than 3,260 from screening and awareness-raising campaigns.

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.

Employee vaccination and testing campaigns



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

In addition to providing access to a regular medical service for employees and their beneficiaries as well as medical care, vaccinations and medicines, specific measures are taken when public health issues are identified. This is the case, for example, for the routing and storage in dedicated spaces and under surveillance of wood sleepers treated with creosote before their destruction. A Health & Safety in the Workplace Committee (CSST) actively takes part in the implementation of the 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.

Health prevention measures for users...

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.

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, users and the local populations along the tracks. A strict health protocol was rolled out in 2020, within the Covid-19 framework, in accordance with Bolloré Group crisis management procedures. Various measures adapted to the activity of the two railways have been implemented, such as reducing train capacity, increasing medical staff at stations and on trains, setting up access controls on the platforms, taking passenger temperature before boarding, implementation of distancing measures (train stations and trains – one seat in two), mask wearing requirements, distribution of hydro-alcoholic gel and various awareness-raising measures via displays or the distribution of flyers, etc.

Other targeted actions were implemented as part of the health watch, such as the distribution of impregnated mosquito nets to prevent malaria to employees' families.

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".

... but also for local populations

In addition to the vaccination campaigns organized for staff, Bolloré Railways has extended access to this care to local populations. Especially at Camrail, which, as a former government company, still plays a role in delegating the State's public services (mandate granted by the Cameroonian Government) via the organization of population vaccination campaigns at its medical centers. The medical center located near Camrail's central workshops in the Bassa area is thus approved by the Cameroonian Ministry of Public Health as a unit for the care of people living with HIV/AIDS and as a vaccination center for the population. Over 32,000 consultations are recorded each year.

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.

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An information and education program on sexually transmitted diseases and HIV/AIDS is provided to all staff in Africa. Educational material such as leaflets and posters are distributed and displayed on site. With a view to improving

the prevention of, and protection against, these diseases, 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.

Indicators⁽¹⁾ for monitoring the health coverage of Bolloré Group employees⁽²⁾

	2020 Total	2019 Total
% of employees eligible for social security coverage	97	94
% of entities where health coverage extends to employees' beneficiaries	86	88
% of entities where health coverage is more favorable than required by law	87	89
% of employees eligible for regular medical check-ups provided by the company	88	83
% of entities where medical service is offered to employees free of charge	87	89

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications division in order to ensure the legibility of the actions presented qualitatively in this chapter. Management of the Communication division's health and safety risks is explained in chapter 2 "Non-financial performance" of Vivendi's 2020 universal registration document.

1.2.1.2. AN ATTRACTIVE EMPLOYER

1.2.1.2.1. ATTRACTING AND RETAINING TALENTED EMPLOYEES

Skills acquisition and retention⁽¹⁾

Prioritization of risks related to attracting and retaining skills

Transportation and logistics			Oil logistics	Electricity storage and systems		Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Brittany Division	Blue Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

In gray: non-priority non-financial risk at the business unit and/or division level.

We aim to achieve the best for our clients in all our activities. To meet the requirement for quality excellence in our services and ensure the sustainability and growth of our activities, attracting then retaining and developing the skills of the company's women and men is a major lever for operational efficiency and innovation. Our actions are based on six pillars: relationships with school, recruitment, diversity, mobility, training, professional support and compensation.

The management of priority CSR risks identified for the Communications division is explained in chapter 2 – Non-financial performance of the Vivendi 2020 universal registration document (see 4.3.3. Supporting and developing talent within the company).

Group policies

• Relationships with schools: build long-term partnerships

Relationships with schools are a key pillar of the recruitment policy for the long term. Their main purpose is to attract trainees, create privileged gateways for new graduates, and to help train future generations.

By sharing our business lines, challenges, values and opportunities, we help students to envision their future with the Group. These exchanges also allow us to better understand their professional expectations and thus offer appropriate experiences. 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, while forging a lasting bond between the company and the students most in line with its needs.

Strategic, long-term partnerships with schools

Despite the global crisis, the Group committed in 2020 to maintaining its long-term partnership strategy and to help schools in this particular context. In 2020, the number of partnerships increased to 223 schools.

The diversity of our business lines and geographic regions leads each entity to develop its target school portfolio and strategy. Within the Bolloré Transport & Logistics division, eight strategic partnerships have been put in place and several initiatives (forums, conferences, HR workshops, case studies, etc.) are also carried out each year in other target schools. Kedge Business School has been one of the division's preferred partners since 2016 for two reasons: its supply chain/logistics/purchasing profiles and its presence outside France with campuses in Dakar and Suzhou. Likewise, EDHEC is an essential partner, particularly for the quality of the financial profiles it trains. As a result, these two schools are the main sources of students hosted in internships and work-study programs at the company's headquarters.

The Brittany division is very committed to local partnerships with schools such as IUT de Quimper, École supérieure d'ingénieurs en agroalimentaire de Bretagne atlantique (ESIAB), IUT Lorient, École supérieure de logistique industrielle de Redon (ESLI) and Union des industries et métiers de la métallurgie Bretagne (UIMM).

Within the Systems division, Polyconseil, the Group's consulting business rich in engineering profiles, relies more on the principle of co-opting by capitalizing on the very active networks of the major French schools. Polyconseil works in close partnership with schools such as École Polytechnique, CentraleSupélec and École des Mines ParisTech.

Although 2020 led to the cancellation of certain events, the HR teams and the operational representatives of each of the business lines remained highly involved by regularly participating in recruitment forums and business line round tables and by participating in thematic workshops (conferences, case studies, business projects, examination juries, HR coaching, etc.). Our employees also act as direct contributors to teaching processes. This is the case in the Brittany division and at Polyconseil with employees who teach courses in our target schools. In 2020, Polyconseil employees taught a course to CentraleSupélec students on how to conduct a software project.

The intern experience rewarded with the HappyIndex® Trainees label

The BTL division offers a structured internship and work-study policy focused on the professional development of the students hosted. This involves various points: missions with responsibility and quality tutorial support, an orientation morning, follow-up throughout the internship and events to strengthen cohesion and knowledge of the company. The objective is to ensure that the internship or work-study experience at the company is a constructive part of the development of the students we host. The commitment is also recognized by the HappyIndex® Trainees Label, which will be awarded in 2021 on the basis of a survey conducted in 2020. In particular, this survey assesses the reception and support provided to interns and work-study participants in the workplace. With a recommendation rate of more than 80%, students have emphasized the responsibilities assigned, the trust granted and the educational character of the proposed missions. This anonymous questionnaire is also a valuable source of information with a view to continuously improving our HR processes and policies vis-à-vis interns and work-study participants.

Our trainees, a pool of 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.).

In 2020, due to the lockdowns that hit the entire world and the economic slowdown, the Bolloré Group had to reduce the number of interns it welcomed.

The proportion of interns and work-study participants recruited compared to the total number of external hires on permanent and fixed-term contracts remained stable compared to 2019. In addition, 61% of trainees/work-study participants hired in 2020 were from target schools, compared to 25% in 2019, illustrating the strategic dimension given to these relationships to maintain our talent pool.

Indicators⁽¹⁾ for monitoring the Bolloré Group's relationships with schools⁽²⁾

	2020	2019
Number of interns and work-study program students	1,545	2,660
Number of interns and work-study program students recruited	288	333
Number of school partnerships	223	124
Number of interns and work-study program students recruited from our partnerships	177	82

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless presented when available in the summary tables for social indicators (see chapter 2 – 1.3.1. Summary tables for social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

• Recruitment: a marker of our employer promise

2020 was a complicated year in terms of recruitment, with a sudden slowdown at the start of the crisis followed by a slow global recovery. Nevertheless, although the number of external recruitments fell by around 50%, the Group's attention to ensuring an efficient, transparent and non-discriminatory process remained intact.

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. In this context, the Group relies on a shared recruitment system to:

- promote consultation between recruitment actors to define the needs in response to the company's development challenges;
- communicate needs through the most relevant media, both internally and externally;
- make 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;
- guarantee equal opportunities for all profiles, with the firm conviction that diversity is a source of productivity and creativity in companies.

Ensuring the excellence of our recruiters

In order to maintain skills and guarantee business excellence, in 2020 an extended community of Bolloré Group recruiters was created around three pillars: mastery of existing tools, the implementation of better recruitment techniques and the development of business skills. For example, around fifteen active members in France and abroad can interact in virtual classes and webinars on topics such as the study of behavioral skills, active listening and the protection against unconscious biases as part of their recruitment practice. 2021 will enable members of this community to strengthen their day-to-day recruitment practices and to commit to ensuring that these new methods contribute to greater efficiency.

Indicators⁽¹⁾ for monitoring Bolloré Group recruitment⁽²⁾

	2020	2019
Number of external hires	2,923	6,040
Number of external hires on permanent contracts	1,677	3,888
Number of external management recruits on permanent contracts	168	287
Number of hires on fixed-term contracts	1,246	2,162

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless presented when available in the summary tables for social indicators (see chapter 2 – 1.3.1. Summary tables for social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

Language tests for objectification

In an international group like Bolloré, where intercultural collaboration is needed, over the past years, the BTL division has defined a common level expected in terms of English language fluency. Based on this common reference framework and in order to strengthen the excellence of our processes, in 2020 the BTL division rolled out language tests for executive positions. These tests make it possible to ensure that candidates meet the required level of English fluency and thus facilitate objectification and fairness in decisions. New hires find it easier to integrate and taking up their new position faster.

Rotational programs to attract and provide fast-track training

Rotational programs continue to roll out to attract and train young graduates. After India in 2019, China is continuing its MTP (Management Trainee Program) rotational program for the BTL division. Each participant in the program performs three to six months of rotations within the business and in different roles including support functions, possibly with a rotation abroad. The succession of missions enables them to discover our various business models, business lines, areas of expertise and culture and to build up a large internal network very quickly. In addition to their practical assignments, participants are involved in a tailor-made skills development plan and are supported by a mentor who advises them throughout the course. This program is very attractive and currently includes six talented students motivated to learn more quickly in the areas of sales, marketing, supply chain, finance and human resources.

Ensuring a better understanding of who we are

Beyond effective processes, our external actions to ensure a better understanding of what the Group is and its promise as an employer are also critical. In 2020, the Brittany division increased its visibility by opening the doors of all its sites to its "employment" service providers to ensure a perfect understanding of its business lines and needs so that they can better communicate them externally. The division also increased its visibility on social networks via partnerships with temporary work agencies, Hellowork and the production of videos for LinkedIn.

2 Bolloré Group non-financial performance

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Indicators⁽¹⁾ for monitoring the Bolloré Group's external hires on permanent and fixed-term contracts by geographic area⁽²⁾

Number of external hires on permanent and fixed-term contracts	2020
France	679
Europe	240
Africa	844
Americas	317
Asia	843

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting). This indicator having been introduced in 2020, 2019 data is not available.

(2) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless presented when available in the summary tables for social indicators (see chapter 2 – 1.3.1. Summary tables for social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

• 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. Since 2018, the Group has adopted a Charter for Diversity and Inclusion in accordance with ILO Conventions and aligned with the UN Sustainable Development Goals. This charter formalizes the ambitions, approaches and resources that the Group intends to implement. Through this charter, the Bolloré Group undertakes to ensure:

- non-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 (see chapter 2 – 1.2.4.3. Sponsorship policy).

This 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.

Awareness and strengthening non-discriminatory practices

An awareness-raising program to combat all forms of discrimination was launched in 2020. This course, consisting of various e-learning modules to raise awareness of discriminatory criteria in companies such as physical appearance, disability or age, was first deployed to the HR community. As of 2021, this system initially intended for managers, will be rolled out to all employees in the holding company scopes, Blue Systems and Brittany. To increase the awareness of recruiters, a specific workshop was set up in 2020 on unconscious biases and will continue in 2021 as part of the day to fight discrimination.

Structuring our initiatives for persons with disabilities

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.

In 2020, in a context of few recruitments, we saw a slight decline in the number of disabled employees. However, the representativeness of employees with disabilities was maintained.

Indicators⁽¹⁾ for monitoring people with disabilities at the Bolloré Group⁽²⁾

	2020	2019
Number of employees with a disability	309	323
Number of employees with a disability in France	234	234
Percentage of employees with a disability/Group's total workforce	0.8	0.8
Percentage of employees recruited with a disability/Total workforce recruited externally on permanent and fixed-term contracts	1	1.3
Percentage of employees with a disability/Total Group workforce trained	0.7	0.8

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

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless presented when available in the summary tables for social indicators (see chapter 2 – 1.3.1. Summary tables for social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

However, the Group's commitment remains the same for the long-term. In 2020, the Group organized an audit by an external firm on our practices concerning the employment of people with disabilities in France. Based on interviews and HR data analysis, this audit identified our maturity level and made recommendations as part of the structuring of a disability policy.

This proved to be of great interest for the theme, both at the management level and in the field. The Group is already carrying out numerous initiatives to integrate disabled people, developed at several levels (sites, divisions, groups, etc.), but we need to strengthen our overall coordination. An action plan and 2021 budget were adopted, covering both recruitment (partnership for the recruitment of work-study employees), awareness (creation of a network of key players, communication plan) and support for people in the organization.

A company that promotes women

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 2020, the percentage of women in the Group increased again, reaching 30% of the total workforce. This improvement illustrates the gradual impact of the Group's action plan in all its dimensions.

The percentage of women hired on permanent contracts continued to increase, reaching 39%, compared to 36% in 2019, even though the number of hires decreased in the context of the crisis that marked 2020. On the African continent, the percentage increased significantly from 23% to 29% thanks to communication campaigns and the mobilization of women managers in Africa, illustrating the Group's desire to promote diversity in its businesses through, in particular, the feminization of jobs. More and more women are becoming interested in jobs in which they had not seen themselves before. The Brittany division is also working in this direction by promoting the accessibility of our positions to both men and women. Employees have been recruited in positions considered to be "male", notably with the first women production managers and operators.

These changes involve training and we noted in 2020 that the percentage of women trained increased and was above the percentage of women in the workforce.

Finally, for the first year, the percentage of women with managerial responsibilities is in line with the representativeness of women in the company. The Group's management was one of the major promoters of this progress with the reworking of the Group Executive Committee and the appointment of six women directors, thus ensuring an Executive Committee in full parity.

All of these initiatives, including recruitment, training, promotions and remuneration, are reflected in France in an improvement in the M/F equality index published in France.

The M/F equality index in France implemented since 2019 for all Group entities with more than 50 employees enabled us to monitor the results of the actions taken to diversify our talents, particularly with respect to women in the Group's activities. In 2020, all the entities concerned reached a rating greater than 80 out of 100 and most of them increased their index between 2019 and 2020.

The Bolloré Group's gender equality index

	2020	2019
UES Telecom	94	84
Bolloré Energy	91	83
UES La Réunion	89	71
IER	88	68
BIS	87	74
BTLC	86	72
BAL	85	61
Sogetra	85	84
Bolloré Logistics	84	85
UES Bolloré	83	81
Bluecarsharing	83	98
SFDM	82	94

Indicators⁽¹⁾ for monitoring the Bolloré Group's gender equality⁽²⁾

(as a percentage)	2020	2019
Women ⁽³⁾	29.6	28.9
Women managers ⁽⁴⁾	29.2	27.6
Women recruits ⁽⁵⁾	39.1	36
Women trained ⁽⁶⁾	37.9	31.5

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless presented when available in the summary tables for social indicators (see chapter 2 – 1.3.1. Summary tables for social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

(3) Total number of women/total workforce.

(4) Number of women managers/total managerial workforce.

(5) Number of women external hires on permanent contracts/total external hires on permanent contracts.

(6) Number of women trained/total number of employees trained.

Indicators⁽¹⁾ for women in Bolloré Group senior management⁽²⁾

(as a percentage)	At 12/31/2020	At 05/29/2019
Percentage of women on the Board of Directors ⁽²⁾	45	45
Percentage of women in the Compensation and Appointments Committee (CAC) ⁽²⁾	50	50
Percentage of women in the Audit Committee	67	67
Percentage of women in the Executive Committee	60	–

(1) These indicators cover the Bolloré Group scope outside the Communications Division for the sake of the legibility of the actions presented qualitatively in this chapter. More information on the policies and action plans implemented in the Communications Division is available in Vivendi's non-financial performance report.

(2) Excluding directors representing employees.

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• Mobility: a winning approach for the employee and the organization

Employee mobility is both a priority and a practical reality within the Bolloré Group. It may be geographical (national or international) or functional with a change of position within the same business line, within another business line or even through the creation of bridges between our different activities. This is an opportunity for the employee to continue their development and strengthen their employability and for the organization an opportunity to build on the experience already acquired and promote cross-functionality.

The main keys to the success of mobility actions are 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. Thus, it is through this proximity and the quality of dialog that Brittany has been able to successfully reposition employees after training them in a context of significant changes in its activities.

However, policies and processes are required to encourage and facilitate internal mobility. In 2020, in line with the commitments made in 2019, three key actions were carried out illustrating the Group's desire to position mobility as a driver of employee performance and development.

A common mobility policy

The internal mobility policy drafted in 2019 is beginning to be visible to employees. Note that the mobility policy is based on 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. In line with this commitment, the posting of jobs has been generalized.

A network of business line HR contacts ensuring cross-functionality

In order to implement the policy and continue to make progress on internal mobility, HR representatives have been identified for each business line; they are tasked with providing an overview of the vacancies and the employees on mobility assignments across the Group. These HR contacts participated for the first time in 2020 in all the business line career committees. This participation allowed them to better understand employees and their development challenges across all divisions and to be proactive throughout the year on open positions or successions to be prepared.

A responsive and motivated HR mobility network

Lastly, a France mobility network was created, integrating all HR players in charge of career management in the various divisions. Very operational, the network meets every fifteen days to cross-reference needs and requests (open positions and short-term changes required). This collaborative platform is also a critical and effective lever to help with the reclassification in the company of employees impacted by reorganizations. This network was therefore involved from its creation in 2020 in the plan to exit the Systems division's car-sharing activities. The network's teams are highly involved in finding internal solutions for employees impacted in France and at the global level.

Bolloré Group internal mobility monitoring indicators⁽¹⁾⁽²⁾

	2020	2019
Internal mobility from another legal entity in the Bolloré Group (employees joining the entity)	226	274
Internal mobility towards another legal entity in the Bolloré Group (employee departures)	234	213

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless presented when available in the summary tables for social indicators (see chapter 2 – 1.3.1. Summary tables for social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

• Training policy

The development of our employees through training is a key lever for ensuring the excellence of our services and products and anticipating the skills needed for our businesses in a rapidly changing and more competitive environment. The company's investment in training is therefore important, because it is by developing and improving their personal and career management that employees can position themselves better in their job and duties and increase their employability.

The training policy is steered by the Group and its deployment is placed under the responsibility of the divisions in terms of business aspects with shared resources for managerial programs.

Crisis management in 2020 led to a slowdown in training activities. The implementation of containment measures in the various business lines and the need to focus on activities essential to maintaining the business initially led to a sudden halt to face-to-face sessions. The Group was able to quickly adapt by accelerating its strategy of transforming its programs via digital technology. The Group has also been able to offer certain employees affected by a slowdown in their activity opportunities to strengthen their skills. During the partial employment at Bluestation, road-safety training was rolled out to 70% of drivers and experienced strong attendance. At the Besançon site, the IER activity of the Systems division, almost 100% of the production teams were able to train in industrial topics such as 5S culture, performance tools, initiation to computer science, etc., with 890 hours of training delivered.

In 2020, 45% of employees were trained, but the acceleration of digital technology enabled us to maintain our overall effort, albeit with a slight decrease in the average number of hours delivered per employee at around twenty hours per year per employee trained.

The launch of Bolloré University

To strengthen its commitments to the development of its employees, in 2020 the Group launched a brand to promote its values and ambitions around the world, via the creation of B'University. The university is based on the foundations, and as a continuation of, the commitment to training of the various divisions. Bolloré University offers educational expertise, deployment capacity and innovative approaches around the world at B'University campuses.

Bolloré University is positioned to serve all employees, as a vector of the shared core of values, commitments and individual, managerial and collective behaviors that make the Group's DNA and as a catalyst for cross-disciplinary and innovative approaches to shared business lines (formerly finance, HR, etc.). B'University is a guarantee of quality and must be able to support our business and their transformations, wherever we operate, in order to better meet the needs of our clients. It must promote the consistency of all training courses, the quality of the content, the optimization of costs and the measurement of the business impact of the solutions deployed.

The pandemic crisis as an accelerator for an irreversible movement towards digital training

The crisis has led us worldwide to a forced adaptation to new forms of learning. Traffic on B' University Online, the new name of our LMS digital platform, more than doubled between 2019 and 2020, with more than 113,000 registrations and more than 250,000 connections. This forced adaptation has had very positive impacts. First of all, it enabled an acculturation to digital training. We observed a collective awareness at all levels of the organization that it is possible to learn efficiently remotely: in 2020, of 93 new modules launched in digital formats, employees expressed a satisfaction rate of 4.7 out of 5, a similar or even better assessment than for face-to-face modules. Digital training has also confirmed its economic and operational assets with access to mass and cultural training, with educational methods replicating the uses of digital by the general public.

Drawing on this observation, using the B'University brand, the Group is continuing to accelerate its transformation towards more digital training aimed at developing the skills of our employees in the short, medium and long term, drawing on two strategic priorities:

- the quality of the training combining efficient and diversified solutions to ensure efficiency and acquisition;
- the experience of learning via fun (gamification) and immediately accessible (anytime anywhere) methods.

An accelerated transformation of the catalog

At the beginning of the lockdown, the Group quickly set up an ephemeral global digital catalog aimed at helping employees and managers organize themselves for the implementation of remote work. The modules proposed (articles, videos, e-learning, etc.) covered areas as broad as the organization of the workstation at home, the use of collaborative tools, the maintenance of user-friendliness within a team... The temporary catalog was provided thanks to the mobilization of many external providers who volunteered their content on the Internet.

2020 also saw the launch of the first cross-business academy with the Finance academy, on the initiative of the BTL division. This 100%, digital academy, available in English and French, offers business content designed with internal experts, theoretical content in finance and soft skills and interactive modules to explore BTL's business lines. Beyond the development of the financial specialists, the purpose of this platform is to foster the creation of a learning community. 400 employees are already involved in tailor-made programs built thanks to the contributions of more than 10 business line experts.

Financial experts were also involved to develop an internal digital finance program for non-finance specialists. Designed as an exploration of finance and financial documents, it aims to improve financial knowledge, the analysis of management tools, and the appropriation of basic accounting and finance terminology to better communicate with business experts on a day-to-day basis. After two classes in 2020, the program confirmed its success with two classes per month scheduled for H1 2021.

Even though the Sales academy has not yet been launched, 2020 has seen the launch of two new digital courses: a training program of around twenty hours

per learner dedicated to sales managers to develop their position as manager-coach and their sales leadership, and a twenty-hour program for contract managers to gain efficiency in their day-to-day practices while remaining focused on the customer. These two courses, initially planned for face-to-face instruction, were quickly adapted and rolled out as remote classes, while respecting the collaborative and participatory spirit necessary to establish a community of practice.

Training our managers to better prepare future generations

At Bolloré SE, we consider that preparing and supporting our employees to deal with the challenges of changes in responsibilities and approach 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. 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).

The health crisis has slowed the deployment of managerial programs primarily designed for face-to-face instruction. The deployment procedures have been adapted to maintain the dynamics and the sense of community essential to the success of these programs over the long term. In 2020, the number of employees trained in management decreased compared to 2019 to 1,027. Nevertheless, the proportion of employees trained in management compared to employees trained overall increased from 5.6% to 6.2% reflecting the attention given to managerial training despite the context of the crisis. In 2020, the Systems division continued the initiative launched in 2019 to develop its managers' skills with the organization of six Proxy and MOST sessions.

Indicators⁽¹⁾ for monitoring Bolloré Group training⁽²⁾

	2020	2019	2018
Number of employees trained	16,471	23,986	25,324
– France	4,187		
– Africa	5,650		
– Europe	3,866		
– Americas	1,355		
– Asia	1,413		
Hours of training provided	325,353	525,644	500,225
– France	71,232		
– Africa	167,504		
– Europe	34,421		
– Americas	39,859		
– Asia	12,336		
Average hours of training per employee trained	19.8	21.9	19.8
Number of employees trained in management	1,027	1,348	NA

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

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications Division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications Division, is nevertheless presented when available in the summary tables for social indicators (see chapter 2 – 1.3.1. Summary tables for social indicators). More information on the policies and action plans implemented in the Communications Division is available in Vivendi's non-financial performance report.

• Professional development support

The annual appraisal: a key process for high-quality employee/manager discussions

The annual appraisal is a key process implemented in all countries and with all employees.

This exchange is a special moment between employees and managers to review the past year and plan for the coming year. It involves addressing the employee's performance and skills, as well as expectations for the coming year and the associated resources. This time is also used to assess collaboration and see how it can be further improved.

The purpose of the discussion is to encourage the development of skills and talents as a means of better meeting the goals and needs of employees and short- and medium-term organizational challenges. The content of this discussion is therefore key to supporting the employee and nurturing numerous HR processes such as mobility, training plans and career committees.

The sudden implementation of remote management in many countries in 2020 made the process more complex. Faced with the emergencies to be managed to secure activities and the discomfort in carrying out these interviews remotely, some appraisals were postponed before being canceled as the unsettled environment remains current. In 2020, we saw a slight decrease in the number of appraisals carried out, which was 67%, versus 69% in 2019.

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Indicators⁽¹⁾ for monitoring the Bolloré Group's career development⁽²⁾

	2020	2019
Number of annual appraisals conducted	24,609	27,159
% of employees who had an interview	67	69
% of employees who had an interview in Africa	58	65
% of employees who had an interview in the Americas	91	84
% of employees who had an interview in Asia-Pacific	76	82
% of employees who had an interview in Europe	80	74
% of employees who had an interview in France	79	69

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless presented when available in the summary tables for social indicators (see chapter 2 – 1.3.1. Summary tables for social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

More development to improve performance

Despite the context, and because we are convinced of the importance of this exchange, we decided to change the process in order to strengthen practice and impact. We have implemented three changes:

1. the introduction of a shared core of behavioral skills in line with the Group's values;
2. performance and development addressed simultaneously in a "challenge and support" culture;
3. ongoing dialog with the possibility of following the objectives during the year in order to be as close as possible to the business momentum and to ensure the most factual formalization.

To assist employees and managers in the exchange, we created a digital toolbox consisting of around twenty contents with diverse educational methods (guides, fact sheets, videos, etc.). These tools are intended to help with the content of the exchanges, as well as with the approach to active listening, reformulation, feedback, etc.

These new procedures were rolled out to a few Group entities in 2020, and are intended to be extended in 2021 by incorporating feedback from employees and HR.

Towards a common digital platform for managing interviews

Over the past few years, the Group has been committed to an HR transformation plan to increase digitalization. This year the Systems division, which is driving the transformation, rolled out a number of tools, including the digital interview management platform already in place for the BTL division and the holding company. The roll-out was carried out worldwide. The Brittany division will move to the same platform in 2021. The use of a digital platform makes it easier to capture and monitor exchanges over time. Moreover, this shift towards a common system is a real lever for improving mobility, training and career committee processes through easy access for the HR community.

Career Committees for cross-functionality and anticipation

Career Committees are a widespread approach inside the Group. The meetings, which are organized in accordance with a bottom-up process, are intended 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. The challenge they face is to guarantee proactive management of jobs and skills.

These meetings are organized at the division level as well as at the Group level by business line. The finance, purchasing, HR, CSR and compliance Career Committees were organized in 2020. These business line Career committees make it possible to anticipate and address collective challenges such as skills development, organizational changes and increased diversity. They also cover individual challenges for the Group's critical positions by promoting cross-functionality. In 2020, 74 Career Committees were organized.

• Salary 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 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.

In order to measure our actions aimed at managing the challenge of attracting and retaining skills, the permanent contract turnover indicator has been used since 2019, with a specific focus on voluntary turnover since 2020 (resignations only).

Indicator⁽¹⁾ for monitoring Bolloré Group turnover⁽²⁾

(as a percentage)	2020	2019	Change 2020/2019
Turnover ⁽³⁾ (all reasons for permanent contract departures)	9.02 ⁽⁴⁾	10.75	-1.73 points
Turnover (permanent contract resignations only)	3.98	5.77	-1.79 points

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated turnover data, including the Communications division, is presented in the business model in chapter 1. More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

(3) Turnover calculation formula: $(\text{Number of employees hired on permanent contracts in year N} + \text{Number of departures of employees on permanent contracts in year N}) / 2 / \text{Workforce on permanent contracts at 12/31/N-1}$. 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").

(4) Change in reporting methodology: until 2019, mutually-agreed terminations were included in resignations. Since 2020, mutually-agreed terminations have been collected separately under a dedicated indicator.

The increase of more than one point in turnover for all reasons in 2020 is mainly due to the social plans implemented following the loss of the Autolib market and the discontinuation or disposal of other car-sharing activities.

Bluecarsharing was impacted by social plans following the loss of the Autolib market and then by the discontinuation or disposal of other car sharing activities.

1.2.1.2.2. PROMOTING SOCIAL DIALOG AND QUALITY WORKING CONDITIONS**Working conditions and social dialog⁽¹⁾****Prioritization of risks related to working conditions and social dialog**

Transportation and logistics			Oil logistics	Electricity storage and systems		Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Brittany Division	Blue Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

In gray: non-priority non-financial risk at the business unit and/or division level.

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. The management of priority CSR risks identified for the Communications division is explained in chapter 2 Non-financial performance of Vivendi's 2020 universal registration document, section 4.3.3.2. – "Attention paid to people."

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 a peaceful social climate and ensuring ongoing dialog with employee representatives.

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 and salary gains.

Action plan and areas of improvement

The actions and objectives for 2020 and 2021 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.

• 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.

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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 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:

- Bolloré Transport & Logistics Zambia collective agreement, March 2, 2020;
- agreement to establish Bolloré Transport & Logistics Côte d'Ivoire, December 4, 2020.

• 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:

- in 2020, Bolloré Logistics Vietnam rolled out a series of initiatives aimed at improving the quality of life in the workplace (new site supplementing existing offices, sports and artistic activities, Women's Day, development of CSR activities);
- Bolloré Logistics formalized its leave processing procedure in 2020 for the Emirates, Qatar, Oman and Pakistan (annual leave, unpaid leave, pilgrimage leave, sick leave, maternity leave, paternity leave, public holidays, etc.) and established a telecommuting policy;
- in 2020, Bolloré Logistics Australia redefined the framework of its overall HR policy, in particular by implementing the Equal Employment Opportunities Policy, by promoting the Employee Assistance Program, by establishing a policy for dealing with conflicts at work (Grievance Handling Policy and Procedure) and by implementing the Work/Life Balance Policy.

• Europe

In 2020, the Group and the 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 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's Joint Committee of European Companies was held on September 15, 2020, at which European representatives appointed a secretary and a deputy secretary to the Committee, as provided for by agreement.

The terms of office of the two directors representing employees on Bolloré SE's Board of Directors ended at the end of 2020, and for the first time, the Joint Committee of European Companies of the Bolloré Group appointed one of the two directors representing employees at the extraordinary meeting of November 6, 2020, in accordance with the agreement of October 4, 2019.

The second employee representative director was appointed by the Bolloré Group Committee (France) and renewed in 2020, at the plenary meeting of October 22, 2020.

The following agreements are also noteworthy:

- amendment to the professional equality and quality of life at work at Bolloré Logistics (France) agreement, February 5, 2020;
- Bolloré Transport & Logistics Corporate (France) incentive agreement, July 23, 2020;
- agreement on compensation, working hours and the sharing of added value at Bolloré Africa Logistics (France), February 3, 2020;
- agreement on profit-sharing at UES Bolloré (factories in Brittany and Group holding company), June 30, 2020;
- agreement on equality in the workplace between women and men and on the quality of life at work at Bluecarsharing (France), July 27, 2020;
- agreement to set up the activity over six days (4x8) at BlueSolutions (France), September 14, 2020;
- signing of agreements following mandatory annual negotiations in all of the Group's main subsidiaries in France.

For the Systems and Telecommunications divisions, one of the highlights of the year was the restructuring of car-sharing activities in France and around the world. This was conducted on the basis of an ongoing dialog with the employees and their representatives, initiated by a phase of study of the possible options for each company concerned. This phase of study allowed for the sale of several car-sharing and charging station infrastructure activities and the takeover of associated personnel (BluePointLondon, Bluetorino, BlueLA). Employment protection plans were organized for companies for which no offer was made. In this context, the agreements were signed unanimously, creating the best conditions for finding redeployment solutions for the greatest number of employees, internally or externally.

Indicator⁽¹⁾ for monitoring the Bolloré Group's social dialog⁽²⁾

(as a percentage)	2020	2019	2018	Change 2020/2019
Percentage of entities where employees can benefit from union representation and/or staff representation ⁽³⁾	62	59	50	+3 points

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless presented when available in the summary tables for social indicators (see chapter 2 – 1.3.1. Summary tables for social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

(3) On the number of entities excluding entities entering/exiting the scope of consolidation and not staffed at December 31, 2020.

1.2.2. ACTING WITH INTEGRITY IN OUR BUSINESS CONDUCT AND PROMOTING HUMAN RIGHTS

New regulatory and societal expectations have led the Group to phase in due diligence processes, in all its operations and as part of its business relationships. The Group is thus committed to an ethics policy based on commitments

shared by all its subsidiaries and it makes every effort to institute a framework that guarantees ethical practices that respect human rights in its business conduct.

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

1.2.2.1.1. SHARING THE SAME BUSINESS ETHICS

Corruption and influence peddling⁽¹⁾

Prioritization of risks related to corruption and influence peddling

Transportation and logistics			Oil logistics	Electricity storage and systems		Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Brittany Division	Blue Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

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 system. It is the foundation of the Bolloré Group's⁽²⁾ strategy for managing corruption risks in accordance with article L. 233-3 of the French commercial code (*Code de commerce*). With the aim of carrying out a risk-based approach, an identical approach is carried out for all of the Group's activities. Attention has been focused on the regions and the exposure of the Group's activities to corruption risks. In order to supervise Communications activities, the Vivendi group has its own ethical system, applicable to its companies and adapted to their business lines (see chapter 2 – section 3. Ethics and compliance of Vivendi's 2020 universal registration document).

International Export Controls and Sanctions

The Bolloré Group⁽²⁾ complies with international, community and national regulations applicable to the Group's business lines, relating to export controls and economic sanctions. Such regulations are enacted and updated actively by political entities at different levels: international organizations such as the UN, political and economic unions such as the European Union for their Member States, the countries themselves such as France and the United States of America.

The objective of export controls is to prevent goods from being diverted from peaceful civilian use, to control war materials and, for some states, to control strategic exports.

Economic and financial sanctions are an instrument of foreign policy of states and groups of states. They are intended to prohibit, restrict, or impose trade

in targeted goods, technologies and services, and may include measures for persons or entities related to states or groups of states. This includes identified territories, natural persons or legal entities likely to present a danger, property, equipment and products classified as "at risk".

Compliance with competition provisions

Companies in the Bolloré Group⁽²⁾ must comply, wherever they operate, with the rules of competition law laid down by states, the European Union and all international organizations. The rules prohibit, among other things, understandings, agreements, projects, formal and informal arrangements, or coordinated behavior between competitors whose purpose is to set their prices, the distribution of their territories, market shares or their customers.

Group policy

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

A signatory of the United Nations Global Compact since 2003, the Bolloré Group has undertaken to support the fundamental principles of the Global Compact 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, influence peddling and anticompetitive practices. It ensures financial transparency, compliance with economic sanctions programs and the protection of personal data. It avoids attacks on the environment, human rights and the fundamental freedoms, health and safety of people. Lastly, it fights against all forms of discrimination and harassment.

Because individual actions must not compromise the collective commitment, it is the responsibility of each of the employees, agents and business partners of all Group companies to join it. The Bolloré Group does not tolerate any breach of its code and encourages its stakeholders to report any action that would be contrary to it. The perpetrators of prohibited behavior are subject to disciplinary sanctions or legal proceedings in accordance with applicable law.

(1) Article 17 of the Sapin II law, I. 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 (*Code de commerce*), 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 I 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." In order to supervise Communications activities, the Vivendi group has its own ethical system, applicable to its companies and adapted to their business lines.

(2) The company itself and all its subsidiaries, within the meaning of article L. 233-1 of the French commercial code (*Code de commerce*), or the companies it controls, within the meaning of article L. 233-3 of the same code.

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

1.2.2.1.2. ENSURING COMPLIANCE WITH THE STRICTEST STANDARDS

The Bolloré Group is committed to satisfying all its stakeholders' expectations concerning business ethics. To this end, a dedicated organization ensures the effective implementation of a program based on the best standards in this area⁽¹⁾ in the three areas of compliance: the prevention of corruption and influence peddling, the prevention of anticompetitive practices and compliance with export controls and economic sanctions programs.

Governance of compliance

Compliance with the Bolloré Group's commitments is based on an effective and consistent system, common to all activities, implemented in particular by an organization responsible for ensuring its application:

- as part of its oversight of the effectiveness of internal control and risk management systems, the Board of Directors' Audit Committee monitors the three areas of the compliance system;
- Executive Management sets the Group's targets and overall directions, ensuring that all staff are informed of them;
- the Ethics – CSR and Anti-Corruption Committee, which defines and coordinates the deployment of the CSR approach within the Group and, as such, monitors with particular attention the implementation and effectiveness of the Group's compliance system as described above;
- the Group Chief Compliance Officer, responsible for implementing the compliance program, reports on its effectiveness to the Group's Audit Committee, to the Ethics – CSR and Anti-Corruption Committee, and to the Chairmen and Chief Executive Officers of the Group and activities.

They are supported in this mission by:

- the Group Compliance Department, comprising eight employees (managers, analysts, assistants and work-study program students);
- a "local" network (Head of Compliance, regional and local delegates dedicated in full or in part to the function) functionally reporting to the Group Compliance Department, which, together with the operational functions, ensures the implementation of policies and processes;
- the support functions, in particular purchasing and middle office, HRD, ISD, finance, legal and QHSE;
- outside experts.

Compliance program for the fight against corruption and influence peddling, combating anticompetitive practices and compliance with international sanctions

The Bolloré Group has rolled out a compliance program inspired by international standards⁽²⁾ in this area aimed at preventing, detecting and dissuading, based on the following pillars:

• Senior management's commitment

At the highest level, the Group's senior management promotes a culture of integrity, transparency and compliance.

In terms of anti-corruption, the AFA's recommendations, inspired by the best international standards, complement the system put in place by the Sapin II law and therefore constitute the French anti-corruption framework. The Bolloré Group adopted this standard and set up a specific project to adapt its anti-corruption system to its recommendations in January 2018.

This commitment is notably reflected in the approval of the system for preventing and detecting corruption and in the Group's Code of Conduct. It relies in particular on the adoption of a zero-tolerance policy for the risk of corruption, the inclusion of anti-corruption requirements in procedures and policies, governance of the anti-corruption prevention and detection program and the implementation of a specific communication policy.

The same applies to the fight against anticompetitive practices, compliance with international sanctions and export controls in terms of approval of arrangements, codes of conduct, integration in procedures and policies, program governance and the implementation of a specific communication policy.

• A Code of Conduct

The Bolloré Group's ethical approach is based on values and principles embodied and applied by all its executives and employees worldwide.

The Bolloré Group Code of Conduct details, for all employees and partners of Group companies, the behavior expected in their day-to-day operations and the application system, particularly in the three areas of compliance.

• 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, a threat to the general interest, or a failure to follow the Bolloré Group's Code of Conduct of which they are personally aware resulting from the activities of Group companies or of their subcontractors or suppliers. Accessible via the Internet at alert.bolloré.com, this reporting system does not replace traditional methods of reporting information such as the hierarchical path, which it completes (see 2 – 2. The Bolloré Group's duty of care plan, 2.2.2.2. Assessment procedures, monitoring of performance and of the measures implemented).

• Risk mapping

Mapping of the risks of corruption and influence peddling allows the organization to mobilize via a common method and system, described above in the risk description. It forms the basis of the Bolloré Group's corruption risk management strategy.

In the area of sanctions, an analysis has been carried out within the Transportation and logistics activities in order to implement processes to mitigate the identified risks.

• Third-party assessment

The Bolloré Group ensures that its intermediaries, suppliers, subcontractors and other business partners adhere to the same business ethics. A risk-based system aims to ensure that they comply with our Code of Conduct, including in terms of economic sanctions (see chapter 2 – 2. The Bolloré Group's duty of care plan).

• Anti-corruption accounting controls

These controls allow specific anti-corruption controls to be exercised at different levels of the organization. With respect to sanctions, financial controls are carried out on our transactions to ensure that we comply with sanctions.

• The training system

We ensure that our employees have a good understanding of the Code of Conduct and we provide specific training for employees identified as exposed to a risk. Training sessions are organized in person or remotely (e-learning) to promote the Code of Conduct, the professional whistleblowing system and the various procedures specific to the fight against corruption and anti-competitive practices and to ensure compliance with international sanctions.

• The system's internal control and evaluation mechanism

Dedicated reporting aims to collect information about our subsidiaries, their activities, shareholders, directors, employees and partners, and a specific system control process is carried out by the Group's Internal Audit Department.

Significant events

In terms of anti-corruption, our specific project to adapt the anti-corruption system to the AFA recommendations, launched in January 2018, gave way to the implementation of long-term actions in this area: 2020 was marked by the organic roll-out of long-term actions based on the dynamics of the project deployed in previous years and embodied by key players such as General Management, business contacts, support functions and external experts who help the Group achieve this deployment. This project was rolled out throughout the Group's organization at its head office and in its subsidiaries.

In addition, in 2020 as in previous years, the many requests from third parties during the year led the Compliance Department to take action to meet the expectations of stakeholders in the field of anti-corruption as well as regards controls on exports and compliance with international sanctions, which were again a major issue during the fiscal year.

(1) In particular the recommendations of the French Anti-Corruption Agency (AFA) and those of the main regulatory authorities in these fields.

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

Given its vast geographical presence, the Group had to deal successively with the consequences of the current health crisis during the year, across all its business lines and territories and throughout all of its activities. While it made every effort to ensure the continuity of its activities, some scheduled actions were postponed, as they were made impossible by the lockdown. The Group has been able to demonstrate resilience and adapt to continue to serve its customers as best as possible, while reducing its costs to preserve its margins and maintaining its priorities with the agility necessary to ensure maximum efficiency during the year.

Lastly, the development of the Togo Guinea survey is detailed in chapter 3 – 1.3 Legal risks.

Results and performance indicators

Under these conditions, the results for the year were broadly in line with the deployment targets set, and intense activity involved all the teams in accordance with the lockdown guidelines: while some delays inevitably impacted implementation, they did not call into question the implementation dynamic made possible by the confirmed commitment of the Group's senior management.

Noteworthy achievements in 2020 illustrating this dynamic include:

• Senior management's commitment:

- the monitoring of the implementation and effectiveness of the anti-corruption compliance program, compliance with competition rules and international sanctions by the three governance bodies: the Group's Audit Committee, the Ethics – CSR and Anti-Corruption Committee and, month after month, by the Chairmen and Chief Executive Officers of the Group and activities;
- the communications made by senior management at head office and in the field, such as the communication on the implementation of the global whistleblowing system, addressed at the end of 2019 and one of the central communication themes around the World Anti-Corruption Day of December 9, 2020; the renewed mobilization during this Day with a remote approach made possible by the organization, with dedicated IT resources, of four webinars for ASPAC/MESA, Europe, Africa and the Americas. These webinars, led by the regional divisions, their compliance delegates and the Group's Compliance Department, also embodied the local dimension of the Group's commitment. Overall, the various communications for this day (particularly three mailing campaigns targeting 21,982 employees) generated a total of 6,694 views, including 3,858 views of webinars and 2,836 views of replays and other awareness-raising videos;
- the assessment of the performance of the main managers of Bolloré Transport & Logistics subsidiaries: in the particular health context of 2020, it was considered preferable to adapt the method used to assess and recognize management performance. As a result, while performance assessment is based on general objectives common to Bolloré Transport & Logistics as a whole, the application of the Code of Conduct and the implementation of the Sapin II action plans introduced in 2019 continue to be one of the pillars of the actions for which managers are assessed. They are assessed on the basis of five criteria used to evaluate their involvement and the proper monitoring of the Group's compliance program:
 - the creation of anti-corruption committees and monthly meetings. These committees are the local point of contact for the commitment of senior management in each of the Group's entities;
 - intermediary process: quality and completeness of due diligence feedback in order to be able to screen this category of third parties;
 - suppliers: this criterion focuses on the quality and, above all, the existence of the information collected in the "Link Partners" computer support dedicated to road carriers, which represent the largest volume of freight providers across all entities;
 - training: percentage of monitoring and certification of Chief Executive Officers, Chief Financial Officers, Compliance Officers and HRDs, who have followed the new Group compliance training as a priority, based on seven

e-learning modules, before the wider deployment to the workforce of the business lines most exposed to corruption risks;

- participation in webinars: percentage calculated on the ratio views of webinars/staff at country level, for webinars posted online for International Anti-Corruption Day, December 9, 2020. These statistics are an integral part of employee awareness.

• The Code of Conduct

Intense activity mobilized the Group's management in order to allow for a complete overhaul of the Code enabling a simple and educational understanding of the challenges and implementation. This new code is fully aligned with the Bolloré Group's social and environmental responsibility policy, expressed in its Ethics & CSR Charter and in its annual "All Responsible and Committed" report, particularly in the areas of compliance, anticompetitive practices and international sanctions. It details the fundamentals of this approach and the behavior expected in their day-to-day operations for all employees and partners of the Group's companies. A film presenting this new code, led by the Group's senior managers, was broadcast for the first time on December 9.

• The whistleblowing system

After the roll-out in 2019 for France, international deployment was made possible in 2020 with online access available on the Group's website and the communication carried out, specifying the conditions of exercise and protection of whistleblowers, particularly around the new Code of Conduct (see chapter 2 – 2. The Bolloré Group's duty of care plan, 2.2.2.2. Assessment procedures, monitoring of performance and of the measures implemented).

• Corruption risk mapping

Following on the risk map for the transportation and logistics activities, a risk map specific to Blue Solutions' activities was finalized in the first half of 2020 to enable the implementation of the associated action plans.

• Third parties

The risk assessment approach for intermediaries and suppliers meeting the requirements of the anti-corruption framework, while adapting to the Group's business model and operational organization, has been finalized and implemented for intermediaries; a new screening tool has been put in place to enable a thorough study of risk categories. The risk categorization has been carried out for the main suppliers managed centrally and the deployment of the various policies according to the procurement categories, both centrally and locally, is expected to continue in 2021. With regard to compliance with international sanctions, the common approach developed also makes it possible to identify potential third parties at risk.

• Anti-corruption accounting controls

The process of identifying the controls to be carried out based on the risk mapping and the materialization of the actions to be carried out during the controls at the various levels of the organization was finalized to enable specific deployment in 2021. Compliance with international sanctions is monitored through existing financial controls.

• The training system

In addition to the massive training of employees in previous years, Group-specific tools have been put in place to provide training for the most exposed staff in seven key compliance areas covering both anti-corruption and anti-competitive practices and international sanctions. The deployment was tested and initialized with the Group's main managers in France and abroad. It will be rolled out for the categories at risk in 2021, after the implementation of the employee categories management tool. Awareness-raising about the new Code of Conduct will accompany its implementation.

• Internal control and evaluation system

A specific audit process for the general anti-corruption compliance system, aimed at assessing its various components, was carried out in 2020 by the Group's Internal Audit Department.

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

1.2.2.1.3. THE FIGHT AGAINST TAX EVASION

The Group has taken due note of law no. 2018-898 of October 23, 2018 on the fight against tax, social security and customs fraud and the provisions of article L. 22-10-36 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 longterm 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 has been added to the Group's Code of Conduct in order to present the Group's policy to combat tax evasion and the behaviors to be followed in order to meet these commitments.

Furthermore a dedicated website is accessible to the Group's employees and commercial partners. It is part of the Group's professional whistleblowing system to issue alerts concerning actions that constitute or are liable to constitute tax evasion.

The Group continued to raise awareness among all Group staff and its business partners about preventing and combating tax evasion.

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.

1.2.2.2. PROMOTING HUMAN RIGHTS IN OUR VALUE CHAIN

1.2.2.2.1. RISKS RELATED TO HUMAN RIGHTS

Human rights risks⁽¹⁾

Prioritization of human rights risks

Transportation and logistics			Oil logistics	Electricity storage and systems		Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Brittany Division	Blue Systems	Vivendi

(1) Non-financial priority risk (CSR and duty of care).

In blue: priority non-financial risk at the level of the business unit and/or division.

In gray: non-priority non-financial risk at the business unit and/or division level.

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. That is why respect and promotion of human rights have been defined as a priority for the Group, covering issues such as guaranteeing decent working conditions, promoting social dialog and freedom of association of trade unions, the principle of non-discrimination (respect of the rights of individuals regardless of their origin, gender, sexual orientation, political or trade union membership, or their state of health, etc.) and the fight against all forms of harassment. It should be noted that forced labor and child labor represent an absolute priority for the Group in terms of prevention and action. These risks are controlled by the measures and internal controls set up to hire employees.

Moreover, the Group pays special attention to its supply chain and sub-contracting. While offers and services may sometimes be constrained by a limited competitive fabric at local, regional or even national level, the Group's reasonable duty of care must be adapted to meet the local context of certain regions (see 2. The Bolloré Group's duty of care plan). The management of priority CSR risks relating to human rights identified for the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2020 universal registration document (see section 4.3.3.2. Creating an attractive working environment and section 3.2.2. The duty of care system).

Group policy

The Group strives to implement governance that reflects its values in the countries in which it operates. Adhering to the United Nations Global Compact since 2003, the Group is committed to following and applying the principles of respect for human rights. 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 this commitment was formalized in the Group's Human Rights Charter published in 2019.

In 2020, the Group updated the documents constituting its ethical framework and published its Code of Conduct, along with the Group's Ethics & CSR Charter, in which human rights aspects are enhanced. The Code of Conduct sets out the expected behaviors of all persons acting on behalf of the Bolloré Group and formalizes recommendations to prevent, identify and report contrary actions. The Ethics & CSR Charter, signed by Cyrille Bolloré, Chairman and Chief Executive Officer of the Group, identifies the major commitments associated with the Group's strategy, including the "Acting with integrity in our business conduct and promoting human rights". It forms the basis of the Group's fundamental commitments from which the more in-depth policies or procedures are derived according to the issues identified as priorities. As such, the Group's Charter of Human Rights and the Group's Responsible Purchasing Charter integrates and strengthens this ethical framework by structuring a specific approach backed by international standards, particularly:

- 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;
- the recommendations of the French Anti-Corruption Agency.

The commitments expressed in the Group's Human Rights Charter are also among 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 meet the commitments expressed in the Charter, the approach is based on a division of missions 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 department, a CSR contact, or an ethics contact reporting to their General Managements.

These commitments involve all 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. In addition, the Human Rights Charter states that the Group's contractors and business partners must adhere to its principles, which are also reiterated in the

Responsible Purchasing Charter published in 2020. 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 within a single Group purchasing department management tool, the Group purchasing department and the subsidiaries take account of ethical and compliance criteria in 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. Governance of ethical issues is ensured by the Ethics – CSR and Anti-Corruption Committee, which meets once to twice a year in order to establish guidelines (see 1.1.3. CSR governance) that will be applied by the departments concerned and rolled out to the operational departments.

Area of action	Group objectives	Horizon	Progress at 12/31/2020
Governance	<ul style="list-style-type: none"> • Ensure the organization of the Human Rights Operational Steering Committee over the long term 	Annual	<ul style="list-style-type: none"> • Creation of an Operational Steering Committee in 2019
Communication/ Awareness raising	<ul style="list-style-type: none"> • 80% participation in e-learning 	2021	<ul style="list-style-type: none"> • 50% completion in 2020 of e-learning on human rights, aimed at raising the awareness of 22,500 employees (at December 31, 2020)
	<ul style="list-style-type: none"> • 100% of buyers aware of the Group human rights e-learning module 	2021	<ul style="list-style-type: none"> • At least one human rights workshop with the four purchasing families (general purchases, freight, production, works/infrastructure)
	<ul style="list-style-type: none"> • 100% of HR sensitized by the Group human rights e-learning module 	2022	<ul style="list-style-type: none"> • To be assessed in 2021
	<ul style="list-style-type: none"> • 100% of country heads aware of human rights 	2021	<ul style="list-style-type: none"> • To be assessed in 2021
	<ul style="list-style-type: none"> • Integration of e-learning in the orientation process for newcomers 	2021	<ul style="list-style-type: none"> • E-learning systematically integrated since 2020
Current situation	<ul style="list-style-type: none"> • Human rights risk mapping 	2021	<ul style="list-style-type: none"> • Preparation of a human rights report (BTL) in 2020. Finalization of the mapping in progress
	<ul style="list-style-type: none"> • Identification of customer logistics countries/sectors and priority human rights themes to be addressed for the development of targeted action plans 	2022	<ul style="list-style-type: none"> • In progress (pending data from the risk mapping)
	<ul style="list-style-type: none"> • Identification of local purchasing risks 	2022	<ul style="list-style-type: none"> • Currently being carried out (pilot mission with the Purchasing Department)
Formalization of commitments in the Group charters: Human Rights Charter, Responsible Purchasing Charter	<ul style="list-style-type: none"> • Establish indicators for monitoring the transmission of Human Rights and Responsible Purchasing Charters to suppliers 	2021	<ul style="list-style-type: none"> • Human Rights and Responsible Purchasing Charter distributed to 23,500 employees via the Internal CSR newsletter • 100% of buyers from the head office purchasing division received the Responsible Purchasing Charter in 2020 • Responsible Purchasing Charter included in 100% of new contracts since it was made available in 2020
	<ul style="list-style-type: none"> • Inclusion of a CSR/human rights clause in supplier contracts (representing 80% of the volume of purchases) 	2020/2021	<ul style="list-style-type: none"> • CSR clause made available to buyers for inclusion in contracts since October 2020 • Systematic integration of the clause into works contracts since it was made available
	<ul style="list-style-type: none"> • Deployment of action plans and associated monitoring indicators on priority countries/entities and/or priority themes identified as part of the risk mapping 	2022	<ul style="list-style-type: none"> • Not carried out
Control	<ul style="list-style-type: none"> • Integration of human rights criteria in supplier assessments 	2022	<ul style="list-style-type: none"> • Not carried out
	<ul style="list-style-type: none"> • Implementation of a human rights audit process 	2022	<ul style="list-style-type: none"> • Not carried out

Group progress 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 2019-2020 action plan, drawn up using a cyclical approach based on three aspects: communication, awareness raising and formalization.

Launched in 2019, it continued in 2020 and is intended to be enhanced following the finalization of the human rights risk mapping project announced in 2019 in the section "formalization" of the action plan.

• Communications

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

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- internal stakeholders:
 - continued deployment of the communication campaign for the documents of the ethics system (Human Rights Charter in 2019, Ethics & CSR Charter and Responsible Purchasing Charter in 2020) and the Group approach to the General Management of business units for transmission to their managers and networks in all the Group's regions of operation (finalization in 2021/2022 via the communication of the Code of Conduct);
 - communication of the Charter and of the Group's action to the support services (Human Resources Department, Purchasing Department, Compliance Department and Legal Department); deployment of new charters: responsible procurement and Ethics & CSR;
 - communication campaign about the new whistleblowing system: making it operational online, its scope and operation (in France in 2019/2020, internationally in 2021): creation of posters and leaflets (over 200 sites and 7,500 employees informed in 2020);
 - continued deployment of internal communication tools developed in 2019 such as the monthly newsletter, creation of visual materials (posters, videos, brochures), specific communication campaign for International Human Rights Day on December 10, etc.
- external stakeholders:
 - publication of the ethics system on the Bolloré Group's website;
 - transmission of the documents about the Group's ethics action to partners, suppliers and subcontractors. These documents, which were being formalized in 2019, were finalized in summer 2020;
 - valuation of actions carried out on an external social network: LinkedIn;
 - communication of the Group's ethics and human rights action plan to investors, non-financial rating agencies, etc.

Improvement areas

- Given the diversity of the Group's activities, the extent of its geographical scope and the complexity of its network, efforts must be made to reach all employees and to measure the degree to which the charters included in the ethics system are being implemented. In order to incorporate Group human rights actions in a continuous improvement approach, the efficiency of the deployment of our communication media is identified as a priority on which the CSR Department is particularly focused.
- The development and monitoring of performance indicators are areas for improvement identified in order to meet our objective of continuing communication and transparency, both on commitments and on the results achieved and the actions taken.

• Awareness raising

In order to ensure the proper appropriation of the principles set out in the ethics charters and in particular the Human Rights Charter, awareness-raising is the second pillar of the Group's human rights action plan. Awareness-raising initiatives are aimed at both employees and business partners – or targeted individuals based on their risk exposure (purchasing and HR in particular). The aim of this approach is to enable a better understanding of human rights issues within the company:

- the Group's newsletter is a tool for raising awareness among all Bolloré Group employees (excluding Vivendi) with an email address, i.e. nearly 23,000 people registered with the software as of December 31, 2020. Every month, it offers articles and materials relating to human rights (actions put in place by the Group or its subsidiaries, elements of definition, best practices, changes in regulations, etc.), both in English and French;
- an awareness-raising video was developed in 2019 in English and French, in order to reach as many employees as possible;
- in 2019, the Group CSR Department developed an e-learning module for all employees in collaboration with the B University Training division in order to present human rights issues within the company. Rolled out in the summer, half of the staff targeted received awareness training in 2020. In addition, to support the deployment of the principles set out in the Code of Conduct, a dedicated e-learning course, incorporating the guidelines to be adopted in particular in the context of situations identified as at risk in terms of human rights, was developed for deployment in 2021:
 - in line with the awareness workshops organized with the purchasing departments, a module specifically focused on issues within procurement chains, intended for buyers, will be developed in 2021 to be rolled out in 2022;
 - the context of vigilance raised by the health crisis and prevention measures encourage the development of remote awareness raising: this is why, rather than renewing the dedicated conferences in face-to-face, the CSR Department will favor the implementation of webinars in 2021;

- a teaching kit with definitions and historical and regulatory contextual elements was disseminated in 2020 to the General Management of the Group's business units to share an awareness action with regional and local management;
- provision of presentation materials produced by the Group CSR Department for the CSR departments of the business units or procurement departments to organize awareness-raising sessions (example: Bolloré Logistics CSR Committee, workshops and working meetings with purchasing family managers and their teams, etc.).

Improvement areas

- Focus awareness on the most relevant topics, identified by business line category and by entity location and activity: a refined human rights risk map needs to be formalized.
- Optimize the CSR reporting processes to develop 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.

- In 2019, a pilot mission for Bolloré Transport & Logistics activities in the Republic of Côte d'Ivoire was held in person (BTL CI, Abidjan Terminal, Sitarail and Carena). Interviews and discussion times were organized with local teams to raise awareness among the various departments on human rights issues and gather information on practices and processes deployed in the field. This type of approach enables the Group's CSR strategy to be implemented locally and to bring together the best practices observed on site in order to compare them with the Group's approach.

- The Group implemented a Human Rights Steering Committee 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 meetings, a working group prioritizing the Bolloré Transport & Logistics' scope, in accordance with the CSR risk map (see chapter 2 – 1.1.2. The Bolloré Group's non-financial risk mapping), met regularly to develop and roll out a questionnaire for local teams.

As announced, this questionnaire was configured using the Group's CSR reporting tool and was sent to the regional and local departments of Bolloré Transport & Logistics (excluding Bolloré Energy), i.e. 89 countries, 162 entities and more than 35,000 employees. The reports and information collected from the pilot mission in the Republic of Côte d'Ivoire provided a basis for the preparation of the questionnaire, consisting of more than sixty questions around six main topics (conditions and well-being at work, modern slavery and forced labor, child labor, harassment and discrimination, health and safety, supplier relations and subcontractors).

The responses were collected in the summer of 2020 and will be compared to an index of human rights criticality by country of establishment, developed internally on the basis of international standards. The data collected through individual interviews, now undergoing analysis and internal verification by Bolloré Transport & Logistics' Human Resources Department, will help to refine the human rights risk mapping of the division's activities and determine targeted action plans for the countries or entities identified as priorities.

- Updating of the professional whistleblowing system and its procedure led by the Group's Compliance, CSR and DPO Departments (see chapter 2 – 2. The Bolloré Group's duty of care plan).
- Continuation in 2020 of the "responsible procurement" approach launched in 2019, with the publication of the Responsible Purchasing Charter and a CSR clause, and formalization of a supplier selection procedure supplemented by a risk identification tool incorporating human rights criteria (see chapter 2 – 2. The Bolloré Group's duty of care plan).
- The Group's commitments have been formalized and are set out in policies and procedures in the Transportation and logistics division, 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). This approach is continuing as the human rights action plan is rolled out (see chapter 2 – 2. The Bolloré Group's duty of care plan).

Improvement areas

- The formalization of the processes and action plans is strongly connected with 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 system, and more specifically 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.

1.2.2.2.2. RESPECT FOR 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 peoples' 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 therefore focuses its efforts on setting up and deploying measures enabling it to exercise reasonable duty of care over the employees, 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 chapter 2 – 1.2.1. Uniting and protecting the company's greatest strength, its men and women).

Health and safety indicators in countries in which the Group operates that are below the Human Freedom Index world average*

	2020	2019
Proportion of employees eligible for social security coverage	99.5%	94%
of which, proportion of entities where there is a legal requirement	50%	45%
of which, proportion of entities where the health coverage is more favorable than required by law	86%	89%
of which, proportion of entities where health coverage extends to employees' beneficiaries	87%	85%
Proportion of employees eligible for regular medical check-ups provided by the company ⁽¹⁾	90%	86%
Proportion of entities where medical service is offered to employees free of charge	81%	71%
Number of HSE training hours for employees	116,805	114,384
Number of HSE training hours for subcontractors	98,624	67,319
Severity rate of workplace accidents for employees (x1,000)	0.13	0.08
Frequency of workplace accidents for employees (x1,000,000)	4.39	4.02

* Group-wide (excluding communication activities), this scope represents 61% of the total workforce, across fifty countries (Angola, Bangladesh, Benin, Brazil, Brunei, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, China, Colombia, Comoros, Democratic Republic of the Congo, Republic of Côte d'Ivoire, Djibouti, Gabon, Gambia, Guinea, East Timor, Equatorial Guinea, India, Kenya, Laos, Lebanon, Liberia, Madagascar, Malawi, Malaysia, Mali, Mexico, Morocco, Mozambique, Myanmar, Namibia, Niger, Nigeria, Uganda, Pakistan, Philippines, Qatar, Republic of the Congo, Rwanda, Senegal, Sierra Leone, Somalia, Sudan, Tanzania, Chad, Thailand, Togo, Tunisia, Vietnam, Zambia and Zimbabwe). It is based on the consideration of the Group's countries of establishment whose Human Freedom Index score produced annually by researchers at the Cato Institute and the Fraser Institute is below the global average.

(1) Includes any employee who has access to a medical check-up 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.

weekly rest days and the granting of parental leave, etc.). These issues are explained in the by-laws and collective bargaining agreements on the different sites.

Working time and paid leave

The Bolloré Group and its subsidiaries undertake to comply with local legislation and implement systems and measures to ensure the management of working time and paid leave (payment of overtime, respecting break time,

Employee representation

The Bolloré Group and its subsidiaries are committed to respecting social dialogue: respect of national laws on freedom of association, right to collective bargaining, etc. 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 chapter 2 – 1.2.1.2.2. Promoting social dialog and quality working conditions).

Social dialog indicators in countries in which the Group operates that are below the Human Freedom Index world average*

	2020	2019
Number of collective agreements signed	55	57
Workforce covered by union or other employee representation	18,953	20,540
Proportion of employees covered by union representation and/or other employee representation	85.2%	86%

* Group-wide (excluding communication activities), this scope represents 61% of the total workforce, across fifty countries (Angola, Bangladesh, Benin, Brazil, Brunei, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, China, Colombia, Comoros, Republic of Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, East Timor, Equatorial Guinea, Gabon, Gambia, Guinea, India, Kenya, Laos, Lebanon, Liberia, Madagascar, Malawi, Malaysia, Mali, Mexico, Morocco, Mozambique, Myanmar, Namibia, Niger, Nigeria, Pakistan, the Philippines, Republic of the Congo, Qatar, Senegal, Sierra Leone, Somalia, Sudan, Tanzania, Thailand, Togo, Tunisia, Uganda, Vietnam, Zambia and Zimbabwe.) It is based on the consideration of the Group's countries of establishment whose Human Freedom Index score produced annually by researchers at the Cato Institute and the Fraser Institute is below the global average.

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The fight against forced labor and the employment of minor workers

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.

A due diligence approach to supplier selection

Before entering into a partnership with a subcontractor, specific procedures integrated in quality management systems have been enhanced by the Compliance Department as well as with CSR and human rights criteria, and applied. As such, a policy for assessing the integrity of suppliers and subcontractors is being formalized. These Group procedures do not replace the steps already initiated by the subsidiaries, but complement them. The Bolloré Logistics subsidiary has notably reinforced its existing ethics processes relating to its supply chains by implementing CSR assessment and control measures according to the type of carrier:

- for 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 and must go through an approval process, includes ethics and human rights, QHSE and environment sections. The duty of care measures implemented in the Group's supply chain are developed within the Group duty of care plan.

The fight against all forms of discrimination⁽¹⁾

In 2019, the Human Resources Department for the transport and 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.

In order to disseminate best practices and ensure compliance with the principles of diversity and inclusion, a recruitment assistance tool was developed in 2020. Its deployment, initially planned for the first half of 2020, had to be postponed due to the priority given to the management of the health crisis. However, the approach was restarted and enhanced this year to produce a more comprehensive tool, including all internal processes and guidelines as well as the Group Charters. This tool, which will be launched in the first half of 2021, is now intended for the entire HR network and is no longer limited to recruitment teams.

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 CSR issues, the first module of which was launched in the first half of 2020. Several modules on different diversity topics are 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. In 2021, this initiative will be extended to all employees and to the Group scope (holding company, Brittany division, Blue Systems).

Training indicators for countries in which the Group operates and whose Human Freedom Index is lower than the world average*

(as a percentage)	2020	2019
Percentage of women hired	18	15
Proportion of women having taken at least one training course ⁽¹⁾	53	60
Percentage of entities having conducted awareness training about inclusion	27	27

* Group-wide (excluding communication activities), this scope represents 61% of the total workforce, across fifty countries (Angola, Bangladesh, Benin, Brazil, Brunei, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, China, Colombia, Comoros, Republic of Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, East Timor, Equatorial Guinea, Gabon, Gambia, Guinea, India, Kenya, Laos, Lebanon, Liberia, Madagascar, Malawi, Malaysia, Mali, Mexico, Morocco, Mozambique, Myanmar, Namibia, Niger, Nigeria, Pakistan, the Philippines, Qatar, Republic of the Congo, Senegal, Sierra Leone, Somalia, Sudan, Tanzania, Thailand, Togo, Tunisia, Uganda, Vietnam, Zambia and Zimbabwe). It is based on the consideration of the Group's countries of establishment whose Human Freedom Index score produced annually by researchers at the Cato Institute and the Fraser Institute is below the global average.

(1) Women trained/Total female workforce.

1.2.2.2.3. 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, the Bolloré Group entities are adopting a process of reasonable diligence towards these external shareholders in order to:

- ensure their safety with regard to the Group's activities (see chapter 2 – 1.2.1.2.2. Promoting social dialog and quality working conditions);
- offer an open dialog to ensure that they have a right to free and informed consent as well as consultation opportunities (meetings with public

authorities, local communities) and in addition provide them with a system through which they can raise concerns and file complaints, if necessary (see chapter 2 – 2. The Bolloré Group's duty of care plan, "Establishing a whistleblowing and reporting system");

- 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 as well as nuisance prevention (see chapter 2 – 1.2.3. Innovating in response to major environmental changes).

(1) In accordance with the commitments set out in the Diversity and Inclusion Charter, published in 2018 (see chapter 2 – 1.2.1.2. Being an attractive employer).

Environmental indicators in countries in which the Group operates that are below the Human Freedom Index world average*

	2020	2019
Number of environmental incidents	99	NA
Proportion of entities having an environmental policy	79%	82%
Proportion of entities having put in place environmental prevention measures after mapping environmental risks or doing an environmental analysis ⁽¹⁾	90%	88%

* Group-wide (excluding communication activities), this scope represents 61% of the total workforce, across fifty countries (Angola, Bangladesh, Benin, Brazil, Brunei, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, China, Colombia, Comoros, Republic of Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, East Timor, Equatorial Guinea, Gabon, Gambia, Guinea, India, Kenya, Laos, Lebanon, Liberia, Madagascar, Malawi, Malaysia, Mali, Mexico, Morocco, Mozambique, Myanmar, Namibia, Niger, Nigeria, Pakistan, the Philippines, Qatar, Republic of the Congo, Senegal, Sierra Leone, Somalia, Sudan, Tanzania, Thailand, Togo, Tunisia, Uganda, Vietnam, Zambia and Zimbabwe.) It is based on the consideration of the Group's countries of establishment whose Human Freedom Index score produced annually by researchers at the Cato Institute and the Fraser Institute is below the global average.

(1) I.e., 48% of entities in this scope.

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 addition, commitment to regional development is a major component of the Group's CSR strategy (see chapter 2 – 1.1.2. Bolloré Group non-financial risk mapping). 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 (see chapter 2 – 1.2.4.3. Sponsorship policy) as well as its activities, which help to open up countries, provides innovative solutions to energy challenges, and boosts the local economy (local purchasing, taxes and levies). 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. 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.

Measuring the positive influence of the Group's activities through impact studies

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 first carried out in Cameroon, Gabon, Republic of the Congo and the Comoros, then in 2019, in Sierra Leone, Kenya, Tanzania and Uganda. 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 and 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).

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 induced 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 provided to local communities, thereby ensuring access to drinking water.

Due to the health crisis, these studies were suspended in 2020. They will resume in 2021 and will be carried out using the Group's CSR reporting tool, which will enable better monitoring of the information collected and more regular updates.

Recruiting indicators for countries in which the Group operates that are below the Human Freedom Index world average*

	2020	2019
Proportion of managers hired locally	92%	85%
Proportion of students hired from a partner school or university	60.6%	30%
Proportion of employees trained	36%	57%
Employees hired at the end of their internship or work-study program	236	231
Employees on fixed-term contracts (CDD) given permanent contracts (CDI) ⁽¹⁾	577	764

* Group-wide (excluding communication activities), this scope represents 61% of the total workforce, across fifty countries (Angola, Bangladesh, Benin, Brazil, Brunei, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, China, Colombia, Comoros, Republic of Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, East Timor, Equatorial Guinea, Gabon, Gambia, Guinea, India, Kenya, Laos, Lebanon, Liberia, Madagascar, Malawi, Malaysia, Mali, Mexico, Morocco, Mozambique, Myanmar, Namibia, Niger, Nigeria, Pakistan, the Philippines, Qatar, Republic of the Congo, Senegal, Sierra Leone, Somalia, Sudan, Tanzania, Thailand, Togo, Tunisia, Uganda, Vietnam, Zambia and Zimbabwe.) It is based on the consideration of the Group's countries of establishment whose Human Freedom Index score produced annually by researchers at the Cato Institute and the Fraser Institute is below the global average.

(1) I.e. 79% of employees on fixed-term contracts (CDD) given open-ended contracts (CDI) Group-wide, excluding Communications.

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1.2.3. INNOVATING IN RESPONSE TO MAJOR ENVIRONMENTAL CHALLENGES

In order to anticipate major societal changes and support the adaptations necessary for sustainable development, such as a reduction in the footprint of human activities on the environment or the promotion of the energy

transition, the Bolloré Group is deploying mitigation measures, strengthening its climate strategy and investing for the long term in order to offer innovative and connected low-carbon products and services.

1.2.3.1. ADAPTING TO AND COMBATING CLIMATE CHANGE

The presentation of the "Climate Change Risks and Opportunities" issue has been adapted to comply with the TCFD recommendations (see chapter 2 – 1.3.3.2. TCFD cross-reference table).

1.2.3.1.1. RISKS AND OPPORTUNITIES RELATED TO CLIMATE CHANGE

Climate change risks and opportunities⁽¹⁾

Prioritization of climate change risks and opportunities

Transportation and logistics			Oil logistics	Electricity storage and systems		Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Brittany Division	Blue Systems	Vivendi

(1) Non-financial priority risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

In 2020, the mapping of climate-related risks and opportunities carried out at Group level highlighted the main physical risks posed to its activities with regard to the increase in extreme climate events, as well as the transition risks and opportunities related to changes in markets and technologies, competitiveness and reputation issues. It should be noted that these climate-related issues also affect the economic and social contexts of countries, and may impact the right to a healthy environment as well as the livelihoods of local populations.

To increase awareness of the impact of climate change on its operations, an analysis of the physical risks of Transportation and logistics activities was also conducted at the site level in 2020. These analyses and projections identified the risks and levels of site exposure to the following elements: temperature increase by 2035 according to climate model RCP8.5, marine submersion risk, risk of flooding by river overflow or rainfall up to 2030-2035 and current cyclone risks.

At the same time, Bolloré Transport & Logistics in Africa, which represents more than 85% of the Bolloré Group's scope 1 and 2 emissions (excluding Communications), also began discussions in 2020, assisted by a specialist firm to further extend the climate strategy and initiate dedicated action plans in subsidiaries as part of a structured and widespread approach. This approach will strengthen the climate strategy targeted at Bolloré Logistics' scopes 1, 2 and 3 and will be taken into account when developing the climate strategy at the Group level. The management of priority CSR risks identified for the Communications division, including climate-related risks are explained in chapter 2 – Non-financial performance of the Vivendi 2020 universal registration document (see section 4.1. Creation for the Planet: innovating to protect the planet).

The main climate-related risks and opportunities of the Group's divisions

Transportation and logistics		
Physical risk	Impact of temperature increases on direct operations, particularly on working skills and cooling costs	The chronic increase in temperatures could lead to an increase in energy spending and investments required to ensure employee comfort and to maintain product integrity. In addition, more frequent heat waves, particularly in the equatorial regions, could have a significant impact on workers' productivity. Given the strong presence of Bolloré Logistics, Bolloré Ports and Bolloré Railways in Africa and Asia-Pacific (70% of Bolloré staff outside the Communications division in 2020) and the importance of external work, these business units are particularly exposed to this risk.
Transition risk and opportunity	Impact of carbon pricing on operations	Strengthening control of GHG emissions, particularly through the carbon tax and emissions trading system, both by countries and organizations (such as the International Maritime Organization) could have an impact on the transport and logistics sector. The exposure to this risk of Bolloré Transport & Logistics' activities, linked to the energy intensity of its activities, nevertheless represents an opportunity to develop a competitive advantage through its ability to offer low-carbon transportation and logistics solutions. As customers seek to reduce GHG emissions in their supply chain and monitor scope-3 emissions more closely, demand for low-carbon transportation and logistics should increase. Therefore, offering solutions with a lower carbon footprint than the market average and/or developing low-carbon transportation and logistics solutions could help create a competitive advantage and gain market share. With its multimodal offer based on maritime, rail and air transportation, Bolloré Transport & Logistics has a competitive advantage in reducing its emissions.
Oil logistics		
Transition risk and opportunity	Impact of carbon pricing on operations	The transition to renewable energy sources will lead to a decline in demand for oil products, which could affect the oil logistics market over the long term. Like other logistics and oil distribution companies, Bolloré Energy sees in this transition an opportunity through the development of liquid energy products with low CO ₂ emissions: i.e. biofuels, synthetic fuels.
Electricity storage and systems		
Brittany division		
Transition opportunity	Electrification of transport	The transportation sector, both individual and collective, is currently undergoing major transformation, particularly due to electrification trends. According to the IEA (Global EV Outlook 2019), sales of electric vehicles worldwide exceeded 2 million units in 2019, doubling almost the number of new EV sales in the world. EV sales are expected to reach 32 million units by 2030, an annual growth rate of 15% between 2020 and 2030. Blue Solutions, with its battery offering especially for electric bus manufacturers, and Bluebus, an electric bus manufacturer, are positioned to benefit from the growth of this market.
	Development of an industrial battery storage plant	As the cost of leverage of intermittent renewable energy sources, such as solar or wind power, decreases and their share in the electricity mix increases, the need to provide continuous production with intermittent energy sources becomes critical. Demand for storage across the utility network is expected to increase, providing growth opportunities for Bluestorage.
	Development of off-grid solutions in Africa	The development of the off-grid as a means of electrification for Africa and the strong roots of the Bolloré Group in the region offer additional development prospects. Indeed, by 2030, the African solar stock could increase by a factor of 10 to 20 (IEA WEO2019) suggesting similar growth in the storage market.
Blue Systems		
Transition opportunity	Development of a new mobility service line (see diversification from traditional companies)	Global mobility demand is growing rapidly and is expected to double by 2050. As transport already accounts for 25% of global energy-related emissions (AIE Global EV Outlook 2030), it is strategic to ensure sustainable mobility to achieve the Paris Agreement target. The solutions offered by Blue Systems (data aggregation and mobility management platform, passenger transport by electric shuttle, etc.) should enable the Group to benefit from the development of this fast-growing market.

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1.2.3.1.2. TOWARDS THE IMPLEMENTATION OF A GROUP CLIMATE STRATEGY

Group governance in the face of climate-related risks and opportunities

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. In 2020, risks related to climate change were among the priority projects addressed by the Ethics – CSR and Anti-Corruption Committee, whose reports are sent to the members of the Board of Directors. 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.

The in-depth analysis of risks associated with climate issues aims to be taken into account as of 2021 in the Bolloré Group's overall risk management processes. Environmental indicators are included in CSR reporting, managed by the CSR Department. The accuracy of the information it presents is subject to verification (quantitative audits) carried out by an accredited third-party body.

Group policy

In 2020, the Bolloré Group began work on the implementation of a Group climate strategy to roll out across all business units with the help of a specialized firm. This structured and generalized approach aims, based on the Group's ability to measure and analyze its GHG emissions, to move towards the definition of quantified reduction targets in light of an action plan and investments to reduce the impact of all activities on the climate in the medium/long term. This work was validated in May 2020 by the Ethics – CSR and Anti-Corruption Committee which regularly monitors progress.

In January 2021, the Bolloré Group set itself a first set of measurable targets, validated by the members of the Ethics – CSR and Anti-Corruption Committee, which identified the objective of implementing a Group climate strategy no later than 2022 and developing the Group's ability to identify investments (Opex and Capex) and revenue for the development of low-carbon products and services in response to the European Taxonomy.

Area of action	Group objectives	Horizon	Progress at 12/31/2020
Governance and strategy	<ul style="list-style-type: none"> Implement a Group climate strategy to standardize the climate strategies of the Group's business units 	2022	<ul style="list-style-type: none"> 45% of the Group's GHG emissions (excluding Vivendi) covered by an objective climate strategy (corresponding to scopes 1, 2, 3 of the Bolloré Logistics scope). Work on implementing a Group climate strategy covering all business units was initiated and validated by the Ethics – CSR and Anti-Corruption Committee in 2020
Taxonomy	<ul style="list-style-type: none"> In response to the European Taxonomy: develop the Group's ability to identify investments (Opex and Capex) and revenue for the development of low-carbon products and services 	2021 (for publication in 2022)	<ul style="list-style-type: none"> Amount of revenue related to low-carbon products and services (non-consolidated, pending finalization of the taxonomy framework for implementation)
Calculation of GHG emissions	<ul style="list-style-type: none"> Continuous optimization of reporting of GHG emissions Scopes 1, 2, 3 (precision, reliability, management) 	Annual	<ul style="list-style-type: none"> Work has also been carried out since 2019 in direct liaison with local entities to always optimize the completeness and reliability of the data reported (MAPS project, work on multi-site entities, etc.) Study of the feasibility of reconciling CSR reporting methodologies with the fuel consumption reporting deployed at the Group's sites Since 2019, the Group has begun work on furthering the calculation of its scope 3. The Group will continue this work with a view to continuously improving the accuracy and exhaustiveness of the data included in this overview

The objectives for investments in low-carbon products and services, as well as the management of the footprint of activities (energy efficiency, renewable energy, etc.) are covered in chapter 2 – 1.2.3.1.4. Group management to reduce the impact of its activities on climate change.

Group progress plan

By 2022, the Group will endeavor to:

- implement a Group climate strategy that will allow the scope of coverage of its GHG emissions to be extended by measurable reduction targets and action and mitigation plans dedicated to all of its divisions;

- make the management of its carbon footprint central to its products and services;
- implement concrete and effective reduction levers in its day-to-day operational management to reduce consumption, optimize operating expenses and reduce the impact of its activities on climate change.

1.2.3.1.3. RESILIENCE OF THE ORGANIZATION'S STRATEGY: MAKING THE MANAGEMENT OF OUR CARBON FOOTPRINT CENTRAL TO OUR PRODUCTS AND SERVICES

Group policy

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.

Area of action	Group objectives	Horizon	Progress at 12/31/2020
Diversification and investments in the development of low-carbon products and services	<ul style="list-style-type: none"> Promote the development of products and services to combat climate change 	2021-2025	<ul style="list-style-type: none"> Examples of developments and investments in the development of low-carbon products and services (not consolidated, implementation in progress): Electromobility, Smart Mobility, sustainable supply chain, biofuel, etc.

Concrete initiatives to develop low-carbon products and services within each of the activities

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.

• Transportation and logistics

Bolloré Ports

While Bolloré Ports' expertise gives it unique experience, the port authorities and its customers rely on its know-how, advanced knowledge of the regions of operation and compliance with the best international standards in all its facilities. The Climate approach will further structure, strengthen and give meaning to Bolloré Ports' environmental commitment to offer its customers a lower environmental impact port service through concrete actions and innovative solutions to reduce its carbon footprint. Bolloré Ports invests in the construction and development of port infrastructure every year (see chapter 2 – 1.2.3.1.4. Group management to reduce the impact of its activities on climate change).

Bolloré Railways

The Bolloré Railways' rail offering for the transport of goods is an alternative which enables an improvement in the carbon performance of transport, since rail transport has lower consumption and carbon emissions than road transport. To go further, Bolloré Railways is also involved in the studies initiated as part of the structuring of Bolloré Transport & Logistics' Climate approach in Africa to identify potential decarbonization levers and set reduction targets.

Bolloré Logistics

Representing more than 40% of the Bolloré Group's scope 3 and in order to strengthen its commitment and contribute to the decarbonization of the sector, Bolloré Logistics defined, in the fourth quarter 2020, a commitment to the total downstream scope 3 GHG emissions related to the execution of transport services, validated by the Chairman and Chief Executive Officer. The target for reducing GHG emissions in the downstream scope 3 is -30% in absolute terms by 2030 (2019 base). Setting this goal is part of a "well-below 2 degrees" trajectory, as defined by the Science Based Targets initiative.

A roadmap already established for this scope and described in the section below will be strengthened in 2021. Offering eco-responsible solutions to its customers has been an approach anchored within Bolloré Logistics for several years:

- through its active participation in the environmental initiatives of the international transportation and logistics sector to strengthen its eco-responsible offers dedicated to customers and to contribute to better environmental performance across the sector (see chapter 2 – 1.2.4.2.3. Building and maintaining dialog with stakeholders);
- by increasing the relevance of the information provided to clients on the emissions of GHGs and air pollutants related to transportation in its automated GHG dashboard. Directly linked to the transport management computer system, this dashboard is a decision-making tool for customers to obtain both an analytical view of key components with performance indicators as well as a detailed view of each shipment of goods by mode of transport and origin/destination, including flow-related CO₂ equivalent emissions, as well as the main air pollutants. In 2020, nearly 1,900 customer GHG dashboards were generated;

- by supporting its customers in reducing the environmental impact of their supply chain and the development of low-carbon products and services. Two parallel and complementary axes drove 2020 and will continue their industrialization in 2021: first, the continuation of the customized carbon reduction program for Bolloré Logistics large account customers upstream of and during contract performance, and second, the standardization of the offering of sustainable transportation solutions for all customers;
- by designing low-carbon logistics networks and standardizing sustainable supply chain solutions that systematically include environmental performance criteria when selecting and evaluating suppliers (see chapter 2 – 2. The Bolloré Group's duty of care plan) across all existing sectors: maritime freight, air freight, road transport, railroad or river transport;
- by developing low-carbon transport partnerships and plans with shipping and airline companies taking into account the environmental performance of the shipping companies, their fleets and the different types of airplanes, loading capacities and routes. Bolloré Logistics is also continuing its commitments with industry players, such as the global container logistics integrator Maersk with which a carbon pact was signed in June 2019. Long-standing partners, both companies have committed to reducing GHG emissions by 20% per container transported by 2025 through the activities carried out between Bolloré Logistics and Maersk. In October 2019, Bolloré Logistics, together with CMA CGM, committed to target a 30% reduction in CO₂ for each container transported by 2025;
- by continuing investments in low-carbon vehicles for transport, notably increasing its own "green" fleet (biodiesel vehicles, electric van fleet, hybrid trucks, retractable rack trucks enabling the optimization of loading capacity, etc.). Illustrating this commitment, Bolloré Logistics China aims to replace all last-kilometer delivery trucks with electric vehicles within five years and to combine them with renewable energy sources;
- through the roll-out of regular river and rail service lines. Bolloré Logistics, for example, has developed a rail service between Europe and China, a weekly river shuttle service in the Seine Valley in France, with service upstream and downstream by gas trucks, and a rail service between the port of Mombasa and Nairobi, Kenya. In 2020, Bolloré Logistics operated the first all-rail freight transport from Djibouti to Indode in Ethiopia. Thanks to this agreement with Ethio-Djibouti Railways (EDRs), which is electricity powered, Bolloré Logistics will be able to offer its customers a transit time reduced to fifteen hours between the two countries (versus three days by road);
- by integrating internal digital solutions to systematically integrate the CO₂ equivalent criterion (comparative of the best-performing solution in terms of emissions) in standard decision-making tools. Since the end of 2020, a standard transport service offering with the most effective option from an environmental point of view can be offered for maritime and air transport on global strategic trade routes. In addition, local teams rely on their ecosystem to identify optimization tools aimed at a significant CO₂ gain in the national transport segments and adapt them to business line issues. For example, in the Normandy region in France, software has been specially designed to realize the benefits of river transport compared to other solutions such as road and rail. This project is managed in collaboration with local economic actors. Each of these solutions displays CO₂ readings in addition to cost and time;

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- by offsetting residual emissions since 2011. Only certified high-quality projects, with a dual social and environmental benefit, are selected. In 2020, Bolloré Logistics strengthened this approach by co-financing the offsetting of transport emissions from all its grouping services in a Gold Standard® project to generate electricity from landfill gas in Thailand. Voluntary carbon offsetting occurs logically after the goods consolidation service, a solution that allows for CO₂ equivalent gains. In 2020, nearly 12,395 metric tons of CO₂ equivalent were offset;
- by supporting customers in continuous improvement programs offering alternative solutions that take into account operational objectives and CO₂ (and air or noise pollution depending on the relevance) that correspond to the customer's logistics policy. Low-carbon solutions include: the design of logistics networks enabling better performance, consolidation and optimization of loading, the monitoring of urgent shipments, the selection of efficient carriers, the choice of means of transport (vehicles, aircraft), the selection of alternative low-carbon modes for pre/post-transport, the passage from air to sea, the multimodal air/sea – road/rail approach. Since mid-2020, Bolloré Logistics has been offering its customers the PSL PACT (Powering Sustainable Logistics PACT) whose aim is to support customers towards a more sustainable supply chain and to jointly formalize reduction targets, including on packaging issues. In addition, the opening of B.Lab's two innovation centers in 2019 at the headquarters in Puteaux and in Singapore enables the organization of innovation workshops with customers, based on a "design thinking" approach focused in particular on sustainable transport and logistics. The environmental pillar (through carbon, air pollutant and packaging issues) is clearly identified as a strong axis, which Bolloré Logistics' commitment to downstream scope 3 will further strengthen;
- by setting up an internal working group in 2019 dedicated to the company's sustainable offering program. The multidisciplinary team, which brings together 15 experts from CSR, sales, purchasing, operations, logistics, marketing and innovation, has identified and launched nearly 20 projects that have an impact at all levels of the company in order to industrialize and structure all initiatives aimed at transforming innovations, end-to-end eco-responsible solutions and profound changes in the company's activities;
- lastly, with the launch in January 2020 of the first annual ActTogether challenge, an inter-country competition inviting employees to carry out local CSR actions, contributing to the reduction of Bolloré Logistics' carbon footprint, including for downstream scope 3 related to the execution of transport services.

For more information on the eco-responsible solutions offered by Bolloré Logistics, please refer to the 2019-2020 CSR Report available on Bolloré Logistics' website.

• Oil logistics

The strategy developed by Bolloré Energy to be involved in the issue of energy transition is related in particular to sectoral challenges. 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. Since October 2019, Bolloré Energy has been distributing an alternative to domestic fuel oil, the "Biofioul Évolution", made up of conventional fuel oil and biofuels, which is distinguished by its environmental qualities and, in particular, a reduction in emissions of CO₂ into the atmosphere. It also reduces clogging, fumes and combustion acids, making it more environmentally friendly and less foul smelling. Bolloré Energy aims to gradually increase the voluntary incorporation rate of biofuels, which is currently 5%. On January 1, 2022, Bolloré Energy aims to be able to offer its customers a "Biofioul Évolution", which includes an increased share of up to 30% biofuel (F30) subject to the authorizations necessary for the marketing of this product.

At the beginning of 2020, Bolloré Energy also created a new sales organization to promote solutions to reduce CO₂. Under the name "special products", they include biofuel and diesel B10 as well as a range of products with additives such as Gomeco, as well as AdBlue®. An additional step was taken last September with the creation of a task force bringing together several Bolloré Energy experts around the deployment of biofuel. Their objective will be to prepare, implement and launch the marketing of F30 by January 1, 2022 at the latest while gradually increasing the incorporation rate by then.

Biofioul Évolution in figures:

- 370,000 euros invested in biofuel since 2019;
- 3,000 m³ of Biofioul Évolution sold for the retail scope out of a total of approximately 380,000 m³;
- 900 customers delivered to in 2019 and 2,800 in 2020, with a target of 17,000 customers delivered to in 2021.

Bolloré Energy has set itself the goal of achieving half of its retail network heating sales with Biofioul Évolution. For 2021, Bolloré Energy aims to sell 47,000 m³ of Biofioul for revenue of 30 million euros. The teams are trained as investments in massive deposits are made, then become secondary to the marketing of Biofioul Évolution.

• 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.

20.5 million euros were invested in R&D projects for the energy transition in 2020 (batteries, Bluebus, Bluestorage, electromobility).

Brittany division

Development of Blue Solutions' LMP® battery, a unique technology: Lithium Metal Polymer technology (LMP®) is the result of an ambitious research and development program which began almost thirty years ago to bring to 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. 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.

Ecodesign of products: environmental assessments such as life cycle analysis, governed by ISO 14040, have been carried out since 2013 on LMP® batteries and Bluebus and Bluestorage batteries. The assessment of the new LMP® battery generation (IT3) has shown that its carbon footprint based on stored kWh has been reduced by about a third compared to the previous generation (Cradle To Gate scope: from the extraction of raw materials to the doors of the Blue Solutions production plant). This is possible because of the design, which focuses on increasing energy density and optimizing the casing and electronics. In 2020, Blue Solutions received the prestigious Efficient Solution label from the Solar Impulse Foundation for its solid battery technology, which is unique in the world. This label identifies 1,000 innovative solutions with a positive impact on our planet.

The electromobility market: Blue Solutions is supporting urban mobility's move to electricity. The all-solid LMP® in its current design is very 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).

Public transport solutions to reduce pollution in cities: the Bolloré Group is continuing its efforts to develop electric mobility by offering products for public transport that use LMP® batteries. Bluebus sells 100% electric buses. It has become one of the leading electric bus players in France. The solution reduces pollution in cities and contributes to lessening global warming. The Bluebus product line is available in two models (6 and 12 meters) and meets environmental challenges by combining high technology and performance thanks to its latest-generation Blue Solutions batteries. Nearly 400 6-meter and 12-meter Bluebuses are currently in use worldwide (compared to 184 in 2018). The 6-meter Bluebus operates in more than 60 French cities seeking an eco-friendly, flexible mobility solution that is perfectly suited to hypercenters. The 12-meter Bluebus, which has been present since 2016 on the first 100% electric bus line launched in Paris by the RATP (Line 341), is now used on lines 29, 69, 72, 88 and 126 of the Île-de-France Mobilités network operated by RATP.

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. The Bolloré Group has been working with its Bluestorage subsidiary since 2014 to roll out stationary energy storage solutions. It provides concrete responses to the challenges arising from the energy transition. For energy producers and electricity grid operators in the field of on-grid applications, these storage solutions provide flexibility and resilience for the large-scale integration of renewable energy (production smoothing and staggering). They are involved in the management of flows on the electrical grid as well as in frequency and voltage adjustments. In 2019, Bluestorage (representative of a partnership with Engie Solutions) signed a reference contract with RTE for the supply of an experimental industrial storage system at the Ventavon site. With an installed capacity of over 30 MWh, this twenty-eight-month project will be one of the largest battery storage facilities in France and Europe. The experiment, called "Ringo", will test the storage of intermittent excess renewable energy production (wind and solar) and its destocking elsewhere. With this experiment, RTE and its partners, including Blue Solutions and Engie Solutions (which includes SCLE products and systems) are contributing to the development of a French electricity storage industry, which is a major industrial challenge. This storage experiment at three French sites was approved by the CRE (Commission de régulation de l'énergie) for a budget of 80 million euros. In order to achieve the renewable energy development targets set by the government while ensuring electricity security, the electricity transmission system will have to be more flexible by 2030 and, in particular, incorporate large-scale power storage solutions.

Eco-design at the heart of packaging solutions: the Brittany division also integrates the production of ultra-thin thermo-retractable films, and is recognized as one of the world's leading manufacturers. The films are characterized by their extreme thinness and high performance. For the protection and promotion of industrial products and consumer goods, Bolphane R3 films (reduce, recycle, reuse) are particularly well suited to the issues of reduction at source:

- reduce: finer, but equally resilient and effective, they allow manufacturers and consumers to minimize the use of materials and their carbon footprint;
- recycle: based on bi-oriented polyethylene (BO-PE), Bolphane R3 films can be recovered by mechanical recycling in the flexible polyethylene flow (SPI no. 4/ LDPE), in accordance with current regulations;
- reuse: guided by its innovative spirit, the Group offers films based on recycled materials.

In 2020, the division developed two new eco-designed Bolphane film products:

- Bolphane BRI, made of 30% recycled materials: this secondary material is directly derived from the production scraps of the Quimper plant;
- Bolphane B-Nat®, made of 20% to 40% biosourced materials: the polyethylene used comes from ethanol derived from sugar cane cultivation.

Blue Systems

Car-sharing solutions, an unavoidable shutdown due to economic reasons: The Bolloré Group was a pioneer and most likely initiated a major global movement towards environmentally-friendly mobility. However, the shutdown of Autolib' put a halt to the Group's drive in terms of car-sharing, notably by extinguishing the prospect of economies of scale on vehicle production and the IT system. For these reasons, the Bolloré Group decided in 2020 to withdraw from car-sharing in Indianapolis, London, Lyon and Bordeaux. BlueLA sold its Los Angeles business to the US company Blink Charging. In Turin, Bluetorino sold its business to Leasys, a FCA subsidiary (Fiat Chrysler Automotive). In Singapore, BlueSG sold its business in early 2021 to Godbell, a vehicle leasing company. However, the Bolloré Group remains a key player in sustainable mobility. The decision to stop car-sharing enables it to concentrate all its technological, financial and human resources on Blue Solutions and LMP® batteries, particularly in the development of the electric bus and stationary markets, and on Blue Systems, with the management of data, people and goods flows (see chapter 1 – presentation of "Electricity storage and systems" activities). The Bolloré Group therefore reaffirms its strong commitment to clean mobility and electricity storage.

In addition to car-sharing, Blue Systems has operated networks of charging stations for electric vehicles in London, via Source London, the city's main operator, with more than 1,600 charging stations present in 23 boroughs. At the end of 2020, the Bolloré Group sold its Source London charging network to Total group, which took over management and operations.

Clean public transit solutions: the Bolloré Group provides its employees in Île-de-France with an electric shuttle bus service through its company Bluestation (6-meter Bluebuses). 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.

Innovative mobility solutions for smart cities: to address the recent challenges presented by the fast growth of new mobility solutions in cities, the "Smart Mobility Platform" has been developed by Blue Systems to offer cities an innovative way to supervise and regulate mobility operators and infrastructure 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 and zero-emissions mobility solutions over combustion engine vehicles.

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

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

By uploading their data to the platform, 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 2020, Smart Mobility continued its collaboration with the cities of Los Angeles and Lyon and also launched its platform in San Jose, California, which, for the first time, integrates autonomous delivery vehicles. A launch of the solution in London is also scheduled for 2021.

Key figures in 2020:

- Number of vehicles supervised: 50,000 (bikes, scooters, shared cars, autonomous vehicles);
- Number of trips analyzed: 10 million.

Eco-design of products: IER has carried out carbon analyses of the life cycle of its products since 2017. To date, three carbon life-cycle analyses have been developed (on an airport self-service terminal and two charging stations). The aim is to measure the quantity in kg of CO₂ equivalent emitted by the product over its lifetime. As such, in accordance with the Ademe calculator, a self-service airport check-in kiosk represents 2,489.3 kg CO₂ equivalent over five years. The vehicle charging terminal represents 776,435 kg CO₂ equivalent over seven years. From design to end-of-life, IER is looking for sustainability in its products, for example, by promoting the use of parts from local production. This is the case for nearly 50% of the parts in IER products, thus significantly reducing the carbon impact of transport.

Other innovative solutions to reduce customers' carbon emissions throughout the supply chain: IER uses proven technological expertise to develop new business line processes and deploy innovative concepts in customer environments throughout the supply chain including warehouses, vehicles, transport, points of sale, public places and roads. For example, in the mass distribution sector, IER has been working for more than fifteen years, in partnership with Auchan and COGIT, on the traceability of the fruit and vegetables sector in order to monitor products from the producer to the end customer, automate logistics operations and migrate from disposable to reusable packaging. Thanks to the RFID system, more than 7 million plastic cages are traced per year, making it possible to have less than 0.5% losses and optimize truck loading. It has taken concrete progress measures for its customers, which facilitate the operator's work while respecting the environment:

- 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;

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- the development of a French information system offering optimization solutions for delivery rounds to maximize the usage of the vehicle 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.

For its part, Polyconseil is positioning its “Tech for Good” approach with the energy transition, particularly through the work initiated in 2019 to overhaul a tool enabling companies to declare their polluting emissions, as part of a mission for the Ministry of the Ecological and Solidarity Transition. The data the companies upload to the tool includes an environmental database listing the chemical substances or hazardous pollutants emitted into the air.

1.2.3.1.4. GROUP MANAGEMENT TO REDUCE THE IMPACT OF ITS ACTIVITIES ON CLIMATE CHANGE

Group policy

In order to reduce its greenhouse gas (GHG) emissions, the Group has set itself the objective of implementing an energy consumption management approach based on:

- sobriety: optimization of consumption, fight against energy waste, eco-friendly actions, etc.;
- energy efficiency: investments in energy optimization (LED, presence detectors, renovation of heating/air conditioning systems, etc.), renewal of fleets of vehicles, electrification, etc.;
- promoting renewable energy: strengthening the share of electricity consumption from renewable energy sources (certificate of origin).

Significant efforts are made every day by all divisions to reduce consumption, optimize 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. 50% of entities covered by a management system, including environmental considerations, have at least one site certified by recognized environmental standards (HQE, LEED, EDGE, ISO 14001, ISO 50001 or Biodiversity Commitment).

Area of action	Group objectives	Horizon	Progress at 12/31/2020
Reduction of GHG emissions	<ul style="list-style-type: none"> • Implement an energy consumption management approach based on: <ul style="list-style-type: none"> – energy sobriety (consumption, eco-friendly actions, etc.); – energy efficiency (investments in the energy performance of equipment) 	2022	<ul style="list-style-type: none"> • Implementation of various consumption optimization programs: Bolloré Transport & Logistics’ Challenge ACTogether, the dedicated “carbon sobriety” roadmap for Bolloré Logistics’ 14 largest scope 1 and 2 countries, Bolloré Ports Green Terminal, etc.
Renewable energies	<ul style="list-style-type: none"> • Increase the share of electricity consumption from renewable energy sources (proof of origin) 	2022	<ul style="list-style-type: none"> • Reduction in GHG emissions through the consumption of energy from renewable sources: 39%, vs. 12.5% in 2019

Actions adopted within each of the activities to reduce the impact of our activities on climate change

• Transportation and logistics

Bolloré Ports

Representing nearly 38% of the Group’s GHG emissions (scopes 1 and 2), Bolloré Ports entered into work in 2020 to deepen its commitment to reduce its impact by carrying out a study of climate physical risks for each of its entities. This study is part of the overall approach taken by Bolloré Transport & Logistics entities in Africa to implement a structured climate action plan with quantified reduction targets integrated into the business strategy of the activities.

To this end, in-depth work to identify high GHG emission stations and potential reduction levers is also carried out in collaboration with Sierra Leone’s Technical Director, the Bolloré Ports QHSE Department and the Group CSR Department, as well as work to further the calculation of scope 3 and the definition of decarbonization actions.

Bolloré Ports invests in the construction and development of port infrastructure every year. These investments, and its environmental commitment, meet strict sustainable development criteria (e.g. Green Terminal, eco-responsible procurement), local environmental standards and help reduce carbon footprint and greenhouse gas emissions. On average, 10% of total investment for construction or site rehabilitation is earmarked for the environment, excluding port handling equipment.

The “Green Terminal” approach: Bolloré Ports is a responsible and committed player and has recently adopted a process for certifying its facilities. Through the name “Green Terminal”, Bolloré Ports is rolling out a reinforced environmental management system, whose management consists of optimizing (voluntarily exceeding) ISO 14001. Various measures are promoted in this context, such as the conduct of environmental impact analyses as part of its projects, the construction of infrastructure in line with international environmental standards, the development and implementation of digital

solutions to facilitate data exchange, thus limiting the movement and use of paper, the optimization of waste management (collection, recovery, recycling) with approved partners, water treatment and air quality improvement, training and awareness of best practices related to environmental issues.

The multiplication of environmental technical initiatives working to improve their energy performance and thus reduce greenhouse gas emissions, such as connecting ports to national electricity grids (22 terminals and concessions out of 24, one of which, partially, in 2020) and investments made for the operation of Gausin electric tractors powered by Blue Solutions’ LMP® batteries, also demonstrates the Ports’ commitment to reducing their environmental footprint. 2 tractors were put into service in 2020 with a target of 26 tractors deployed in 2021, representing an investment six times greater than a diesel tractor.

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

Representing slightly less than a quarter of the Group’s GHG emissions (scopes 1 and 2), Bolloré Railways also took part in the work to deepen the impact of climate physical risks with Bolloré Transport & Logistics entities in Africa. Bolloré Railways is also part of Bolloré Transport & Logistics’ overall approach to implementing a structured climate action plan with quantified reduction targets that are integrated into the business strategy of the activities. To this end, detailed work is underway to identify high GHG emission stations and potential reduction levers, as well as work to deepen the calculation of scope 3 and the definition of decarbonization actions.

Bolloré Railways is contributing to the optimization of its energy performance and regularly invests in the renewal of its locomotives through more efficient, less fuel-intensive models that reduce their impact on the environment. In 2019 and 2020, a dozen locomotives were delivered for nearly 25 million US dollars. In 2020, in-depth work was carried out on engines to ensure their efficiency (including energy efficiency) and four new locomotives are expected for 2021. One of Bolloré Railways' priorities is to improve its goods transport plan, in particular by optimizing wagon loads on both legs of the journey. Solar panels are also installed at some Sitarail 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

Representing 36% of the Bolloré Group's GHG emissions (scopes 1 and 2), Bolloré Logistics, as part of the roll-out of its CSR Powering Sustainable Logistics program, has committed to reducing the GHG emissions of its own activities. A first target was set in 2018 and 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 reduction target, Bolloré Logistics worked on an overall roadmap which was submitted to, and approved by, the Executive Committee in early 2019. The roadmap combines solutions based on human behavior with technological solutions:

- for all Bolloré Logistics sites: eco-friendly action campaigns conducted in 2019 and 2020, implementation of a "Green IT" pilot project, an annual inter-country CSR challenge (AcTogether) launched in January 2020, strengthening of the sustainable real estate policy with guidance on low-carbon equipment plans, guidance on replacing fleets of vehicles (handling, service and company vehicles) with more environmentally-efficient solutions;
- for the 14 countries with the highest scope 1 and 2 emissions: energy diagnosis of key sites, monitoring and optimizing of warehouse and office electricity consumption using AI solutions, optimization of air conditioning, low-carbon equipment, insulation, installation of renewable energy equipment, purchase of green energy (REC/GO).

The 14 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. In concrete terms, it involves supporting local management and experts to define a carbon reduction action plan adapted to the country's profile and activities. Three central themes are included – building/heating, air conditioning, vehicle fleets and machinery – on which three main axes are analyzed – sobriety, efficiency and renewable energy. The objective of the approach is to measure the gains generated by reduction actions and thus assess whether they are in line with the established trajectory.

With respect to real estate, Bolloré Logistics embarked on a sustainable buildings policy in 2012 with eight buildings ranking high for environmental performance. This policy was strengthened through a Bolloré Logistics Responsible Building Charter signed in July 2019 by the Chairman and Chief Executive Officer and the Head of Real Estate and Infrastructure division. 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 life at work to enhance wellness, creativity and performance;
- adapting buildings to climate risks by ensuring their resilience.

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. For example, with regard to the construction of major logistics hubs, the construction will always be subject to LEED® and BiodiverCity® dual certification. In terms of the last aspect of the charter, a physical impact study of all Bolloré Logistics' sites with respect to the risks created by climate change was carried out in late 2019–early 2020 with the assistance of a specialized firm.

FOCUS: Bolloré Logistics' "sustainable" real estate portfolio now has eight buildings

- Singapore (2012): logistics platform of 42,000 m² LEED® "Gold" and BCA Green Mark "Platinum" +20,000 m² operational in 2017;
- Nantes (2015): tertiary building of 2,700 m² certified HQE® "Exceptional" and certified BiodiverCity®;
- Roissy (2015): air freight logistics platform of 30,000 m² certified HQE® "Exceptional", LEED® "Gold" and "Biosourced building" and 7,500 m² tertiary building certified HQE® "Excellent" and "Biosourced building", certified BiodiverCity®;
- Le Havre (2016): 24,000 m² logistics platform, LEED® 4 "Silver" and certified BiodiverCity®;
- Melbourne (2016): logistics platform of 10,000 m² certified 5 Star Green – Australian excellence;
- Heathrow (2017): 6,400 m² air freight logistics platform with EPC A-Energy performance certification and ranked in the top 25 of the BREEAM® environmental standard;
- Miami (2018): logistics platform of 25,000 m², LEED® "Gold";
- Singapore (2019): "Blue Hub" logistics platform of 50,000 m² LEED "Gold" certified, BCA Green Mark "Platinum" and BiodiverCity® certification (first certified site in Asia-Pacific). 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.

Alongside these major investments, the Bolloré Logistics network is gradually introducing initiatives to reduce its environmental footprint. As such, Bolloré Logistics Singapore completed the Green Hub solar panel equipment project in early 2020, supplemented by Total Solar Distributed Generation (DG). With a capacity of nearly 1 MW, the system generates the equivalent of 1.3 GWh of electricity per year. Over the full life of this solar roof, Bolloré Logistics will limit the emissions of more than 11,500 metric tons of CO₂. With more than 2,400 solar panels, the system is expected to cover more than 30% of the building's electricity requirements.

In addition to renewable energy production, some sites supply green electricity through the purchase of REC/GO loans. This is the case in Singapore since January 2020, where the Blue Hub is fully powered by green electricity. Based on international renewable energy certificates, electricity comes from a biomass production plant located in Singapore. The Blue Hub uses about 25% of the plant's current capacity. Similarly in France, four sites purchased green electricity in 2019 and 100% of sites since early 2020.

Lastly, the December 2020 launch of AcTogether, an inter-country challenge which encourages 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 (see chapter 2 – 1.2.4.2.5. Building and maintaining a dialog with stakeholders/2020 AcTogether key figures).

• Oil logistics

Bolloré Energy works daily on the environmental performance of its sites, from the standpoint of both pollution control (e.g. 14001 certification, end-of-life rehabilitation of oil depots, etc.) and site energy performance (e.g., ISO 50001 certification (for SFDM), energy optimization of its vehicle fleet, 5% to 8% of which is generally 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. Certified ISO 14001 and ISO 50001, SFDM has also implemented measures to improve its pumping system in order to optimize its energy performance. As such, since 2015 SFDM has committed to reducing its energy consumption by limiting the use of thermal energy during pumping on the pipeline in order to move towards a 90% use rate of electric motors. For information purposes, a thermal motor consumes 40% more energy than an electric motor for 15% lower efficiency. The DMM pipeline from Donges to St. Baussant has 34 motors assigned to flow pumping, 18 electric motors and 16 thermal motors for an average energy consumption of 31 Wh per T.Km transported.

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This approach, linked to a continuous improvement of pumping flows on the line, enables SFDM to better control its energy consumption, reduce the environmental impacts and costs associated with its transport activity. Greenhouse gas emission information campaigns were based on the "rational driving" training, which trained 29 drivers in 2020.

Following the 2015 energy audit, Bolloré Energy continued to renew the oil vehicle fleet in 2020: five oil vehicles were ordered (Euro 6 standard). In total, more than 70% of the fleet met the Euro 5 or Euro 6 standard in 2020. Bolloré Energy aims to renew its entire fleet by 2025.

• Electricity storage and systems

Brittany division

Since January 1, 2017, the French plants of the Brittany division have been supplied with electricity of which 50% is guaranteed to be of renewable origin. With the Brittany division's production activities accounting for nearly 30% of the Bolloré Group's total electricity consumption, the contractualization of renewable energy consumption contracts has a significant impact on the share

of electricity from renewable sources consumed at the Group level. The objective of a 100% - renewable electricity consumption guarantee is set for 2021 at French sites. Blue Solutions in Canada obtained a 2020 warranty certificate certifying that 99% of its electricity consumption is from renewable sources.

Blue Systems

In 2020, the IER energy action plan, initiated in 2016 and completed at over 80%, was renewed for four years (2020-2024). It will focus on the energy performance of buildings and transport activities (internal, vehicle fleets). We have been adjusting heating systems/changing boilers and installing LED lighting since 2016 and continue to do so. A plan to change boilers at the Besançon site is underway for 2021.

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. Certified ISO 14001, AS Belgium is the subject of a contract guaranteeing the share of renewable energy consumed.

1.2.3.1.5. INDICATORS TO MEASURE CLIMATE CHANGE RISKS AND OPPORTUNITIES

Bolloré Group GHG emission monitoring indicators⁽¹⁾

In order to achieve its objectives, the Bolloré Group monitors a set of indicators to manage and measure its performance:

- changes in scopes 1 and 2 GHG emissions (including measuring the consumption of fuel, electricity, heating, etc.);

- measurement of scope 3 GHG emissions (including measuring GHG emissions from waste, the transport of people and the Group's products and services);
- share of consumption of energy from renewable sources.

(in metric tons CO ₂ eq.)	Transportation and logistics	Oil logistics	Electricity storage and systems	Others	2020	2019	2019 proforma	2018	Change 2019/2020	Coverage rate
GHG emissions associated with energy consumption – scope 1 ⁽²⁾	245,052	7,122	3,877	266	256,317	275,098	268,605	268,013	-7%	100%
GHG emissions associated with energy consumption – scope 2 ⁽³⁾	65,388	1,003	6,171	103	72,664	71,574	70,926	61,614	2%	100%
GHG emissions associated with energy consumption – Scope 2 ⁽³⁾ Market Based	62,520	1,003	2,654	103	66,279	-	-	-	-	100%
GHG emissions associated with energy consumption – scope 1 and scope 2	310,439	8,125	10,048	368	328,981	346,672	339,531	329,628	-5%	100%
GHG emissions – scope 3 ⁽⁴⁾	3,301,945	3,932,114	7,864	279	7,242,202	7,844,817	7,842,875	4,671,770	-8%	100%
TOTAL SCOPES 1, 2 AND 3 GHG EMISSIONS	3,612,384	3,940,239	17,912	647	7,571,183	8,191,489	8,182,406	5,001,397	-8%	100%

(1) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless available in the summary tables at the end of the chapter (see chapter 2 – 1.3.2. Summary table of environmental indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's 2020 non-financial performance report.

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

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

(4) 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 December 7, 2020.

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.

Comments on the uncertainty rates depending on the emission factors used:

For scopes 1 and 2, the level of uncertainty at Group level is 5% and 30% depending on the item, according to the rates indicated on the Ademe carbon base.

While the Group continuously refines the reliability and accuracy of its data, the uncertainty rates related to scope 3 emission positions are variable: while the rates related to the upstream of energy are around 5%, other rates, such as business travel and transport services, can reach 70%.

The breakdown of GHG emissions by geographic area and emission item is available in chapter 2 – 1.3.2. Summary table of environmental indicators.

Indicators for monitoring the share of electricity from renewable sources consumed by the Bolloré Group⁽¹⁾

	2020	2019
Total electricity consumption (in MWh)	282,765	286,274
Renewable electricity consumption (in MWh) ⁽²⁾	109,332	35,831
Share of renewable electricity consumption (in %)	39%	12.5%

(1) These indicators cover the Bolloré Group scope outside the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, is nevertheless available in chapter 2 – 1.3.2. Summary table of environmental indicators. More information on the policies and action plans implemented in the Communications division is available in Vivendi's 2020 non-financial performance report.

(2) The following entities are concerned: Bolloré Logistics Singapore PTE LTD, Bolloré Logistics UK LTD, Bolloré Logistics France, Blue Solutions, Bolloré Bretagne, Blue Solutions Canada, Bolloré Transport & Logistics Spain and Bluebus.

1.2.3.2. REDUCING THE ENVIRONMENTAL IMPACTS LINKED TO OUR ACTIVITIES

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.

1.2.3.2.1. RISKS OF LOCAL POLLUTION, INDUSTRIAL ACCIDENTS AND HAZARDOUS MATERIALS MANAGEMENT⁽¹⁾

Prioritization of risks related to the prevention of local pollution risks and hazardous materials management

Transportation and logistics			Oil logistics	Electricity storage and systems		Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Brittany Division	Blue Systems	Vivendi

(1) Priority non-financial risk.
 In blue: priority non-financial risk at the level of the business unit and/or division.
 In gray: non-priority non-financial risk at the business unit and/or division level.

Due to its industrial activity, the Bolloré Group has identified local pollution risks due to industrial accidents as a priority. The transport and storage of hazardous products and the occurrence of industrial accidents or fires represent major environmental risks and are a top priority for prevention. This risk was not identified as one of the priority risks of the Communications division, in

view of the nature of its activities (for more information on the management of priority CSR risks in the Communications division, see chapter 2 Non-financial performance of Vivendi's 2020 universal registration document, section 2. Main non-financial risks).

1.2.3.2.2. PREVENTING THE RISKS OF LOCAL POLLUTION AND INDUSTRIAL ACCIDENTS

Group policy

All Bolloré Group divisions implement action and continuous improvement plans as part of their duty of care cycles to prevent local pollution and industrial accident risks. 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 (EMSs) 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 duty-of-care cycle that is central to the continuous improvement process. The environmental performance of the various entities is monitored regularly at meetings of central and local Management Committees.

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Area of action	Group objectives	Horizon	Progress at 12/31/2020
Commitment of senior management to monitor the Group's performance to preserve the environment	<ul style="list-style-type: none"> 100% of business units must have an environmental policy signed by Management 	2022-25	<ul style="list-style-type: none"> 79% of legal entities included in CSR reporting⁽¹⁾ report that they have an environmental policy
Implementation of environmental management systems	<ul style="list-style-type: none"> 100% of the headcount of legal entities included in the CSR reporting scope⁽¹⁾ covered by a management system that takes into account the environment 	2022	<ul style="list-style-type: none"> 97% of the workforce is covered by a management system that takes the environment into account⁽¹⁾
Certification of management systems	<ul style="list-style-type: none"> 70% of legal entities⁽¹⁾ covered by an environmental management system are certified or report having at least one site certified by an environmental certification (e.g.: ISO 14001, ISO 50001, etc.) 	2022	<ul style="list-style-type: none"> 50% of legal entities⁽¹⁾ covered by an environmental management system are certified or report having at least one site certified by an environmental certification (for example: ISO 14001, ISO 50001, etc.)
Prevention of local pollution and management of hazardous materials	<ul style="list-style-type: none"> 100% of legal entities required to store or transport hazardous materials equipped with pollution prevention devices 	2022	<ul style="list-style-type: none"> 48% of entities declare that they are required to handle and/or store hazardous materials 78% of which declare that they are equipped with a pollution prevention system
	<ul style="list-style-type: none"> Mapping and/or assessment of environmental risks to be carried out on at least 100% of entities reporting industrial sites (updated every two years) 	2022	<ul style="list-style-type: none"> 49% of entities that specify that they have industrial sites, report that they have carried out an environmental risk mapping or environmental analysis (assessment of significant environmental aspects), of which 93% declare that it has been updated within two years

(1) See chapter 2 – 1.3.2.1. CSR reporting methodology note.

(2) This objective was assessed by taking into account the implementation of the ISO 14001 certification scenario across Bolloré Logistics' entire Africa region and Bolloré Ports' ISO 14001 certification forecasts to 2022.

Group progress plan

By 2022, the Group will endeavor to:

- strengthen the deployment of environmental management systems to ensure the existence of the duty of care cycles needed to prevent pollution, minimize the occurrence of environmental incidents and ensure their consistent and immediate management at sensitive sites;
- continuously strengthen the environmental reporting exercise within all of its divisions to improve the reliability of data and the consolidated vision of the policies and actions implemented: to this end, a framework of indicators relating to environmental risks shared by all divisions has been rolled out since 2019. This work was further strengthened in 2020 with the setting of reasonable targets (see above), validated in early 2021 by General Management (members of the Ethics – CSR and Anti-Corruption Committee), and consistent with the continuous improvement approach at the heart of existing policies;
- strive to centralize environmental policies by business units;
- continue to raise awareness and monitor the performance of business units through annual risk management workshops to ensure that policies trickle down, implement action plans and ensure that the Group's objectives are taken into account by the entities, or adapted when required by the specific nature of the activities.

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.

Prevention measures adapted for each activity

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 duty of care cycle implemented within the Group's entities.

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. 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. To ensure environmental performance monitoring, the senior management of the business units set objectives and targets that are measurable and consistent with the QHSE policy for the relevant functions and levels within the organization. Achievement of the targets is monitored at Executive Committee meetings and/or at the annual QHSE Department review. Specific QHSE goals and targets can be defined annually for a given geographic region, country or establishment.

• Transportation and logistics

Since 2010, a risk map with respect to hazardous materials handled, stored and transported by Bolloré Transport & Logistics has identified three security priorities risks for transport and logistics activities:

- the transport of hydrocarbons for railway networks;
- storage of ammonium nitrate for logistics activities;
- handling of class 1, 6 and 7 containers for port activities with safety measures known as "hoist removals".

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.

Although outside the Bolloré Group's activities, the case of the Port of Beirut in 2020 led Bolloré Ports to conduct an in-depth study to further strengthen preventive measures relating to the storage and transport of hazardous materials at its own sites (see chapter 2 – 2. The Bolloré Group's duty of care plan, Due diligence cycle of hazardous materials storage and transport procedures).

Beirut 2020 feedback: enhanced storage and transport of hazardous materials across all Group activities

Recent events related to the storage of dangerous products in the Port of Beirut have reminded all industries and, in particular, the transport and logistics industry of the imperative of the control of dangerous goods. In 2020, a study on hazardous containers and products was conducted on Bolloré Transport & Logistics entities, leading to a review of dedicated operational procedures and the implementation of a detailed action plan by activity.

This update took into account the local references (the operating regulations of the port and railway authorities) and the international references modified in 2020, related to the management of hazardous materials, in particular: the International Code of the IMDG (International Maritime Dangerous Goods) which governs the handling and storage of dangerous containers within port terminals, the European Agreement on the International Carriage of Dangerous Goods by Road (ADR) for road transport and the Regulation on International Rail Transport of Dangerous Goods (RID) for rail transport. Internal operational procedures – SOPs (Standard Operating Procedures) – have strengthened this documentation in light of changes in regulations and are also used for the training of operational staff.

In 2021, Bolloré Ports plans to increase the awareness of its partners on the difficulty and specificity of hazardous container handling and storage, particularly hoist removals or receptions, both in terms of planning and in terms of impact on ship productivity. Hazardous container management must follow a specific process clearly defined by the Bolloré Group and communicated to third parties.

Bolloré Ports

The port entities are managed in compliance with the main environmental management criteria specific to ISO 14001. At the end of 2020, two terminals were ISO 14001 certified (ATL Côte d'Ivoire and MPS 3 Ghana). Bolloré Ports, in its ISO 14001 certification plan, provides for the certification of two additional terminals for 2021 (Benin Terminal and Congo Pointe-Noire) and of two terminals currently under construction (CIT Côte d'Ivoire and the Tibar Bay Project in East Timor) for 2022.

In addition, the Green Terminal approach 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 in networks after treatment in order to limit the impact on neighboring communities of terminal construction and/or operation.

Prior to each implementation and development project, port and rail entities carry out environmental impact studies such as: MPS II in Ghana, Freetown Terminal, Côte d'Ivoire Terminal and Sitarail in 2017. In 2018, impact studies were also carried out as part of the development or modification of port facilities (Haiti, Dili in East Timor and the Côte d'Ivoire Terminal), in consultation with stakeholders. These studies, which are submitted to the competent local authorities and stakeholders (banks, for instance), allow the local populations and the 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.

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 2020, the hazardous materials management processes were restructured in light of regulatory updates to classifications and based on recognized international standards. Bolloré Ports terminals are able to handle, store and deliver hazardous containers under optimal safety conditions and in compliance with international and local standards.

The accidental collapse of a gantry crane represents a major industrial accident risk for port activities. For example, non-compliance with the navigation and berthing rules for vessels arriving at the terminals is responsible for major equipment accident rates. Global statistics for the last ten years show hundreds of ship/quay/gantry crashes, seven of which were at the Bolloré Group's port facilities. In the event of a major accident, an emergency plan and a business continuity plan are deployed by the entity in question and may give rise to a crisis management plan monitored at Bolloré Ports head office.

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.) (see chapter 2 – 1.2.3.2.3. Optimizing waste management and promoting the circular economy) and, on the other hand, to the very nature of the railway activity. 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. In 2020, the hazardous materials management processes were restructured in light of regulatory updates to classifications and based on recognized international standards.

All Bolloré Railways entities are equipped with pollution prevention devices for accidental discharge of hydrocarbons on the railroad, such as anti-pollution kits, pumps, geotextile tarpaulins, tanks, etc. 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. 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. 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 have been built or refurbished for the storage of used creosoted wood sleepers under the best conditions, and a decanter built for the collection of water from the storage area. A medical program was put in place to monitor current and former agents.

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During main and secondary track rehabilitation projects, the railroad sleepers are automatically replaced by concrete ones. The problem of managing creosoted wood sleepers is taken into account from the first feasibility studies of railway line renewal projects. In 2021, as part of the plan to renew the railway line between Douala and Yaoundé, Camrail will call on an NGO to establish an inventory of the use of the creosoted wood sleepers by the populations around the railway track and to inform and raise awareness about the dangers of the use of creosoted wood passageways for domestic purposes.

Bolloré Logistics

Environmental management is governed by the QHSE policy, which states in particular the need to "plan, implement, review and continuously improve" the latter in accordance with ISO 14001, best practices and the legislation and regulations in force in the countries in which it operates. Obtaining global SMI certification in 2020, including ISO 14001 certification for all entities in the Americas, Europe, the Middle East and Asia-Pacific, further reinforces its commitment. In 2021, this SMI Global certification process will be extended to the African continent, of which 100% of the entities are already covered by an environmental management system.

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 instructions 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 measures (extinguishers, armed fire valves, smoke removal, etc.) depending on the level of risk posed by the activities;
- procedures to ensure the overall condition and maintenance of the facilities;
- internal 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, 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.

The 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. Members of the local crisis management cell worked in concert with the highest civil, administrative, police and specialist military authorities. Exercises are also conducted to test the effectiveness of the emergency response plan and the knowledge and ability of stakeholders to respond to an emergency situation.

• Oil logistics

Subject to very strict mandatory regulations relating to its activity (Seveso sites, ICPE, etc.), Bolloré Energy implements an environmental management system on a daily basis to manage environmental risks, such as the risk of spilling hydrocarbons during loading or unloading, as well as the risk of fire on premises and the storage of hazardous products.

The general HSE policy of Bolloré Energy, updated in 2019, covers the risks associated with environmental issues. Similarly, a specific environmental policy has been drawn up for the largest Seveso depots as part of ISO 14001. Thus, 100% of Seveso depots are ISO 14001 certified and 100% of massive 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. Bolloré Energy has committed to a voluntary certification process according to ISO 14001: 2015 for its Seveso oil deposits in 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, enabling employees to gain practical experience in best practices. These exercises mobilize operational staff on site as well as external personnel (firemen, etc.). "Crisis unit" exercises are also organized, notably involving head office personnel. In 2020, a crisis unit was organized at the Gerzat site based on a product leak with a fire scenario.

• Electricity storage and systems

Brittany division

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. The ISO 14001 certification has been gradually extended to all production sites. Blue Solutions Canada and the Bluebus production facility were ISO 14001 certified in 2020. Environmental performance is monitored twice a year by the Management Committee. The next step will be to certify the packaging film activity by 2022.

The local pollution risks identified in the risk map updated in 2019 are subject to dedicated mitigation measures. The main risks identified are as follows:

- fire risks: extinguishing (automatic or manual) and detection systems, training and fire exercises including accidental spill scenarios;
- water pollution risks: storm basins 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;
- air pollution risks involve the treatment of VOCs (volatile organic compounds) discharges with thermal oxidation on the Batteries site.

It should be noted that “all-solid” LMP® battery manufacturing technology has the advantage of avoiding the environmental risks associated with the release of hazardous liquids or the formation of explosive atmospheres in confined environments. In addition, 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. Periodic inspections of facilities are carried out in accordance with the regulations in force. The Covid crisis had no major impact on the performance of these controls, which were planned for the whole of 2020. Service providers and carriers on our sites are subject to prevention plans and security protocols. In 2020, the monitoring of work under fire permits was strengthened with the implementation of two rounds after the completion of work. 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 2020, 10 people were trained in the transport of hazardous materials. Awareness sessions on environmental issues are regularly held at the ISO 14001 certified sites (dashboard distribution, news flashes, etc.).

Blue Systems

All IER and Automatic Systems entities deploy an environmental management system. IER's environmental performance is discussed each year at a Management Committee meeting as part of its process review.

The main Automatic Systems Belgium production sites have ISO 14001:2015 certification. 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 carried out at AS Belgium, as part of the deployment of the BLED solution (noise, light, energy, waste) where each process manager is responsible for assessment vis-à-vis certain environmental issues.

AS Belgium mapped its environmental risks as part of its ISO 14001 certification. This work was also carried out at all IER France sites in 2020, with a view to achieving an ISO 14001 certification. The main risks are:

- production of hazardous waste: soiled rags, WEEE, dirty empty packaging, empty aerosols, batteries, etc.;
- use and storage of cleaning products that may present environmental risks. 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.

Bolloré Group environmental management monitoring indicators

Indicators⁽¹⁾ for monitoring the Bolloré Group's environmental management systems⁽²⁾

(as a percentage)	2020				2020 Total	2019 Total	Change 2020/2019
	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	98	100	87	0	97	88	10
Proportion of entities with a management system that takes the environment into account	98	100	80	0	95	71	34
Of which, the proportion of entities certified or declaring they have at least one environmentally-certified site (e.g. ISO 14001, ISO 50001, etc.)	53	40	60	0	53	51	4

(1) These indicators are derived from CSR reporting (see chapter 2 – 1.3.2.1. CSR reporting methodology note).

(2) These indicators relate to the scope of the Bolloré Group excluding Vivendi, as the risk of local pollution linked to the transport and/or storage of hazardous materials has not been identified as a priority for the Communications division's activities.

Indicators⁽¹⁾ for monitoring the Bolloré Group's environmental incidents⁽²⁾

	Transportation and logistics ⁽³⁾	Oil logistics ⁽⁴⁾	Electricity storage and systems ⁽⁵⁾	Others	2020 Total	2019 Total
Number of environmental incidents	113	3	0	NA	116	123

(1) These indicators cover the scope of CSR reporting (see chapter 2 – 1.3.2.1. CSR reporting methodology note).

(2) These indicators relate to the scope of the Bolloré Group excluding Vivendi, as the risk of local pollution linked to the transport and/or storage of hazardous materials has not been identified as a priority for the Communications division's activities.

(3) 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.

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

(5) Number of environmental accidents causing pollution.

NA: not applicable

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1.2.3.2.3. OPTIMIZING WASTE MANAGEMENT AND PROMOTING THE CIRCULAR ECONOMY

Group policy

The Group pays particular attention to the monitoring of its waste at the various sites in France and abroad, whose management is part of the measures taken to reduce its risks of local pollution (notably the storage of hazardous materials). 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). The results of the report are used to monitor the production of hazardous and non-hazardous waste from the entities' industrial sites included in CSR reporting (see 1.3.2.1. CSR reporting methodology note) and to identify the portion recovered or recycled. They have been included in the calculation of the Bolloré Group's scope 3 since this year.

Hazardous waste is generated by the Transportation and logistics division (particularly in Africa, where a specific treatment is applied to used oils),

Blue Solutions (battery production plants, WEEE at IER) and Bolloré Energy (oil depots where residual hydrocarbons are either treated through thermal regeneration or buried). 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.

Since 2017, the Bolloré Group has strengthened its waste reporting process by refining its analysis mesh by waste sub-categories (more than 30 categories of waste identified such as paper, wood, metals, used oils, etc.) thereby ensuring a more detailed traceability of reported waste and improving the indicator's coverage rate.

Area of action	Group objectives	Horizon	Progress at 12/31/2020
Waste management and the circular economy	<ul style="list-style-type: none"> Implement 4R strategies: reduce, repair, recycle, reuse Increase the share of recycled/recovery waste 	2022	<ul style="list-style-type: none"> 38% of hazardous waste recovered or recycled in 2020, vs. 31% in 2019⁽¹⁾ 48% of non-hazardous waste recovered or recycled in 2020, vs. 41% in 2019⁽¹⁾

(1) CSR reporting indicators (see 1.3.2.1. CSR reporting methodology note).

Group progress plan

By 2022, the Group will endeavor to:

- strengthen the recovery and recycling of its major waste;
- increase the coverage of waste reporting, particularly for non-hazardous waste;
- strengthen the monitoring of the implementation of the 4R strategy implementation objective (reduce, repair, recycle, reuse) in the Group's entities.

Specificities related to waste management and the circular economy within the Group's circular economy activities

• Transportation and 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.

Bolloré Ports

The strengthening of internal reporting including precise monitoring by waste category helped optimize their 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, Republic of Côte d'Ivoire and Senegal. Waste management is largely based on ISO 14001.

As part of the roll-out of the Green Terminal label, Bolloré Ports promotes best practices in its activities such as the establishment of waste plans, investment in equipment that promotes the optimal treatment of waste, the optimization of waste treatment delivered by terminal users (ships, tenants and operators), by integrating dedicated criteria in the calls for tenders associated with the concession and lease agreement, etc. In Republic of Côte d'Ivoire, the waste management approach implemented at the Carena Shipyard is a best practice (see chapter 2 – 2. The Bolloré Group's duty of care plan).

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 (see chapter 2 – 1.2.3.2.2. Preventing the risks of local pollution and industrial accidents/Bolloré Railways – focus on the treatment of creosoted sleepers) and used equipment.

Bolloré Logistics

In 2019, Bolloré Logistics added a second development axis to the climate change and air quality axis of its CSR strategy: the preservation of natural capital and the development of the circular economy, whose work continued within the network in 2020. These challenges involve improvements to the nature and use of packaging with the aim of reducing cardboard and plastic packaging. The vast majority of this waste is not generated by Bolloré Logistics but is due to the bursting of pallets of goods received from shippers. Another part of the waste is linked to the preparation of shipments by Bolloré Logistics teams (plastic film around aircraft pallets, plastic sleeves to block products in parcels, packaging cardboards, etc.).

Several projects started at the beginning of 2019 mainly in Asia-Pacific, Europe and North America, covering various issues: a solution for the reuse of isothermal packaging in marine containers, replacement of the traditional plastic film of aircraft pallets with a finer film made 80% from recycled plastics, use of reusable foam covers. The development of a digital platform for managing reusable consumables began in 2020. Other existing solutions include the use of reusable plastic containers for urban delivery, the optimization of cardboard packaging products (sizes and materials) for contract logistics and regional distribution, and the use of external providers for the repair of wooden pallets, or their reuse for the manufacture of new products and uses. On platforms offering contractual logistics services, the waste generated by the services provided on behalf of a customer is also increasingly managed with a logic of recovery within a circular economy loop. For example, since May 2020, Bolloré Logistics Singapore, via its provider Tay Paper Recycling Pte Ltd, has recycled a total of 25 metric tons of paper and 2.8 metric tons of undesirable plastic packaging on behalf of a cosmetic customer in the Travel Retail segment. The start-up ecosystem opens up new, permanently shifting, avenues that appear to be a source of opportunities for Bolloré Logistics.

FOCUS – Packaging: promoting eco-design and eco-responsible sourcing

While 200 metric tons of plastic were used each year on the Roissy-CDG hub to wrap pallets, Bolloré Logistics teams now use a protective film made up of more than 80% recycled plastic for shipments.

Yellow glassine, which is the adhesive medium for the labels on transport boxes, represented a considerable amount of non-recyclable waste at the Roissy-CDG hub. A partnership was therefore established with a specialist company for its recycling. The process used separates the glue from the adhesive media and forms a pulp used to produce paper for the magazines, which is itself recyclable several times. Thus, for 100 metric tons of glassine, 125 metric tons of paper are obtained, which represents 1,300 trees saved.

• Electricity storage and systems**Brittany division**

Waste from the Brittany division is managed as follows:

- reduction at source:
 - the scraps from the production of dielectric film and certain ranges of packaging films are crushed and extruded to transform them into a secondary raw material. These by-products are sold to customers, or reused in our packaging film process (BRi range using 30% recycled materials),
 - use of returns by the Bluebus activity in order to limit packaging waste;
- the waste generated is sent primarily to recycling channels;
- non-recyclable waste is directed towards energy recovery channels. No waste goes into landfills.

In addition to recycling initiatives already undertaken with its batteries waste treatment partners, Blue Solutions is conducting a research program to extract the metal lithium upstream. A R&D unit was set up in 2020 at the Quimper site

to conduct the first tests. Two patents were filed for this project. The objective is to recover lithium in a form that can be reused in battery manufacturing after purification. In the medium term, this will limit dependence on this strategic material and anticipate future European regulations.

Blue Systems

Following the closure of the French car-sharing services, all vehicles were sold to resale professionals. The cities of Lyon and Bordeaux are currently studying the future of charging networks (stations, electrical terminals).

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 for 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 is the case in North America, where the recycling of end-of-life electronic products is not yet regulated: IER, at the customer's request, offers dismantling, packaging and return of equipment to the factory. The recovered metal is then recycled and electronic waste passed on to specialist organizations.

Indicators⁽¹⁾ for monitoring Bolloré Group waste⁽²⁾

	2020				2020 Total	2019 Total	2018 Total	2020 Coverage rate ⁽³⁾
	Transportation and logistics	Oil logistics	Electricity storage and systems	Others				
Total amount of hazardous waste (in metric tons)	7,090	1,863	489	-	9,442	9,079	9,343	100%
Of which, proportion of hazardous waste recycled or recovered (in %)	23	85	66	-	38	31	20	100%
Total amount of hazardous (or non-hazardous) waste (in metric tons)	18,150	364	3,753	1	22,268	21,183	29,191	98%
Of which, proportion of non-hazardous waste recycled or recovered (in %)	37	89	97	100	48	41	44	98%

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

(2) These indicators relate to the Bolloré Group scope excluding Vivendi, as the risk of local pollution related to the transport and/or storage of hazardous materials has not been identified among the priority risks with regard to the activities of the Communications division. More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

(3) The non-hazardous waste coverage rate corresponds to entities reporting at least one type of waste – the coverage rate for non-hazardous industrial waste is 74%.

1.2.3.2.4. OPTIMIZING WATER MANAGEMENT

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 notably taken into account in the Environmental Management Systems implemented by Group entities (see chapter 2 – 1.2.3.2.2. – Preventing local pollution risks and industrial accidents).

As part of its environmental reporting, the Group monitors its water consumption closely in a constant effort to optimize resources. As a matter of principle, all critical facilities must be equipped to handle wastewater in accordance with local regulations.

Area of action	Group objectives	Horizon	Progress at 12/31/2020
Water management	<ul style="list-style-type: none"> • Launch action within each BU to implement actions to reduce water consumption and prevent leakage/loss on water networks 	2022	<ul style="list-style-type: none"> • To be implemented

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The specificities related to water management within the Group's activities

• Transportation and logistics

Bolloré Ports

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 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. 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. The same will apply to terminals currently under construction such as: Côte d'Ivoire Terminal, Dili in East Timor and the Terra RoRo terminal in Abidjan.

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 Kihon in the Republic of Côte d'Ivoire and Siby in Béréga, 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

Given that water use is mainly linked to sanitary facilities and cleaning, water risk has not been identified as material for Bolloré Logistics' activities. Water consumption is monitored in all entities using meters or invoices. A water consumption reduction policy is in place, notably through the installation of rainwater collection tanks on network sites. The optimization of water consumption is also taken into account in new construction, and daily use is the subject of eco-friendly campaigns with employees.

Water consumption monitoring indicators⁽¹⁾

(in m ³)	2020 ⁽³⁾				2020 Total	2019 Total	2018 Total
	Transportation and logistics	Oil logistics	Electricity storage and systems	Others			
Water consumption ⁽²⁾	1,405,867	47,461	22,098	8,646	1,484,073	1,636,558	1,783,519

(1) This indicator covers the Bolloré Group scope outside the Communications division for the sake of readability with the actions presented qualitatively in this chapter.

(2) Includes water from distribution networks and from the environment.

(3) Total 2020 coverage rate: 100% of the Bolloré CSR reporting scope.

1.2.3.2.5. PRESERVING BIODIVERSITY

The Bolloré Group 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.

Measures taken to preserve biodiversity within the Group's activities

• Transportation and logistics

Bolloré Ports

Prior to making any changes to port 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 to reconcile its operations and the preservation of the biological diversity of the areas 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).

Bolloré Railways

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. 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 on right-of-ways;
- authorize inspection missions for timber products in the departure and 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

Since 2013, Bolloré Logistics has been pursuing an active biodiversity policy supported by a Biodiversity Charter, incorporated since 2018 in its "Powering Sustainable Logistics" CSR program. This was first rolled out in France on four "Biodiversity Commitment" sites, certified by Ecocert® since 2015: the logistics hubs of Roissy and Le Havre, the Nantes site with the BiodiverCity® label, and the head office in Puteaux. Bolloré Logistics' biodiversity management system is based on a concept called "Penser global, agir local" (Think global, act local). It is being developed internationally with the Blue Hub in Singapore, which is the first site in Asia to have obtained BiodiverCity® certification and Ecocert® "Biodiversity Commitment" certification.

The "Bolloré Logistics Responsible Building" Charter signed in July 2019 stipulates that any new large-scale building, such as large logistics hubs, must be certified by an environmental standard and BiodiverCity® certified. Internal design taking living systems into account, a factor for well-being at work, is also recommended for site building and redevelopment. Bolloré Logistics is leading the way in the transport and logistics sector with respect to its commitment to the preservation of urban biodiversity. It is also based on the awareness and involvement of the company's employees in favor of biodiversity, conducted as part of the ActTogether challenge in 2020.

Drawing on this experience, starting in 2018, Bolloré Logistics committed to the Act4nature initiative led by the Entreprises pour l'Environnement (EPE) non-profit and pursued this goal in 2020 by joining the Engagées pour la Nature – Act4nature France initiative. As a partner of the "Biodiversité, tous vivants !" program of the Ministry of Ecological Transition in France, alongside 100 other French companies, Bolloré Logistics is one of the companies that integrates biodiversity into their strategies, activities and value chain.

As part of its "Powering Sustainable Logistics" CSR program, the company has made specific commitments for the 2020-2025 period, including:

- strengthening the fight against illegal traffic in protected species with CITES and of rare wood (FLEGT measures) with the signing of the Buckingham Palace Declaration in 2020 and the implementation of an action plan to be finalized by 2025;

- implementation of a biodiversity action plan for 100% of 35 sites with ecological potential by 2025 (6 sites in 2020), taken from the biodiversity footprint study at 81 Bolloré Logistics priority sites carried out since 2016;
- commitment to doubling biophilic office space by 2025 compared to 2019 to promote well-being at work for employees (132,200 m² in 2019);
- raising the awareness of 50% of employees about biodiversity and climate change in 2022.

1.2.4. COMMITTING OVER THE LONG-TERM TO REGIONAL DEVELOPMENT

As a major global economic player, the Group conducts a proactive policy in the areas of access to education, training and care. It establishes lasting

partnerships on themes related to its activities and values, by developing synergies with the local players in the regions in which it operates.

1.2.4.1. RISKS AND OPPORTUNITIES RELATED TO RELATIONS WITH LOCAL COMMUNITIES⁽¹⁾

Risks and opportunities related to relations with local communities

Transportation and logistics			Oil logistics	Electricity storage and systems		Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Brittany Division	Blue Systems	Vivendi

(1) Priority risk and opportunity.
 In blue: priority non-financial risk at the level of the business unit and/or division.
 In gray: non-priority non-financial risk at the business unit and/or division level.

With locations in 130 countries, including 47 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. This risk has not been identified as one of the priority risks of the Communications division (for more information on the management of priority CSR risks in the Communications Division, see chapter 2 Non-financial performance of Vivendi's 2020 universal registration document, section 2. Main non-financial risks).

1.2.4.2. A GROUP COMMITTED TO THE DEVELOPMENT OF POPULATIONS AND TERRITORIES

In all its activities, one of the Group's priority challenges is to contribute to the development of the regions in which it operates. The Bolloré Group has chosen to have a presence in Africa for many years and spends the majority of its investments there. As the driving force behind Africa's logistics and industrial transformation, with Bolloré Transport & Logistics, it has nearly 60.9% of its 33,243 employees there. It is the leading port operator with 21 operating concessions and its unique know-how in the management of logistics corridors and systems adapted to the countries in question makes it possible to conduct import and export operations in even the most isolated areas. It is also a player

in the railroad sector with three rail concessions in West Africa. Essential for the development of the countries it crosses and a true support for local economies, the railway is a competitive transport tool that enables exports of agricultural production (cotton, sesame, cashew nuts and wood) and feeds national economies (oil, fertilizer, building materials and consumer goods). It enables smoother flows of goods and people between the border countries and contributes to giving landlocked hinterland countries access to the sea. An ecological alternative to road transport, rail transport also reduces congestion, in a context of urbanization and development of African cities.

1.2.4.2.1. GROUP POLICY

In all its activities, one of the Group's priority challenges is to contribute to the development of the regions in which it operates. This is first and foremost based on the recruitment and training of local employees, on its investments and on the dialog with the surrounding communities in its locations. The Group contributes directly or indirectly to the development of the local economy and to the development of public services.

The relationships with local communities and actors enable it to better participate in regional dynamics and be more closely involved in their issues. The Group's local social impact policy is broken down into several key points:

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

Area of action	Group objectives	Horizon	Progress at 12/31/2020
Social, economic and environmental impact studies	• Systematic implementation of social and environmental impact studies upstream of construction projects for which this type of study is relevant	2022	• Monitoring of the indicator and achievement of the objective to be deployed across all Group subsidiaries
	• Deployment of country socio-economic studies in regions where the Group operates in Africa	2022	• Integration of ongoing questionnaires to the Group reporting tool

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1.2.4.2.2. PROGRESS PLAN

True to its DNA and its values, the Bolloré Group has long-term activities and is committed to reconciling its economic performance with its social mission and the preservation of the environment. Socio-economic impact studies were carried out in 2018 and 2019 in eight countries in Africa (see chapter 2 – 1.2.2.2. Promoting human rights in our value chain) to assess the positive impacts of the Group's activities, and notably those of the Bolloré Transport & Logistics Division, at the national level in Africa, particularly in terms of:

- job creation (direct, indirect and induced);
- contribution of the 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, skills transfers, 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, notably with respect to value creation as well as in terms of health and education, thanks to the social and societal initiatives carried out by the subsidiaries. These socio-economic impact studies aim to be gradually extended to other countries on the African continent, notably by integrating the diagnostic questionnaire to the Group's CSR reporting tool in 2021, which will facilitate their deployment and regular updates.

1.2.4.2.3. CONTRIBUTING TO AND PROMOTING LOCAL EMPLOYMENT

In 2020, the Group measured its impact in terms of local employment and observed that the representativeness of local employees remained stable. Of Bolloré's 36,681 employees as at December 31, 2020, 99.0% of employees were local employees, versus 98.9% of employees in 2019.

The proportion of managers on each of the continents is within the Group's average overall, 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 rep-

resentation of women is very good in all regions, with almost equal proportions of women and men. In Africa, the representation of women is still well below the Group average and our diversity requirements.

We are also seeing an increase in the number of local managers and, in particular, women managers. The percentage of local male managers increased from 85% to 92%, and, notably, the percentage of local women managers increased from 89% to 98%.

Workforce monitoring indicators⁽¹⁾ by geographic area⁽²⁾

	2020				2019		
	Workforce	Of which, proportion of women	Of which, proportion of managers	Of which, proportion of local managers	Workforce	Of which, proportion of women	Of which, proportion of managers
TOTAL HEADCOUNT	36,681	30	15	94	39,403	28%	16%
Workforce in Africa	20,230	17	14	92	22,249	17%	15%
Workforce in France and French overseas departments and territories	7,408	42	20	100	7,655	42%	19%
Workforce in Asia-Pacific	5,645	49	16	94	5,772	48%	15%
Workforce in Europe excluding France	1,907	42	14	79	1,976	41%	14%
Workforce in the Americas	1,491	46	15	97	1,508	47%	15%

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Methodology note on social reporting).

(2) These indicators relate to the scope of the Bolloré Group outside the Communications division, as the risk associated with relations with local communities has not been identified as a priority for the division's activities. More information on non-financial risks, policies and action plans implemented in the Communications division is available in chapter 2 – Non-financial performance in Vivendi's universal registration document.

1.2.4.2.4. INVESTING IN THE LOCAL ECONOMY

The Bolloré Group contributes to economic growth through its investments in port and rail infrastructure, its advanced logistics solutions and the development of its electricity storage solutions. It engages in direct employment and has an indirect impact through purchases from local suppliers and service providers (see chapter 2 – section 1.2.2.2.3. Respect for the fundamental rights of communities and local residents and the constant efforts to make a positive contribution to society). Almost 100 million euros of investments in Africa in 2020.

Impacts of the investments for Group activities on the local economy

• Transportation and 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 leading partners and states are driving the creation of jobs and wealth for its countries of operation. Bolloré Transport & Logistics also encourages young entrepreneurs locally. For instance, in Uganda, the Group 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 for 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.

Study by country of the socio-economic footprint of Bolloré Transport & Logistics

	2017 data			2018 data				
	Cameroon	Gabon	Congo	Comoros	Sierra Leone	Kenya	Tanzania	Uganda
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
Induced jobs ⁽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
Goods and services purchased on the domestic 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) Induced jobs in one year via household consumption by direct and indirect employees.

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, meals, 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 of local subcontracting and services (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.

As part of their maintenance operations for the railway and their 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 hundred 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 tracks, i.e. about 65 million m² for the 2,000 km of the two networks. It 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, local purchases mainly include subcontracting costs (security, guards, rent, etc.), equipment rentals and the purchase of fuel. They represented 65 million euros in Eastern Africa corridor countries (Kenya, Tanzania, Uganda) in 2018.

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. Through these activities, the company contributes to the opening of the regions and their economic dynamism (local purchases, taxes and levies).

In accordance with Bolloré Logistics' commitment, the business unit actively applies its local content policy to ensure its positive impact on local economic and social development, including:

- 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 to local populations;
- promoting cooperation in the areas of education, training and company research and development.

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**Brittany division**

Promoting access to renewable energy for the well-being of local populations and economic development with Bluestorage: access to energy is one of the major challenges for developing countries because it contributes to reducing poverty through education, improved health and food security. Through its energy storage solutions, the Bolloré Group contributes to improving access to electricity in isolated off-grid zones. Blue Solutions, which has around thirty renewable energy production facilities in operation in Africa, develops batteries and electricity storage solutions based on LMP® technology. This robust technology, which is resilient to high outdoor temperatures, is particularly well suited to the rural electrification market and climate constraints in Africa.

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

In 2020, Blue Solutions, selected for a project to create 12 mini solar networks with storage solutions in Benin, was one of the 11 groups of companies that won a call for proposals for projects from the OCEF (off-grid clean energy facility). This call for projects is part of the MCA-Benin II Program, which aims to increase access to electricity for populations not served by the conventional network in rural areas. The project presented by Blue Solutions, within a consortium made up of Générale du Solaire (one of the French leaders in the solar energy sector, specializing in the development and operation of photovoltaic solar power plants) and ARESS (a Benin company and energy operator), provides for the development and operation of innovative mini-networks powered by a solar solution with storage in 12 villages in the departments of Alibori and Borgou for a total capacity of 2,2 MWh of installed power and 4 MWh of storage. The cross-expertise of the three partners should enable the development of autonomous, connected, environmentally-friendly networks aimed at improving the availability of electricity and access to electricity for public infrastructure, SMEs, communities and households. In the long term,

more than 65,000 beneficiaries will potentially be connected and more than 5,000 metric tons of CO₂ avoided. These networks, which should be operated under a concession agreement with the State of Benin for a term of twenty-five years, could be operational in the first half of 2022.

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.

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.

1.2.4.2.5. BUILDING AND MAINTAINING DIALOG WITH STAKEHOLDERS

An identification and mapping method is being developed at the Bolloré Group level to be rolled out in the subsidiaries, for the purpose of further developing its duty of care plan (see chapter 2 – 1.1.5. Dialog with stakeholders). Although the dialog with stakeholders is not organized in a consistent way at Group level,

the divisions and subsidiaries maintain constant dialog with their stakeholders. The impacts inherent to their activities are indeed a fundamental aspect of the relationships.

Area of action	Group objectives	Horizon	Advances at 12/31/2020
Building and maintaining dialog with stakeholders	• Development of a method for identifying internal and external stakeholders at the Bolloré Group level	2022	• Work initiated in 2020
	• Launch of a dialog approach with a selection of representative stakeholders for the Group	2022	• Not carried out
	• Identification of existing best practices and areas of attention in the context of industrial projects carried out by the subsidiaries in particular	2022	• In progress in 2020, to be formalized
	• Deployment of the methodology in subsidiaries	2024	• Not carried out

Illustration of stakeholder dialog within the activities

• Transportation and logistics

To successfully carry out its activities and ensure that it contributes to, and is an appreciated partner of, its host communities, 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 duty of care committees within communities throughout the network, where the training needs of participating residents are identified and implemented, for example, on safety constraints around the roads used by people to travel from one city to another

on foot. In 2020, Camrail confirmed the recruitment of an expert, recommended by the World Bank, in preparation for the establishment of an infrastructure renewal plan. In addition, an expert responsible for informing and raising awareness among local communities on the prevention of gender-based violence and violence against children, as well as on the complaint management mechanism, was recruited by Camrail in 2020. She is also responsible for building the capacity of Camrail staff and its subcontractors on these issues.

Each year, paid work is allocated via these bodies to village communities such as weeding the railway, occasional cutting down of trees along the track, weeding of 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).

Furthermore, in conducting the study on the environmental and social impact of the program to renovate infrastructure (PRI), Sitarail set up an information and consultation process for 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 commercial offerings 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 EcoTransIT World (ETW) emissions calculation tool, for GHG and pollutant management, in accordance with the European standard EN 16258;
- 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.

Focused on customers, Bolloré Logistics is committed to maintaining a daily dialog to meet their current and future needs in order to support them in sustainable growth (see chapter 2 – 1.2.3.1.3. Resilience of the organization's strategy: placing control of our carbon footprint at the heart of our products and services/Bolloré Logistics "Customer support in continuous improvement programs"). Every year, Bolloré Logistics conducts a customer satisfaction survey so that they can share their feedback. The results allow Bolloré Logistics to identify areas for improvement by region, country and industry. In 2020, the satisfaction survey was sent to 64,930 customers with a response rate of 2.3%. 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 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 also participates in the new international CDP-Ademe co-initiative called "ACT" to provide its sectoral knowledge of methodological aspects.

Bolloré Logistics has also stepped up dialog with its internal stakeholders with the introduction in January 2020 of an inter-country challenge entitled "AcTogether" that aims to engage and unite employees around 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 its 109 regions.

For the first edition of the challenge that ended in December 2020, 612 actions were launched around the world (of which 497 are completed).

1.2.4.2.6. UNDERTAKING SOCIETAL ACTIONS FOR THE BENEFIT OF LOCAL POPULATIONS

Solidarity is one of the Group's core values. The Bolloré Group's solidarity policy and the actions taken each year in this context are structured around the Fondation de la 2^e chance, the Foyer Jean-Bosco, targeted societal actions and the Direction de l'engagement solidaire international and mécénat Groupe (see chapter 2 – 1.2.4.3. Sponsorship policy).

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 provides financial and human support for a realistic and sustainable professional project, such as the creation or takeover of a business (up to 8,000 euros in funding) 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 Foundation'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.

Key 2020 AcTogether challenge figures:

- 60% of actions fall within the environmental sector (with a large number of actions related to waste management and 4R actions);
- 1,800 metric tons of CO₂ equivalent saved;
- 290 metric tons of waste avoided;
- 36% of actions related to social issues and well-being at work.

• Oil logistics

Site monitoring commissions with residents' associations and State departments, within the prefecture, are organized every year, in accordance with the regulations applicable to Seveso High Threshold sites. There was a site monitoring commission in 2020 for the Chasseneuil-du-Poitou and Strasbourg site, which was an opportunity to meet all stakeholders.

In addition, as part of the health crisis, oil storage and distribution activities were considered essential to the proper functioning of countries in order to ensure the continuity of public services and meet the needs of their customers. 250 delivery drivers continued to travel across France every day to fill the fuel tanks of individuals, communities, and hospitals and supply non-road diesel to farmers.

• Electricity storage and systems

Blue Systems

Blue Systems, which was originally part of the DNA of car-sharing activities, naturally continues to maintain an essential dialog with its stakeholders such as local authorities, as its solution, the Smart Mobility Platform, is specifically designed to support them in the management of mobility services and infrastructure. It offers the city the opportunity to fully authorize mobility services in its territory and gives it the means to negotiate, in order to obtain the best conditions to give them access to the public space and deploy their operations. Thanks to this regulatory tool, the city can offer operators fair access to urban space by balancing the various solutions and by creating a comprehensive and complementary mobility offer to existing transport networks. It enables transport operators to collaborate effectively to maximize the use of city resources and organize mobility services for the benefit of users.

For example, Blue Systems and the city of Lyon have maintained a relationship of trust for several years, which has led them to deploy, as an experiment, the Smart Mobility Platform in the territory. When this project was born, the city's challenge was twofold: to develop sustainable mobility services and bring all of the solutions together. It therefore relied on the Group's technical and technological skills to initiate its mobility operator management project. The Smart Mobility Platform allows it to support operators by facilitating their connection to the platform, supervising them in real time, assisting the city of Lyon in defining performance indicators, integrating mobility policies, ensuring authorizations are complied with and carrying out verifications. Greater Lyon is the first French city to test this type of platform.

Over the past two decades, the Fondation de la 2^e chance has helped over 8,500 people to bounce back. In 2020, 263 new candidates were given support, with average aid per case of 2,948 euros. 75% of candidates received aid for training and 25% for creating a company. Successful beneficiaries aged between 25 and 44 years old represented 50% 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 2020, 11 people with projects were assisted with professional training and/or retraining. The Covid-19 pandemic further weakened the social and financial balance of candidates and winners of the Fondation de la 2^e chance.

The Foyer Jean-Bosco

The Group acquired a building belonging to the Petites Sœurs des Pauvres, built in 1896 and located in rue de Varize, in the 16th arrondissement of Paris. It 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 nationalities from Europe, the Middle East and Asia. 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.

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

Flagship societal initiatives of 2020

In line with its corporate culture and its approach as a engaged and responsible partner, the Group commits to actions throughout the year to make an effective contribution to improving the living conditions of local communities.

• Employee involvement in the Covid-19 health crisis

Employees have been involved individually and collectively to make numerous donations. Several French employees have used their sewing talents to create masks in washable fabrics, approved by the DGA, and provided them to the people who need them most in their region. A customs declarant in Roissy joined the Les Visières solidaires collective to produce visors for caregivers with other volunteers. To combat the spread of the virus, many subsidiaries have made equipment donations (masks, soaps, taps, Thermo Flash thermometers). This was the case for Camrail for the École normale des instituteurs de l'enseignement général (ENIEG) in Ngaoundéré, as well for all subsidiaries in Congo which gave nearly 100 metric tons of food to help the most vulnerable. A medical unit was provided to San Pedro in Republic of Côte d'Ivoire. The residents around the Freetown Terminal also received foods and protective equipment. In the United Arab Emirates, employees mobilized alongside the Sahem for Hope non-profit by helping to handle and distribute more than 400 food kits for needy families. In France, more than 470 kilos of food and hygiene products were collected from our employees, for the benefit of the Restos du cœur non-profit which helps the poorest locally.

In addition to the equipment donations, some logistics operations delivered medical equipment free of charge. In Morocco, for example, our subsidiary has partnered with local players and the Ministry of the Interior of Morocco to ensure the logistics management and distribution of nearly 15 million masks across the country.

• Marathon Day, the Group's flagship event

For the first time, taking health measures into account, 14,000 employees gathered virtually in 85 countries to travel five kilometers on foot or bicycle as part of a solidarity race. In line with the youth sponsorship policy, the Group has chosen to financially support 10 charitable associations in the 10 countries with the most participants, including France, Republic of Côte d'Ivoire, Cameroon, and the Americas and Singapore. Employees volunteered their time by investing alongside local communities. The teams in Rouen and Le Havre organized a collection of board games and children's books to support the Les Nids foundation, which protects young people in difficulty. Bolloré Logistics Miami employees have set up a food bank for the benefit of Doral residents. In the Comoros, the Moroni Terminal teams organized a day of renovation and rehabilitation of the El-Maarouf maternity center, aimed at improving the environment in which women give birth every day. In Niger, Nigeria, Burkina Faso, Madagascar and Congo, employees distributed food and hygiene products to schools as well as school supplies. In Cameroon, the amphitheater of the University of Douala was completely rehabilitated, while in Guinea the teams renovated the sanitary facilities of a school.

1.2.4.3. SPONSORSHIP POLICY

In 2018, the Bolloré Group harmonized its international sponsorship policy, under the "Earth talent by Bolloré" label (<https://www.earthtalentbybolloré.com>), for the benefit of projects sponsored by non-profits and organizations promoting youth empowerment. Being able to give back a part of what we have had the good fortune to receive is a value deeply rooted in the Bolloré Group's DNA.

KEY FIGURES

- 369 societal impact projects, of which 76% in Africa.
- Average donation of almost 5,700 euros to support education.
- More than 1 million euros in response to humanitarian and health emergencies (including Covid-19).

• Other solidarity events

In order to unite employees around major charity events, communications media are created at the head office and then adapted locally to increase team involvement. The Bolloré Transport & Logistics division is carrying out a range of initiatives, and best practices are shared between countries and duplicated, for example:

- **International Women's Day on March 8.** In Guinea, Bolloré Transport & Logistics participated in a project to empower women in precarious situations by training them in soap manufacturing. In Chad, employees made a donation to the resource center for young blind people. In Republic of Côte d'Ivoire, a video was made to promote committed women employees and combat stereotypes. It included an interview with a female truck driver. Other workshops and events were held in the subsidiaries in Singapore, the United Arab Emirates, the United States as well as in the Congo, in the Gulf of Guinea region;
- **Earth Hour, March 29.** Employees from around the world were invited to symbolically turn off the lights for an hour. This initiative re-asserted the company's commitment to environmental issues;
- **Pink October.** Bolloré Transport & Logistics Côte d'Ivoire teamed up with International Day Against Breast Cancer with prevention actions. The Bolloré Logistics teams in the United States also showed their support for research by organizing "speaking circles" about the early detection of breast and cervical cancer;
- **Fight against HIV/AIDS.** Camrail, a subsidiary of Bolloré Railways, has a support unit open to the public, which welcomes people living with the AIDS virus. Free and anonymous screening campaigns are organized regularly in Congo, DRC, Kenya and Burkina Faso, which this year worked in partnership with the African Solidarity Association. In Ghana, Mozambique, Chad, Nigeria, South Africa and Haiti, doctors, peers educators and social assistants have launched awareness campaigns aimed at thousands of employees, subcontractors and users. In Angola, Bolloré Transport & Logistics teams traveled to several schools to organize information sessions.

Lastly, 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 people as possible, kits with school supplies and educational materials are regularly distributed, complementing work to refurbish the school buildings.

For example, in 2017, Sitarail participated in the creation of a post-secondary school for railway professions and provides its premises and accommodation for students. With a pool of trainers selected in part from Sitarail's employees, the school trains students in railway-related fields and provides an introduction to logistics and mechanical concepts. Its location on Sitarail's rail site allows for practical learning as close as possible to the reality in the field. The specialized training gives access to a nationally certified degree. The young graduates provide an important recruitment pool for Sitarail. The school also hosts some ongoing training for employees.

In 2020, the Group promoted the financial independence of more than 10,000 beneficiaries in over 50 countries, via charities working mainly in education, vocational training and entrepreneurship.

- Over 2.7 million euros donated annually, of which 545,000 euros to support youth.

2020 HIGHLIGHTS

In response to the Covid-19 health crisis and in addition to the mobilization of all of the Bolloré Group's local teams, Earthtalent by Bolloré provided exceptional support to two of its non-profit partners.

In April 2020, the Group supported the Covid emergency fund of the Cité internationale universitaire de Paris in order to assist five students in vulnerable situations.

The Group also worked alongside the Fédération française des banques alimentaires to enable its network to maintain food aid for the poorest people in France and in the French overseas departments and territories.

In 2020, Bolloré Africa Logistics, in conjunction with Earthtalent by Bolloré, signed a partnership with the Institut de formation technique de l'ouest based in Cholet, France. This partnership provides excellent training for 12 young people in the process of professional integration.

In Congo, Bolloré Transport & Logistics' teams have renewed their partnership with the ASI (Actions de solidarité internationale) non-profit for the fifth year in a row, helping 30 highly vulnerable young girls with technical training to help them achieve social and professional reintegration.

1.3. Summary tables of the Bolloré Group's non-financial performance monitoring indicators

1.3.1. SUMMARY TABLES FOR SOCIAL INDICATORS

1.3.1.1. METHODOLOGY NOTE ON SOCIAL REPORTING

1.3.1.1.1. GUIDELINES

The reporting of non-financial indicators is based on the internal standards drawn up by the Bolloré Group, i.e. 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.

1.3.1.1.2. 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 the 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.

1.3.1.1.3. COLLECTION PERIOD AND SCOPE

The data relating to the reporting year is 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 2020 and include data from the Vivendi group. Certain indicators are detailed by activity.

1.3.1.1.4. METHODOLOGY NOTE

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.

1.3.1.1.5. CONTROL 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 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

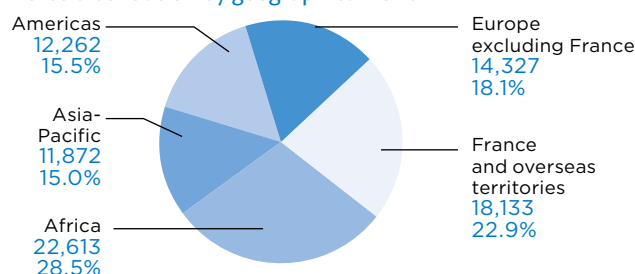
1.3.1.2. SOCIAL DATA

1.3.1.2.1. BOLLORÉ GROUP HEADCOUNT AT DECEMBER 31, 2020

Headcount by activity and geographical zone

	France and overseas departments and territories	Asia	Africa	Asia-Pacific	Americas	Total
Transportation and logistics	4,744	1,606	20,230	5,547	1,116	33,243
Oil logistics	845	52	-	-	-	897
Communications	10,725	12,420	2,383	6,227	10,771	42,526
Electricity storage and systems	1,448	247	-	98	375	2,168
Other (agricultural assets, holding companies)	371	2	-	-	-	373
TOTAL	18,133	14,327	22,613	11,872	12,262	79,207
AS A PERCENTAGE	22.9	18.1	28.5	15.0	15.5	100.0

Workforce distribution by geographical zone



Headcount by gender

	Men	Women	Total
Transportation and logistics	23,269	9,974	33,243
Oil logistics	625	272	897
Communications	20,815	21,711	42,526
Electricity storage and systems	1,733	435	2,168
Other (agricultural assets, holding companies)	191	182	373
TOTAL	46,633	32,574	79,207
AS A PERCENTAGE	58.9	41.1	100.0

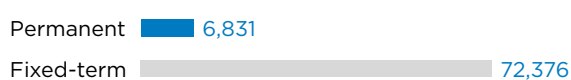
Headcount by type of contract

	Open-ended contracts	Fixed-term contracts	Total
Transportation and logistics	30,197	3,046	33,243
Oil logistics	865	32	897
Communications	38,831	3,695	42,526
Electricity storage and systems	2,130	38	2,168
Other (agricultural assets, holding companies)	353	20	373
TOTAL	72,376	6,831	79,207
AS A PERCENTAGE	91.4	8.6	100.0

Headcount distribution by gender



Headcount distribution by contract type



Headcount by category

	Managers	Of which women	Non-managers	Total
Transportation and logistics	5,132	1,516	28,111	33,243
Oil logistics	107	29	790	897
Communications	15,343	7,431	27,183	42,526
Electricity storage and systems	335	72	1,833	2,168
Other (agricultural assets, holding companies)	93	39	280	373
TOTAL	21,010	9,087	58,197	79,207
AS A PERCENTAGE	26.5	43.3⁽¹⁾	73.5	100.0

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

Headcount 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	1,185	8,088	11,792	8,542	3,636	33,243
Oil logistics	23	119	227	295	233	897
Communications	3,222	17,055	11,710	7,329	3,210	42,526
Electricity storage and systems	115	530	609	592	322	2,168
Other (agricultural assets, holding companies)	21	91	122	74	65	373
TOTAL	4,566	25,883	24,460	16,832	7,466	79,207
AS A PERCENTAGE	5.8	32.7	30.9	21.3	9.4	100.0

Recruitments and departures

In 2020, the Bolloré Group took on 10,597 new employees, 62.5% of whom are on open-ended contracts.

Scope effects, as well as internal hires (transfers and conversions of fixed-term to permanent contracts), are not taken into account.

Recruitment	Workforce	%
Open-ended contracts (CDI)	6,628	62.5
Fixed-term contracts (CDD)	3,969	37.5
TOTAL	10,597	100.0

In 2020, a total of 14,544 people left the company. Scope effects and internal transfers are not taken into account like departures.

Departures	Workforce	%
Resignation (including terminations by mutual agreement)	5,866	40.3
End of fixed-term contracts (CDD)	3,919	26.9
Redundancies for economic reasons	2,581	17.7
Dismissal for non-economic reasons	1,110	7.6
Retirements	725	5.0
Others	343	2.4
TOTAL	14,544	100.0

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

1.3.1.2.2. TRAINING

Workforce trained

Within the Bolloré Group, 49,086 employees underwent at least one form of training in 2020.

	Total	%
Transportation and logistics	14,351	29.2
Oil logistics	679	1.4
Communications	32,615	66.4
Electricity storage and systems	1,336	2.7
Other (agricultural assets, holding companies)	105	0.2
TOTAL	49,086	100.0

Hours of training

In total, 699,419 hours of training were provided.

	Total	%
Transportation and logistics	270,044	38.6
Oil logistics	12,057	1.7
Communications	374,066	53.5
Electricity storage and systems	41,204	5.9
Other (agricultural assets, holding companies)	2,049	0.3
TOTAL	699,419	100.0

1.3.1.2.3. SOCIAL INDICATORS

	2020	% of Group workforce	2019 ⁽¹⁾	% of Group workforce	% Change 2019-2020	2018	% of Group workforce	% Change 2018-2019
Workforce by type of contract								
Workforce on permanent contract (CDI)	72,376	91.4	75,544	90.1	-4.2	72,951	90.1	3.6
Workforce on fixed-term contract (CDD)	6,831	8.6	8,257	9.9	-17.3	8,052	9.9	2.5
Workforce by gender								
Male workforce	46,633	58.9	49,827	59.5	-6.4	49,467	61.1	0.7
Female workforce	32,574	41.1	33,974	40.5	-4.1	31,536	38.9	7.7
Workforce by age								
Employees under 25 years old	4,566	5.8	5,760	6.9	-20.7	5,695	7.0	1.1
25 to 34 years old	25,883	32.7	28,389	33.9	-8.8	27,489	33.9	3.3
35 to 44 years old	24,460	30.9	25,048	29.9	-2.3	24,400	30.1	2.7
45 to 54 years old	16,832	21.3	17,081	20.4	-1.5	16,181	20.0	5.6
55 years old and over	7,466	9.4	7,523	9.0	-0.8	7,238	8.9	3.9
Hiring								
New employees hired ⁽²⁾	10,597	-	15,171	-	-30.1	17,493	-	-13.3
Including hires in open-ended contracts (CDI)	6,628	62.5	9,465	62.4	-30.0	11,783	67.4	-19.7
Departures								
Number of departures ⁽³⁾	14,544	-	15,738	-	-7.6	18,216	-	-13.6
Including number of redundancies for economic reasons	2,581	17.7	1,198	7.6	115.4	1,751	9.6	-31.6
Including number of individual dismissals	1,110	-	1,419	9.0	-21.8	1,657	9.1	-14.4
Professional training								
Number of employees who have benefited from training actions	49,086	62 ⁽⁵⁾	51,989	62.0	-3.9	53,554	66.1	-2.9
Number of training hours given	699,419	-	886,533	-	-21.1	862,005	-	2.8
Average number of training hours given per participant	14.2	-	17.1	-	-17.0	16.1	-	5.9
Absenteeism								
Number of employees having at least one day of absence	37,742	47.7 ⁽⁵⁾	39,441	47.1	-4.3	41,875	51.7	-5.8
Total number of days' absence	615,235	-	569,368	-	8.1	591,164	-	-3.7
Sick leave	344,151	55.9	309,287	54.3	11.3	324,758	54.9	-4.8
Maternity/paternity leave	163,806	26.6	167,724	29.5	-2.3	169,030	28.6	-0.8
Professional relationships and report on 2020 collective bargaining agreements								
Number of collective agreements signed (France only)	144	-	183	-	-21.3	144	-	27.1
Number of collective agreements signed (countries other than France) ⁽⁴⁾	71	-	81	-	-12.3	74	-	9.5
Organization of working time								
Full-time workforce	76,460	96.5	81,552	97.3	-6.2	78,711	97.2	3.6
Part-time workforce	2,747	3.5	2,249	2.7	22.1	2,292	2.8	1.9
Professional insertion and people with disabilities								
Number of people with a disability	705	0.9	655	0.8	7.6	604	0.7	8.4

(1) The number of new hires and the number of departures in 2019 have been restated: fixed-term contracts converted into permanent contracts have been removed from the recruitment of permanent contracts as well as end-of-term contracts.

(2) External permanent hires + fixed-term hires, excluding internal transfers, conversions of fixed-term to permanent contracts and scope effects.

(3) Excluding internal transfers, conversion of fixed-term into permanent contracts and scope effects.

(4) Bolloré SE scope excluding Vivendi.

(5) Excluding staff of entities entering the scope of consolidation in 2020.

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

1.3.2. ENVIRONMENTAL INDICATOR SUMMARY TABLES

1.3.2.1. METHODOLOGY NOTE ON CSR 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.

1.3.2.1.1. REPORTING SCOPE

The scope of companies examined corresponds to the consolidated integrated financial scope (excluding finance and operating companies accounted for using the equity method) established as at December 31, 2019. For 2020, the scope of reporting includes companies that have:

- a workforce of 20 or more; and/or
- revenue greater than or equal to 10 thousand of euros; and
- in existence for at least one year (i.e. with one full accounting year completed as at December 31)⁽¹⁾.

With respect to these thresholds, the Bolloré (excluding communications) CSR reporting covers:

- 115 Group entities (versus 247 entities in HR reporting);
- 89% of the Group's total headcount in 2019 (excluding communications) and 92% in 2020;
- 87% of the Group's 2019 revenue (excluding communications).

With regard to the integration thresholds relating to Bolloré's CSR reporting and Vivendi's environmental reporting (see Vivendi's 2019 universal registration document, chapter 2 – 7.1.3.3. Environmental Scope), the environmental

indicators consolidating the Communications division published in 1.3.2.2. Environmental Data cover more than 90% of the Bolloré Group's total headcount (Vivendi included) in 2020.

The Bolloré Group installed specialist CSR reporting software enabling decentralized collection and centralized consolidation of non-financial indicators.

This tool is deployed in all entities of the Transportation and logistics, Electricity storage and system divisions as well as in the holding entities. All of these companies' data is collected in a shared tool, while those of Havas and Vivendi, which are specific to their activities, are collected in a single tool which is, however, specific to them.

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.

Waste reporting is only intended for Bolloré Group industrial entities. All entities that do not only carry out office activities are considered to be industrial entities.

1.3.2.1.2. 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 several themes. 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).

In 2020, the data collection period was brought forward and took place from November 15 to January 15 N+1. Estimates may be made for missing data.

(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.

1.3.2.1.3. 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 December 7, 2020. 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.

For the first time, for 2020 data, the Bolloré Group reported its emissions under scope 2 according to the market-based method. Eight entities reported that they used electricity from renewable sources. The *garanties d'origine renouvelable* (renewable energy guarantees) instruments were analyzed for each of these entities. They consist of the following entities: Bolloré Logistics Singapore PTE LTD, Bolloré Logistics UK LTD, Bolloré Logistics France, Blue Solutions, Bolloré Bretagne, Blue Solutions Canada Inc., Bolloré Transport & Logistics Spain and

Bluebus. In accordance with the recommendations of the GHG Protocol, an emissions factor communicated by the renewable electricity supplier was used, and a residual factor specific to the entity's country was applied, if available.

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 emissions relating to train journeys, the Group decided to use the emissions factor for the diesel TER regional express trains in the Ademe carbon base. 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.

1.3.2.2. ENVIRONMENTAL DATA

1.3.2.2.1. GREENHOUSE GAS CONSUMPTION

Greenhouse gas emissions by scope

(in metric tons CO ₂ eq.)	Transportation and logistics	Oil logistics	Electricity storage and systems	Communications	Others	2020	2019	2018	2017	Change 2019/2020
GHG emissions associated with energy consumption – scope 1 ⁽¹⁾	245,052	7,122	3,877	15,263	266	271,580	289,283	285,494	281,908	-6%
GHG emissions associated with energy consumption – scope 2 ⁽²⁾	65,388	1,003	6,171	31,775	103	104,439	106,785	97,169	107,081	-2%
GHG emissions associated with energy consumption – scope 1 and scope 2	310,439	8,125	10,048	47,038	368	376,019	396,069	382,663	388,989	-5%
GHG emissions – scope 3 ⁽³⁾	3,301,945	3,932,114	7,864	132,086	279	7,374,288	8,024,932	4,828,966	4,664,007	-8%
TOTAL SCOPES 1, 2 AND 3 GHG EMISSIONS	3,612,384	3,940,239	17,912	179,124	647	7,750,307	8,421,001	5,211,629	5,052,996	-8%

(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 the transport of goods in the provision of freight forwarding services and to work-related travel. For Vivendi (Communications), scope 3 corresponds to the other emissions produced by the Group's activities that are not recorded in scopes 1 and 2 but which are linked to the full value chain, for example: purchases of raw materials (paper, cardboard, plastics, etc.) and the management of waste generated by Vivendi's subsidiaries' activities, employee business travel... Greenhouse gas emissions related to the purchase of services and content as well as the emissions generated by the use of the 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. The following emissions items were added for Vivendi in 2020: GHG emissions related to cardboard purchases (excluding packaging) used for the manufacture of products, purchases of wood used in the manufacture of products, purchases of paper for the printing of books and emissions related to road freight (Editis only). 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 7, 2020.

Comments on the uncertainty rates depending on the emission factors used:

For scopes 1 and 2, the level of uncertainty at Group level is 5% and 30% depending on the item, according to the rates indicated on the Ademe carbon base.

While the Group continuously refines the reliability and accuracy of its data, the uncertainty rates related to scope 3 emission positions are variable: while the rates related to the upstream of energy are around 5%, other rates, such as business travel and transport services, can reach 70%.

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1. Bolloré Group non-financial performance statement

• Scope 3 details

(in metric tons CO ₂ eq.) (excluding Communications)	Transportation and logistics	Oil logistics	Electricity storage and systems	Communications	Others	2020	2019
Upstream energy	67,819	2,157	1,889	–	100	71,965	11,887
Waste	4,413	951	5,520	3,064	0	13,947	9,981
Combustion of petroleum products	–	3,928,985	–	–	–	3,928,985	4,478,100
Emissions from the transportation of goods in the course of freight forwarding	3,226,368	–	–	–	–	3,226,368	3,323,586
Business travel	3,345	21	455	28,548	179	32,548	21,263
TOTAL	3,301,945	3,932,114	7,864	31,612	279	7,273,814	7,844,817

Comments on the uncertainty rates depending on the emission factors used:

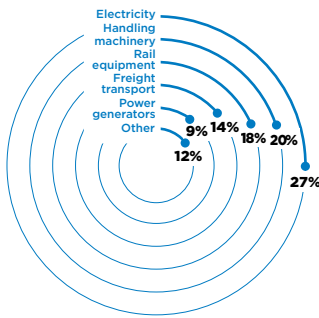
For scopes 1 and 2, the level of uncertainty at Group level is 5% and 30% depending on the item, according to the rates indicated on the Ademe carbon base.

While the Group continuously refines the reliability and accuracy of its data, the uncertainty rates related to scope 3 emission positions are variable: while the rates related to the upstream of energy are around 5%, other rates, such as business travel and transport services, can reach 70%.

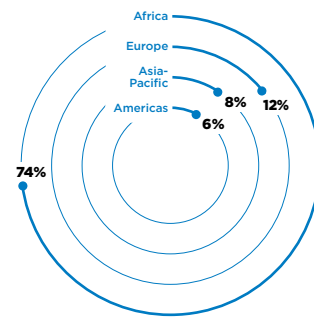
Vivendi's scope 3 items presented in this table are items common to Bolloré and Vivendi.

Breakdown of Bolloré Group scopes 1 and 2 Greenhouse gas emissions

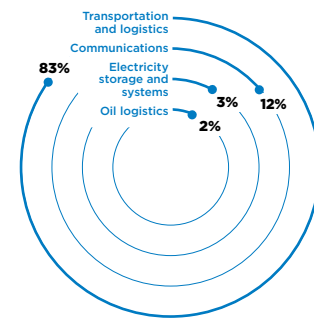
By issuing item



By geographic area



by division/business line



Energy consumption

	Units of measure	2020 data	2019 data	2018 data	% total Group workforce covered by the indicator in 2020
Energy consumption					
Electricity					
Electricity consumption in buildings (offices, warehouses, factories, etc.) ⁽²⁾	MWh	272,370	388,640	387,918	100
Electricity consumption from renewable sources ⁽²⁾⁽³⁾	MWh	128,687	–	–	100
Energy in buildings (heating and air conditioning)					
Total urban heating or heating network consumption ⁽²⁾	MWh	9,957	9,751	8,577	100
Total heating oil consumed ⁽²⁾	m ³	639	884	1,077	100
Total natural gas consumed ⁽²⁾	m ³	1,750,137	2,303,548	2,147,211	100
Power generators					
Total diesel (generators, etc.) consumed ⁽¹⁾	m ³	12,869	13,061	10,095	100
Total gasoline (generators, etc.) consumed ⁽¹⁾	m ³	11	252	131	100
Transportation of goods					
Total heavy fuel oil and distillate diesel oil (DDO) consumed by the goods transportation fleet ⁽¹⁾	m ³	61	208	11,900	100
Total diesel consumed by the goods transportation fleet ⁽¹⁾	m ³	19,983	21,893	38,755	100
Total gasoline consumed by the goods transportation fleet ⁽¹⁾	m ³	119	78	83	100
Passenger transport					
Total diesel consumed by the passenger transportation fleet ⁽²⁾	m ³	5,616	5,798	4,962	100
Total gasoline consumed by the passenger transportation fleet ⁽²⁾	m ³	2,643	2,629	2,140	100
Total liquefied petroleum gas (LPG) consumed by the passenger transportation fleet ⁽²⁾	m ³	0	1	23	100
Handling equipment					
Total diesel or non-road diesel consumed by handling equipment ⁽¹⁾	m ³	29,590	31,010	31,928	100
Total liquefied petroleum gas (LPG) consumed by handling equipment ⁽¹⁾	m ³	991	1,202	1,152	100
Total natural gas consumed by handling equipment ⁽¹⁾	m ³	5	1	1	100
Rail equipment					
Total DDO (distillate diesel oil) consumed by traction units ⁽¹⁾	m ³	10,533	12,715	–	100
Total diesel consumed by traction units ⁽¹⁾	m ³	14,699	15,165	–	100
Total diesel or non-road diesel consumed by heavy vehicles ⁽¹⁾	m ³	658	515	–	100
Total DDO (distillate diesel oil) consumed by heavy vehicles ⁽¹⁾	m ³	20	126	–	100
Other equipment					
Total diesel or non-road diesel consumed by public works equipment ⁽¹⁾	m ³	139	36	–	100
Total diesel or non-road diesel consumed by miscellaneous equipment ⁽¹⁾	m ³	314	146	–	100
Quantity of gasoline consumed by various machinery ⁽¹⁾	m ³	13	–	–	100

(1) Only Bolloré Group entities are included in this indicator.

(2) Bolloré Group and Vivendi entities are included in this indicator.

(3) Constitutes the renewable portion of energy consumption. For Bolloré, the following entities are concerned: Bolloré Logistics Singapore PTE LTD, Bolloré Logistics UK LTD, Bolloré Transport & Logistics France, Blue Solutions, Bolloré Bretagne, Blue Solutions Canada Inc., Bolloré Logistics Spain and Bluebus.

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

Bolloré Group waste⁽¹⁾

(in metric tons)	2020			2019		2018	
	Total weight	% recycled or recovered	Emissions in metric tons CO ₂ eq.	Total weight	% recycled or recovered	Total weight	% recycled or recovered
Hazardous waste							
Treated or contaminated wood	1	0	0	1	66	379	0
Soiled rubber	78	100	55	–	–	–	–
Empty contaminated packaging	55	91	147	29	98	32	87
Other contaminated waste (rags, sawdust, filters)	201	44	142	122	25	244	22
Contaminated water	4,983	20	1	6,268	13	6,699	8
Spent hydrocarbons and oils	1,825	84	1,289	1,954	86	1,344	80
Paints and solvents	13	20	9	3	36	26	11
Chemical residues	126	26	89	135	44	41	13
Batteries	101	35	7	98	31	120	26
Electrical and electronic equipment waste (EEEW)	42	84	1	40	94	34	98
Aerosols	3	44	2	2	32	2	18
Infectious infirmity material	141	99	132	49	87	13	0
Office supplies (printer/toner cartridges)	10	32	0	7	30	8	53
Sludge and soiled earth	204	7	144	–	–	–	–
Other hazardous waste	1,660	54	1,172	372	20	400	27
Non-hazardous waste							
Untreated wood/pallets	1,292	91	7	1,430	96	1,508	95
Cardboard	2,230	96	361	1,523	98	1,283	97
Paper	869	80	884	479	62	713	45
Plastics (bottles, packaging, bags, film, etc.)	2,228	95	5,962	2,075	93	2,213	97
Food leftovers	249	90	162	269	1	88	3
Green waste	17	31	0.1	12	25	1	0
Ferrous scrap metal	1,251	82	5	1,475	85	1,196	99
Other metals	91	84	0.4	52	100	74	100
Rubble and ballast	179	100	8	197	65	365	0
Brake shoes	65	98	0.3	57	79	26	81
Rubber	844	60	19	915	65	1,050	65
Textiles and nylon	2	0	0.1	15	0	5	0
Glasses	19	19	1	12	50	29	93
NHIW (unsorted waste)	12,753	19	281	11,830	6	15,478	11
Other non-hazardous waste	180	14	4	842	98	5,162	78
Total							
Total hazardous waste	9,442	38	3,190	9,079	31	9,343	20
Total non-hazardous waste	22,268	48	7,694	21,183	41	29,191	44

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

These indicators relate to the Bolloré Group scope excluding Vivendi, as the risk of local pollution related to the transport and/or storage of hazardous materials has not been identified among the priority risks with regard to the Communications division's activities. More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

1.3.3. TABLES

1.3.3.1. CROSS-REFERENCE TABLE

Global financial risks performance	Information required by decree no. 2017-1265	Information published in the 2020 non-financial performance statement	Global compact	GRI	
Health and safety of employees and third parties	Workplace health and safety conditions	1.2.1.1. Protecting health and ensuring the safety of the women and men exposed as part of our activities	#4-5	GRI 401 GRI 403	
	Workplace accidents, particularly their frequency and severity, as well as occupational illnesses				
	Measures taken to protect the health and safety of consumers				
Working conditions and social dialog	Organization of social dialog (in particular the procedures for informing and consulting staff as well as negotiation procedures)	1.2.1.2. Promoting social dialog and quality working conditions 1.3.1.2. Social data	#3	GRI 407	
	Report of agreements signed with trade unions or staff representatives, mainly regarding occupational health and safety				
	Organization of working time				
	Compliance with the provisions of the ILO core conventions on social dialog and respect for freedom of association and wthe right to collective bargaining	1.2.1.2.2. Promoting social dialog and quality working conditions	#3	GRI 407	
Attracting and retaining skills	Hiring and departures	1.2.1.2. Being an attractive employer 1.3.1.2. Social data	#4	GRI 401 and 402	
	Compensation and changes in compensation			GRI 201 and 202	
	Measures taken to improve gender equality			GRI 405	
	Total number of training hours			GRI 404	
	Total workforce and distribution by gender, age and geographical area			GRI 401	
	Absenteeism			GRI 401	
	Policy to combat discrimination			GRI 406	
	Compliance with the provisions of the ILO core conventions on the elimination of discrimination in the field of employment and occupation			GRI 406	
Measures taken to encourage the employment and integration of disabled people	GRI 405				
Human rights	Inclusion of social and environmental issues in the purchasing policy	1.2.2.2. Promoting human rights in our value chain	#1-2	GRI 204	
	Consideration of corporate social responsibility in relations with suppliers and subcontractors			GRI 404	
	Compliance with the provisions of the ILO core conventions on the elimination of forced or compulsory labor			#5-6	GRI 409
	Compliance with the provisions of the ILO core conventions on the elimination of child labor			#5	GRI 408
	Other human rights initiatives			#1-2	GRI 103, 406 and 411
	Information on combating corruption: initiatives to prevent corruption			1.2.2.1.1. Sharing the same business ethics	#10

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

Global financial risks performance	Information required by decree no. 2017-1265	Information published in the 2020 non-financial performance statement	Global compact	GRI
Local pollution and management of hazardous materials	Training policies, particularly for environmental protection	1.2.3.2.2. Preventing local pollution risks and industrial accidents		GRI 404
	Organization of the company to respond to environmental issues and, where necessary applicable, environmental evaluation and certification processes		GRI 103 and 307	
	Resources allocated to preventing environmental hazards and pollution			
	Consideration of any form of pollution specific to a business, in particular noise and light pollution		GRI 301, 305, 306 and 413	
	Measures to prevent, recycle, reuse, recover and dispose of waste			
	Measures to prevent, reduce or remedy emissions into air, water and soil that seriously damage the environment		GRI 301, 305 and 306	
	Water consumption and water supply having regard to local constraints		GRI 303	
	Land use		–	
	Protecting biodiversity: measures taken to conserve or restore biodiversity		GRI 304	
	Consumption of raw materials and measures taken to use them more efficiently		1.2.3.1.3. Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services	
Energy consumption, measures taken to improve energy efficiency, and use of renewable energies	1.2.3.1. Adapting to and combating climate change 1.3.2.2. Environmental data	#7-8-9	GRI 302	
Risks and opportunities related to climate change	Significant sources of greenhouse gas emissions generated by the company's activity, in particular through the use of the goods and services its produces	1.2.3.1. Adapting to and combating climate change 1.2.3.1.3. Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services 1.3.2.2. Environmental data		GRI 305
	Measures taken to adapt to the consequences of climate change		GRI 201, 302 and 305	
	Voluntary medium- and long-term targets to reduce greenhouse gas emissions and the means used to achieve them		#7-8-9	GRI 305
	The amount of provisions and guarantees for environmental risks	Note 11, "Provisions and litigation" table	–	GRI 201
Risks and opportunities related to relations with communities	Impact of the company's activity on employment and local development	1.2.4. Committing over the long-term to regional development	–	GRI 203
		1.2.4. Committing over the long-term to regional development	–	GRI 411
	Impact of the company's activity on local or neighboring populations	1.2.1.1. Protecting health and ensuring the safety of the women and men exposed as part of our activities	–	GRI 413
	Relationships and dialog with the company's stakeholders	1.2.4. Committing over the long-term to regional development	–	GRI 413
		1.2.4. Committing over the long-term to regional development	–	GRI 201
	Partnership or sponsorship initiatives	1.2.4.3. Sponsorship policy	–	

In terms of its activities, the fight against food waste, the fight against food poverty and respect for animal welfare and responsible, equitable and sustainable food are not part of the Bolloré Group's CSR priority risks.

1.3.3.2. TCFD CROSS-REFERENCE TABLE

The 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 (from the CDP or URD) ⁽¹⁾
Governance		
Describe 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) 2020 URD – chapter 2 – 2.3.1.2. Towards the implementation of a Group climate strategy, "Group governance in the face of climate risks and opportunities" CDP Climate Change C1.1, C1.1a, C1.1b
	b) Describe management's role in assessing and managing climate-related risks and opportunities	b) URD 2020 – chapter 2 – 2.3.1.2. Towards the implementation of a Group climate strategy, "Group governance in the face of climate risks and opportunities" CDP Climate Change C1.2, C1.2a
Strategy		
Disclose the current 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) 2020 URD – chapter 2 – 2.3.1.1. Climate change risks and opportunities CDP Climate Change C2.1a, C2.1b, C2.2a
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	b) URD 2020 – chapter 2 – 2.3.1.1. Climate change risks and opportunities CDP Climate Change C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.1d, C3.1e, C3.1f
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario	c) URD 2020 – chapter 2 – 2.3.1.3. Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services CDP Climate Change C3.1a, C3.1b, C3.1c, C3.1d
Risk management		
Describe how the organization identifies, assesses, and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risk	a) 2020 URD – chapter 2 – 2.3.1.1. Climate change risks and opportunities CDP Climate Change C2.2
	b) Describe the organization's processes for managing climate-related risks	b) URD 2020 – chapter 2 – 2.3.1.4. Management of the Group to reduce the impact of its activities on climate change 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) URD 2020 – chapter 2 – 2.3.1.1. Climate change risks and opportunities CDP Climate Change C3.1
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) 2020 URD – chapter 2 – 2.3.1.5. Indicators to measure climate change risks and opportunities CDP Climate Change 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) URD 2020 – chapter 2 – 2.3.1.5. Indicators to measure climate change risks and opportunities, "Bolloré Group GHG monitoring indicators" CDP Climate Change C5, C6, C7
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	c) URD 2020 – chapter 2 – 2.3.1.2, 2.3.1.3., 2.3.1.4., "Group objectives" CDP Climate Change C4.1, C4.2

(1) URD = The Bolloré Group's 2020 universal registration document. CDP = The Bolloré Group's 2020 responses to the CDP Climate Change questionnaire (available at <https://www.cdp.net/en>).

1.4. Report by the independent third party, on the consolidated non-financial performance statement

To the General Meeting,

In our capacity as an organization independent of your company (hereinafter the "Entity"), accredited by Cofrac under number 3-1681 (scope of accreditation available at www.cofrac.fr), we hereby present our report on the consoli-

dated non-financial performance statement for the fiscal period closed on December 31, 2020 (hereinafter the "Statement"), presented in the management report in application of the provisions of articles L. 225-102-1, R. 225-105 et R. 225-105-1 of the French commercial code (*Code de commerce*).

RESPONSIBILITY OF THE ENTITY

It is the responsibility of the Board of Directors to prepare a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-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 Entity's procedures (hereinafter the "Guidelines"), whose significant aspects are summarized in the Statement.

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 intended to ensure compliance with the laws and regulations, ethical rules and professional doctrine applicable.

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 entity's compliance with other applicable legal and regulatory provisions, particularly with regard to the duty of care plan and the fight against corruption and tax evasion or on the compliance of its products and services with the applicable regulations.

NATURE AND SCOPE OF OUR WORK

Our work described below has been carried out in accordance with the provisions of articles A. 225-1 et seq. of the French commercial code (*Code de commerce*), the professional guidelines of the Compagnie nationale des Commissaires aux comptes relating to this intervention and the international standard ISAE 3000⁽¹⁾:

- we familiarized ourselves with the business activity of all of the entities included in the consolidation scope and the description of the principal risks;
- 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 of the French commercial code (*Code de commerce*) governing social and environmental affairs, as well as the information provided for in paragraph 2 of article L. 22-10-36 of the French commercial code (*Code de commerce*) regarding 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 the activities of all of the entities included in the consolidation scope, including where relevant and proportionate, the risks created by its business relationships, its products or services, as well as its policies, actions and the outcomes thereof, including the key performance indicators associated with 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 (actions and results) that we considered the most important presented in Appendix 1. For certain risks (corruption and influence peddling, security and protection of personal data, content risks), our work was carried out at the level of the consolidating entity, for other risks, work was carried out at the level of the consolidating entity and in a selection of entities listed below: Conakry Terminal, Abidjan Terminal, Sitarail, Bolloré Transport and Logistics Côte d'Ivoire, Société Française Donges-Metz, Bolloré Energy, Bolloré Logistics France, Bolloré Bretagne, and Camrail;

- we verified that the Statement covers the consolidated scope, i.e. all entities within the consolidation scope in accordance with article L. 233-16 of the French commercial code (*Code de commerce*) 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;
- for the key performance indicators and other quantitative outcomes that in our judgment were of most significance presented in Appendix 1, we carried out:
 - 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. This work was carried out on a selection of contributing entities listed above and covering between 20% and 32% of the consolidated data selected for these tests (20% of staff, 27% of water consumption, 32% of electricity consumption);
- we assessed the overall consistency of the Statement with respect to our knowledge of all the entities included in the scope of consolidation.

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.

(1) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

MEANS AND RESOURCES

Our work involved five people and took place between September 2020 and April 2021 over a total period of eight weeks.

We conducted ten interviews with the persons responsible for preparing the Statement, notably representing the CSR, Human Resources and Compliance Departments.

CONCLUSION

Based on our work, nothing has come to our attention that causes us to believe that the consolidated 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.

Paris-la Défense, April 19, 2021

The independent third party
EY & Associés

Laurent Vitse
Partner

Éric Duvaud
Partner, sustainable development

2 Bolloré Group non-financial performance

1. Bolloré Group non-financial performance statement

APPENDIX 1: INFORMATION CONSIDERED TO BE THE MOST IMPORTANT

Social information	
<i>Quantitative information (including key performance indicators)</i>	<i>Qualitative information (actions or results)</i>
Headcount and transfers (number of hires, departures and redundancies) (in numbers) Number of employees trained (in numbers) Number of training hours given (in numbers) Number of workplace accidents with lost-time (in numbers) Frequency rate Severity rate	<ul style="list-style-type: none"> – Actions to attract and retain skills – Measures in favor of social dialog – Prevention actions for the health and safety of employees, users and third parties
Environmental information	
<i>Quantitative information (including key performance indicators)</i>	<i>Qualitative information (actions or results)</i>
Total quantity of hazardous waste and recycled or recovered portion (in tons) Total quantity of non-hazardous waste and recycled or recovered portion (in tons) Water consumption (in m ³) Energy consumption by type of energy and by use (in MWh or m ³) Breakdown of Scopes 1 and 2 greenhouse gas emissions (in CO ₂ eq. t)	<ul style="list-style-type: none"> – Pollution forecasting and hazardous materials management measures – Actions to combat climate change (own activities and low-carbon products) – Identification of the main GHG emission items within scope 3 – Water management
Societal information	
<i>Quantitative information (including key performance indicators)</i>	<i>Qualitative information (actions or results)</i>
Percentage of entities where employees can benefit from union representation and/or staff representation (in %)	<ul style="list-style-type: none"> – Measures for local communities – Other human rights initiatives – Initiatives to prevent corruption and tax evasion – Measures taken to protect personal data – Actions concerning the responsible nature of the content

2. Duty of care plan of the Bolloré Group

2.1. Introduction

2.1.1. LEGAL CONTEXT

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.

2.1.2. BOLLORÉ GROUP MISSIONS

With a sustainable presence nearly two centuries old, and one of the world's largest companies, the Bolloré Group has strategic positions in three business sectors: transportation and logistics, electricity storage and systems, and communications.

- Through its transport and logistics activity, the Bolloré Group is an important player in economic development, the opening up of regions, and the circulation of goods, offering an essential, even vital service, in that it provides an offering that makes it possible to import and export goods, even in the most isolated areas. This integrated logistics network is a real driver for the industrial logistics transformation of certain regions.
- Through its activities in electricity storage solutions and systems, the Bolloré Group develops innovative and sustainable solutions to offer a response

consistent with the challenges posed by climate change, particularly in terms of access to energy.

- Its communications activities are managed by the Vivendi group.

These activities involve both adaptability and a solid foundation to offer consistent and optimal quality of service regardless of the context, in line with the Group's value of excellence. The Bolloré Group is nevertheless aware of the potential impacts that the conduct of its activities may have on the environment and the day-to-day life of its stakeholders.

This is why, through its due diligence approach, the Group aims to identify and control its impacts in order to prevent – and if necessary correct – situations at risk, and maximize positive externalities, with a view to sustainable and shared development.

2.1.3. SCOPE OF ACTION OF THE BOLLORÉ GROUP'S DUTY OF CARE PLAN

In accordance with the law, the scope of the Bolloré Group's duty of care plan applies to:

- the subsidiaries of the transport and logistics activities, covered by the Bolloré Transport & Logistics division, which consists of four business units (Bolloré Energy, Bolloré Ports, Bolloré Logistics, and Bolloré Railways);
- the subsidiaries of the electricity storage and systems activities, which consist of the Brittany division, which includes the Group's industrial activities (Blue Solutions, BlueBus, Plastic Films), and the Blue Systems division (IER, Polyconseil).

The following are excluded from the plan:

- Vivendi: Vivendi's CSR Department relies on its own ethics and duty of care plan, applicable to its companies, and adapted to their business lines (see Vivendi's 2020 universal registration document – 3.2.2 Duty of care system). For more information on the Group's activities, see chapter 1 – Presentation of the Group and its activities.
- Financial investments: note that in accordance with the law, the Bolloré Group's duty of care plan does not apply to companies in which it has a holding that does not give it 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, notably within the Socfin group. The Board of Directors meetings provide an opportunity to give an overall update on the 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 group's commitment to have all of its African plantations certified based on the RSPO standard and the partnership with the Earthworm organization (formerly TFT). The submission of information on the subject through the website and Socfin group's sustainable development report are proof of its transparency policy enabling monitoring of its progress. And while it looks like the terms of the Socapalm action plan to which the Group had contributed have not 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.

2.2. 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 subsidiaries and business lines concerned by the risks identified – notably the Purchasing, QHSE, CSR, Legal Affairs, Human Resources, and Compliance Departments. It presents the general system and approach used to establish and strengthen its culture of care, applied daily by its employees. The illustration in operational activities is explained within the risk management frameworks (policy, action plans, highlights, indicators), published in the Group's non-financial performance statement (EFFS), whose information is verified and audited annually by an independent third party organization. More than a reporting exercise, the Bolloré Group's EFPS describes the risks, action plans, measures and indicators put in place to ensure that social and environmental issues are managed.

The duty of care plan is updated on a regular basis to present the new tools and processes developed to deploy the Group's due duty of care approach across all its activities and its value chain.

It is based on its ethical framework, based on two core documents: the Group's Ethics & CSR Charter and its Code of Conduct, which was updated in 2020, as explained in the duty of care plan report below.

- **The Ethics & CSR Charter** lists the Group's commitments in terms of environmental, social and societal responsibility. It forms the basis on which more specific commitments are adapted, formalized by the Group's charters (Human Rights Charter, Diversity & Inclusion Charter, Responsible Purchasing Charter), distributed to all employees and also available online.

2 Bolloré Group non-financial performance

2. Duty of care plan of the Bolloré Group

- **The Code of Conduct** applies to all persons acting on behalf of the Bolloré Group, and sets out the expected behaviors, both in day-to-day operations and in sensitive situations. It formalizes recommendations to prevent, identify and report breaches, particularly through the professional whistle-blowing system (developed below).

The ethical framework is based on the following international standards:

- the United Nations Guiding Principles and the Principles of the Global Compact;
- the OECD guidelines;
- the International Charter on Human Rights;
- the International Labor Organization's core conventions;
- the recommendations of the French Anti-Corruption Agency.

2.2.1. GENERAL PRINCIPLES OF THE GROUP DUTY OF CARE APPROACH

Because of the nature and diversity of its geographical locations and of its activities, 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 duty of care 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 duty of care 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.

These principles reflect the Bolloré Group's ambition to operate in line with the best international standards and in accordance with its CSR commitments, the aim of which is to guide all employees and business partners around a common set of values. They are adapted through concrete measures, formalized as part of a methodology based on a continuous improvement approach. In addition, to optimize its approach, 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 and transposable results which can be gradually applied to all of the Group's activities, wherever they are based, and also reinforce its reasonable care processes.

2.2.2. IMPLEMENTATION

2.2.2.1. DUTY OF CARE RISK MAPPING

The duty of care risks identified in 2017 when the Bolloré Group's first duty of care plan was developed were divided into three major families: health and safety risks for the men and women involved in our activities and our value chain, protecting human rights and fundamental freedoms, and protecting the

environment. To the extent that more than 96% of the Group's revenue comes from B-to-B services (excluding Communications) and not from production activities intended for consumers, the issue of the traceability of raw materials appears to be less material for the Bolloré Group.

DUTY OF CARE PLACED AT THE HEART OF THE GROUP'S CSR STRATEGY

These categories, consistent with the requirements detailed by the regulations, were confirmed in 2018, during the Group CSR risk mapping, carried out as part of the implementation of the requirements of the non-financial performance statement and proposing a more detailed classification (see chapter 2 – 1.1.2 Bolloré Group non-financial risk mapping). Duty of care risks have been incorporated into the Group CSR risk universe, listed by the members of the

Executive Committees and representatives of the support and operational functions, placing the duty of care at the heart of the Group's CSR strategy. For this reason, the CSR Department has therefore taken steps to detail the mitigation measures implemented for all these CSR and duty of care risks in its non-financial performance statement, as explained in the methodology section.

POOLING OF EFPS RISKS AND DUTY OF CARE CROSS-REFERENCE TABLE

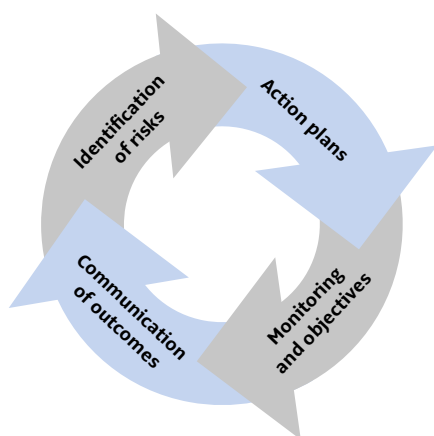
Categories of duty of care risks (duty of care plan)	Description of the risk	Risks identified in the Bolloré Group's non-financial risk mapping (EFPS)	Risk governance
Health and safety	The scope of the risk control framework is: Group employees, employees of its service providers, suppliers and subcontractors, as well as the users of its products and services and local communities. 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 action plans and measures.	Health and safety of employees and third parties	General Management
		Attracting and retaining skills	QHSE Departments
		Working conditions and social dialog	HR Departments
Environment	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.	Local pollution and transport/storage of hazardous materials	General Management CSR Departments
Human rights and fundamental freedoms	Depending on the socio-economic, political and implementation context, the Group's activities may have an impact on human rights issues (discrimination, poor working conditions, child labor and forced labor, social dialog, etc.). The Bolloré Group has identified the three most material aspects of its activity, for 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. It has formalized an approach to refine the identification of these risks for its entities (see chapter 2 – 1.2.2.2. Promoting human rights in our value chain/Formalizing the Group's progress plan). The risks associated with its supply chain are detailed in the duty of care report.	Promoting human rights in the value chain	General Management QHSE Departments HR Departments CSR Departments Compliance Department and Ethical Referents
		Health and safety of employees and third parties	Human Rights Steering Committee

2.2.2.2. EVALUATION PROCEDURES, PERFORMANCE MONITORING AND MEASURES IMPLEMENTED

Through annual non-financial reporting and the monthly QHSE reports within the divisions, more than a hundred indicators of resources and results are monitored, adjusted and enriched each year, with respect to social, environmental, societal and governance issues. Shared and internally studied with a view to continuous improvement and performance monitoring, the most relevant data

are published in the EFPS. The collection process, updated by the integration of additional indicators, is optimized each year. Annual external audits related to the EFPS make it possible to validate the robustness of the data reported, illustrating the proper application of the Group's various risk management frameworks, based in particular on a duty of care cycle approach.

THE IMPLEMENTATION OF 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.

This duty of care cycle approach is based on four phases in the exercise of the duty of care: the identification of risks, the development of associated action plans, the monitoring of these action plans and the development of objectives, and the reporting of information on the results of the systems in place.

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. The performance evaluation of the measures deployed is coupled with corrective steps as part of continuous improvement. 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 report on its duty of care plan, with various examples below.

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.

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ESTABLISHING A WHISTLEBLOWING AND REPORTING SYSTEM

In 2018, the Compliance Department, the Human Resources 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. This whistleblowing system was the subject of consultations with employee representative bodies in 2019, and renewed in 2020 to adapt to the CNIL reference system on personal data processing intended for the implementation of a professional alert system.

Its deployment and the processes for collecting and processing reports are explained in the whistleblowing procedure, available on the Group's website.

Whistleblowers' alerts are processed at the head office level and overseen by the Chairman of the Ethics – Anti-corruption and CSR Committee, which carries out its mission independently. Everyone can report an alert: 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 makes it possible to establish the materiality of a reported breach and the involvement of the alleged perpetrators, disciplinary sanctions and/or legal proceedings are taken against the person(s) in question. The Bolloré Group guarantees confidential processing (see chapter 2 – 1.2.2.1. Sharing the same business ethics and ensuring compliance with the strictest standards).

THE DEFINITION OF A PRIORITY GEOGRAPHICAL AREA

While the Group's duty of care approach applies to its entire scope of operation, and extends to the activities of its suppliers and subcontractors, in order to optimize its approach, the Group has established a priority geographical area on which it concentrates its actions for the exercise of its duty of care.

The criteria adopted to define this area are:

- the number of employees;
- the presence of all activities in the region;
- 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 through the identification of the priority area, which is expected to evolve in light of ongoing projects in terms of refining the risk mapping, makes it possible to dedicate the appropriate resources, in order to improve existing due diligence mechanisms and to learn useful lessons for duplication 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.



Countries of the priority geographical area: Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Gabon, Ghana, Kenya, Liberia, Malawi, Mali, Mauritania, Niger, Nigeria, Republic of Guinea, Senegal, Sierra Leone, Tanzania, Togo, Uganda, Union of the Comoros, Zambia

2.3 Report on implementation of the duty of care plan

The report on the Bolloré Group's 2020 duty of care plan is divided into several areas:

- infographic on the implementation of the Bolloré Group's duty of care plan;
- focus on structuring the Group's responsible procurement approach;

- illustration of the Group's duty of care cycle approach and proposal of concrete examples for 2020;
- table of duty of care indicators.

2.3.1. INFOGRAPHIC ON THE IMPLEMENTATION OF THE BOLLORÉ GROUP'S DUTY OF CARE PLAN

	2017 to 2019	2020
Risk mapping	<ul style="list-style-type: none"> • Pooling of the duty of care approach with the Group CSR strategy (definition of a duty of care risk universe and rating of CSR risks with the management committees). • Prioritization of the human rights theme (implementation of a steering committee and development of a specific BTL cartography incorporating in-depth geographical criteria) 	<ul style="list-style-type: none"> • Launch of the human rights questionnaire on the Bolloré Transport & Logistics scope to refine the mapping of Group human rights risks (see chapter 2 – 1.2.2. Acting with integrity when conducting our business and promoting human rights in our activities) • Development and configuration of an assessment tool to evaluate the degree of care to be provided for suppliers and subcontractors constituting the supply chain
Actions implemented	<p>Cross-business duty of care actions:</p> <ul style="list-style-type: none"> • Formalization of CSR risk management frameworks within the Group's EFPSs, regularly updated and supplemented by the control workshops organized with the risk-bearing business lines • Development of the duty of care cycle approach. • Formalization of the Group's ethical approach and the whistleblowing system, continued in 2020 • Pilot mission in Republic of Côte d'Ivoire to compare the Group's risk universe with operational reality <p>Environment</p> <ul style="list-style-type: none"> • Group environmental risk management framework (see chapter 2 – 1.2.3 Innovating in response to major environmental challenges) • Establishment of a working group to respond to the CDP and initiate a climate strategy <p>Health and safety of people</p> <ul style="list-style-type: none"> • Group health/security risk management framework (see chapter 2 – 1.2.1. Uniting and protecting the company's greatest strength, its men and women), applicable to both direct employees and employees of subcontracting companies • Development and enhancement of certifications for our activities <p>Ethics and human rights</p> <ul style="list-style-type: none"> • Group social risk management framework • Group human rights risk management framework • Framework for managing societal risks • Formalization of the Group Human Rights Charter and of an action plan • Formalization of the Diversity & Inclusion Charter and diversity action plan deployed by BTL HRD (see chapter 2 – 1.2.2. Acting with integrity when conducting our business and promoting human rights in our activities) 	<p>Actions carried out</p> <p>Continued deployment of the Group human rights action plan</p> <ol style="list-style-type: none"> 1) Improved communication of tools and processes by solidifying the network of contacts and using Group newsletters 2) Formalization of the ethics system and refinement of risk mapping for both direct entities and the supply chain 3) Deployment of an awareness-raising campaign with the development and dissemination of a duty of care and human rights e-learning course for all employees (see chapter 2 – 1.2.2. Acting with integrity when conducting our business and promoting human rights in our activities) <p>Development of the climate strategy</p> <ul style="list-style-type: none"> • First phase of the carbon review in support of expert firms • Defining carbon targets and construction of the climate roadmap (in progress): this approach will be submitted for validation to General Management (see chapter 2 – 1.2.3. Innovating in response to major environmental changes). <p>Publication of the enhanced ethical framework</p> <ul style="list-style-type: none"> • Publication of the Group Ethics & CSR Charter • Publication of the Code of Conduct • Finalization of the roll-out of the whistleblowing system <p>Structuring of a Duty of care purchasing approach</p> <ul style="list-style-type: none"> • Publication of the Responsible Purchasing Charter and of a CSR clause • Raising awareness among the central and local procurement teams to ensure the proper use of tools in each family • Launch of a refined risk mapping approach within the supply chain <p>Update of social, environmental and societal risk management frameworks within the 2020 EFPS</p> <ul style="list-style-type: none"> • Development of Group objectives by CSR risks identified, validated by the Ethics - CSR and Anti-corruption Committee <p>Illustration of the Group's approach through examples of 2020 duty of care cycles</p> <ul style="list-style-type: none"> • Duty of care cycle in response to the health crisis • Duty of care cycle for hazardous material storage and transport procedures • Duty of care cycle for Bolloré Logistics' mining activities

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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 an enhanced Code of Conduct in terms of human rights Develop aligned initiatives in the field and relevant indicators: <ul style="list-style-type: none"> → Target partially achieved in 2020 and renewed for 2021: duty of care indicators have been identified (see the table of indicators at the end of the plan) and a project to formalize ethical reporting has been launched. However, field actions are limited due to the health context: remote awareness-raising initiatives have been favored this year Continue campaigns to raise awareness and to train the teams of all the entities in the priority area: <ul style="list-style-type: none"> → Target partially achieved in 2020 and renewed for 2021: the deployment of e-learning is a success, with nearly 50% of employees trained at December 31, 2020, five months after its launch. However, the constraints linked to the health crisis have hampered its deployment in the priority duty of care zone. → The drawing up of a draft Code of Conduct e-learning, dealing with duty of care topics, was launched in 2020 and will be rolled out in 2021. Deploy a responsible purchasing strategy: <ul style="list-style-type: none"> → Objective achieved for central purchases and currently being rolled out locally.
2021-2022 OBJECTIVES	<ul style="list-style-type: none"> Improve the opening of the duty of care mechanism to external stakeholders (in progress) Define an objective long-term trajectory (in progress: short-term objectives have been set for each of the risks) Develop appropriate and objective action plans based on the results of the BTL human rights risk map
LONG-TERM OBJECTIVES	<ul style="list-style-type: none"> Deploy a duty of care culture adapted to all business lines, responsibilities and potential risks Formalize a stakeholder identification and dialog approach
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 Development of monitoring indicators and performance indicators

The duty of care plan report includes the basic elements of its methodology. This infographic aims to represent the continuous improvement of the Bolloré Group's duty of care approach in a concise manner. The policies, action plans and indicators used to measure the performance of CSR risk management,

particularly in terms of protecting the environment, health and safety of persons, and respect for human rights, are explained and developed in the Group's non-financial performance statement, in accordance with the risk pooling approach.

2.3.2. DUTY OF CARE POLICY IN THE SUPPLY CHAIN

The Group launched a first project to identify the social, human and environmental risks and issues associated with its supply chain activities in 2018. This approach, presented in the minutes of the due diligence plans of previous years, has made it possible to draw up an overview of the tools and processes used in the selection phase of service providers, suppliers and subcontractors, according to the Group's different purchasing families. The approach has enabled an initial campaign to raise awareness of the issues surrounding the duty of care among purchasers, and has notably led to the appointment of CSR and ethics contacts in the main purchase families.

Workshops are organized regularly in order to assess the existing situation, optimize the development and proper appropriation of new processes and tools, train and raise the awareness of the teams on the issues of duty of care and the Group's CSR strategy.

In accordance with the Group's commitment, in 2019 and 2020 the CSR Department continued to refine risk mapping within the supply chain in collaboration with the CSR representatives of the procurement teams.

2.3.2.1. STRUCTURING OF THE DUTY OF CARE APPROACH WITHIN THE BOLLORÉ GROUP PURCHASING DEPARTMENT

In accordance with the commitments expressed in the 2019 duty of care plan, the CSR Department organized a project to formalize its "purchasing duty of care" approach, jointly with the Compliance Department and the Group's Legal Departments. This duty of care approach consists of three concrete actions:

the publication of the Group Responsible Purchasing Charter, the development of a CSR clause, and the refinement of the duty of care risk mapping within the supply chain.

PUBLICATION OF A GROUP RESPONSIBLE PURCHASING CHARTER

The work initiated by the Group in 2017 to structure and solidify its duty of care approach within its supply chain resulted in the preparation and publication of the Group Responsible Purchasing Charter. As a result of several years of discussions with the various stakeholders (clients, rating agencies, employees), it forms the basis of the duty of care approach to be rolled out in the supply chain. Signed in July 2020 by the Group Purchasing Director and approved by the Ethics Committee, this charter is part of the Group's ethical framework and defines:

- principles designed to ensure ethical and lasting commercial relations with subcontractors and suppliers of goods and services;

- the Group's various commitments to its business partners. This dual commitment reflects the Group's desire to make every effort to prevent and reduce risks in its value chain through a process of dialog, reciprocity and support with its suppliers and subcontractors. Available on the website, this charter is intended to be transmitted as part of any new contractual relationship.

DRAWING UP A CSR CLAUSE

With a view to favoring business partners that respect its principles, the Group CSR Department has drawn up a CSR clause in collaboration with the Legal Departments, the Purchasing Department and the Group Compliance Department. This clause aims to anchor the importance of the commitments described in the ethical system in the contractualization processes.

While the purpose of these documents is to establish a common foundation, adapted to the Group's business lines, subsidiaries and locations, the Group

Purchasing Department has developed procedures, referral procedures and dedicated tools according to the organization of its different purchasing families. This is why, in order to optimize the smoothest and most efficient implementation of Group commitments, dedicated projects will continue in 2021 with the purchasing teams to ensure that these tools are properly used.

REFINING THE IDENTIFICATION OF RISKS ASSOCIATED WITH THE GROUP'S DIFFERENT PURCHASING FAMILIES

In 2020, the work initiated since 2017, and expanded each year, led to the development of a dedicated methodology. The Group Compliance Department has formalized a policy for assessing the integrity of suppliers and subcontractors describing the process of assessing the specific risk caused by the relationship maintained, or that it is envisaged to maintain, with a given supplier or subcontractor, for the scope of transport and logistics activities initially. With a view to optimizing and aligning with existing methodologies, a specific duty of care risk mapping tool is being developed internally to complete this procedure on CSR aspects. The tool aims to provide a first risk identification based on studies and

evaluation scales developed by international ESG reference bodies (including the Global Slavery Index, or the UN Human Development Index). Based on these rating indexes, the Group has developed a criticality index on social and human rights issues depending on the geographical location or origin of its suppliers and subcontractors, which will enable suppliers to be classified into several categories (low risk, moderate risk, high risk, priority risk). This tool will be rolled out in a pilot project in 2021 within the Infrastructure and Real Estate Purchasing Department.

2.3.2.2. REPORT ON THE DUTY OF CARE APPROACH WITHIN THE GROUP SUPPLY CHAIN

While adhering to Group values and the commitments in its ethical policy 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. The Group Purchasing

Department is thus 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.

PURCHASING EXCLUDING PRODUCTION

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.

Sub-categories

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

Risks

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 process

Criteria taking CSR and human rights into account are included in the ethics duty of care questionnaire for the Group's suppliers, subcontractors and intermediaries. It is sent prior to the business relationship and consists of

some twenty open-ended and closed questions (e.g. 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 using an external tool to identify any CSR-type controversies that may arise with each company. The questionnaire is sent as a priority to suppliers identified as being the most risky according to the mapping chosen.

Actions underway

- Continuation of the awareness raising and training of purchasers on the implications of the duty of care issues in their scope.
- Identification of strategic suppliers to launch a pilot evaluation project: the deployment of the listing of strategic suppliers on the EcoVadis platform was initiated at the end of 2020 and will continue in 2021.
- 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 priority on travel purchases for the environmental aspects: scheduled for 2021-2022.
- Inclusion of the CSR clause in the general purchasing processes.

Indicator

62% of the general purchasing team's buyers trained on duty of care issues, a target of 100% deployment at the end of 2021.

FREIGHT PURCHASES

Scope

This category relates to the selection of freight solutions and services and therefore specifically concerns the freight forwarding activities of Bolloré Logistics.

Sub-categories

Sea, air and road transport.

Risks

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. The Group has also chosen to focus a specific duty of care approach 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 process

Introduction of a duty of care 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. A CSR questionnaire has also been developed specifically for the activities of the transport committee, including environmental criteria.

With regard to road transport providers, introduction of an obligatory selflisting system, using a questionnaire with sections on ethics, sustainable development and QHSE, as well as the submission of documentary proof (100% of active truckers were listed at the end of 2018).

Actions underway

- Continuation of awareness-raising and training of freight purchasing teams on duty of care issues.
- Mapping of priority road suppliers, depending on the location, operation and volume of purchases: project put on hold, this approach will be adapted according to the finalization of the configuration of the risk mapping tool developed internally.
- Appointment of a "sustainable supply" contact in relation to purchases of sea freight by Bolloré Logistics.
- Adaptation of duty of care processes to the tools specific to the road transport sector.

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Indicators

- **Maritime:** in 2020, 92% of partners (in terms of volumes) received the duty of care questionnaire, the Code of Conduct and the CSR Charter.
- **Air:** in 2020, 74% of partners (in terms of volumes) received the duty of care questionnaire, the Code of Conduct and the CSR Charter.
The goal for the end of 2021 is to standardize processes to consolidate all the ethical and CSR documents to be included in the contractual relationship,

including the CSR clause, to reach all listed suppliers in the maritime and air sector.

- 45% of the freight purchasing team trained on duty of care issues (scope: Middle Office Global, Middle Office Solution Corporate, Middle Office Sea LCL, Middle Office Air Freight, Middle Office Land Freight, and Strategic Partnerships for Freight Forwarding) with a target of 100% deployment by the end of 2021.

INFRASTRUCTURE AND REAL ESTATE PURCHASES

Scope

This category is managed centrally for the whole Group for large and/or complex projects involving significant amounts (over 300,000 euros). Smaller projects are managed by teams locally.

Risks

While 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. In particular, construction projects can involve a lot of labor, local or foreign workers working in health, economic, infrastructure or cultural contexts may vary considerably from one territory to another.

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. In addition, depending on the issues identified, socio-environmental impact studies are carried out upstream of the projects, enabling a review of related topics (the environment, biodiversity, impact on the local economy, etc.).

Actions underway

- Team awareness and training: organization of a webinar for the first half of 2021 to raise awareness among local representatives (Haiti, Guinea, Senegal, Republic of Côte d'Ivoire, Ghana, Republic of the Congo, Benin, East Timor).
- Systematize environmental and social impact studies prior to construction projects for which this type of study is relevant.
- Develop and refine the identification of duty of care risks by region: works and infrastructure purchasing have been selected as part of a pilot project to deploy the duty of care risk mapping tool developed by the Group.

Specific duty of care process

In addition to appending the traditional Codes of Conduct and QHSE requirements, most major construction contracts (FIDIC-type contracts) in and out of France already 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

Indicators

- 84% of the team trained, a 100%-deployment target at the end of 2021.
- Attachment of the Responsible Purchasing Charter in 57% of contracts in 2020 (100% inclusion in contracts since the publication of the document in July).
- Inclusion of the CSR clause in 13% of contracts in 2020 (100% inclusion in contracts since the clause was validated in September).

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.

Risks

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, particularly regarding the use of the LMP® battery, Blue Solutions is the only company to master "all-solid" technology for battery manufacturing, which has the advantage of avoiding the environmental risks associated with the release of hazardous liquids, or the formation of explosive atmospheres in confined environments. 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 or any of the minerals targeted by the European regulation.

While the battery production activity generates less than 3% of Group revenue (excluding Communications), in accordance with the commitments formalized in the Group's ethical framework and responsible procurement approach, special care is paid to the supply of lithium. The Brittany division is sourcing from four suppliers, but 90% of the supply comes from one of the market leaders, guaranteeing the traceability of minerals (mostly Australia) whose processing sites are certified ISO 14001, ISO 45001 and ISO 9001. In addition, human and environmental rights criteria are incorporated as part of the IATF 16949 certification and an audit process is planned.

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.

Specific duty of care process

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.

Indicator

–53% of the team trained, a 100%-deployment target at the end of 2021.

2.3.2.3. OBJECTIVES

FIXED OBJECTIVES IN THE 2019 DUTY OF CARE PLAN REPORT

- Develop a Group duty of care purchasing charter setting out the fundamental commitments valid for all purchasing families.
 - Target achieved with the publication of the Responsible Purchasing Charter in July 2020. The document, which was incorporated into the Group's ethical framework, was sent to the purchasing departments initially and then to all employees. It forms the basis of commitments from which specific internal policies will arise to address the challenges associated with the different purchasing families.
- 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.
 - Objective achieved by prioritizing the dissemination of the human rights awareness module to purchasing teams and the continuation of workshops that led to the formalization of the CSR clause and the gradual integration of this tool into existing processes.

2021-2022 TARGETS

- Continue to roll out the human rights awareness module to train 100% of the purchasing teams centrally in 2021 and ultimately with local teams.
- Continue the proper appropriation of the Group's commitments in terms of duty of care in its supply chain by integrating the Responsible Purchasing Charter and the CSR clause into 100% of contractual relations by 2022.
- Finalize the purchasing risk map in order to propose action plans dedicated to the issues identified in the different families, prioritizing categories of suppliers and subcontractors.

2.3.3. DUTY OF CARE CYCLE APPROACH

The duty of care cycle approach (see 2.2. Methodology) explains the methodology used by employees to manage the risks identified. It is used to illustrate the Group's approach through various concrete and relevant examples in terms of cross-business issues (environment, social and human rights, health and safety):

- duty of care cycle in response to the health crisis;
- duty of care cycle of procedures for the storage and transport of hazardous materials;
- mining duty of care cycle.

2.3.3.1. DUTY OF CARE CYCLE IN RESPONSE TO THE HEALTH CRISIS

RISK IDENTIFICATION

Activities: all Bolloré Group employees and business lines.

Countries identified: the entire Group scope of operation.

Risks: the emerging infectious disease was very localized during the first few months of 2020. The SARS-CoV-2 coronavirus epidemic then spread worldwide becoming a pandemic. Specific measures had to be implemented due to the contagiousness and danger of the virus, particularly for people at risk. The first

major issue identified by the Group referred back to its CSR commitment borne by the social aspect of the strategy which is to protect the health and safety of women and men exposed in their activities. The second major issue relates to the continuity of the Group's activities: the Group has been identified as a provider of essential services, particularly in terms of the routing of products and goods considered to be a priority.

RISK HANDLING

Governance: Human Resources Departments, QHSE Departments, General Management and local management, Group crisis unit and crisis units within the various business units.

Tools: the criticality of these challenges involves the collaboration of all, as well as the deployment of tools and processes adapted to the organizational and operational specificities of the Group's various activities.

- General measures:
 - development of contingency plans for the various business units;
 - roll-out of strategies to local management (strengthening of prevention systems by providing adequate staff and equipment facilities, implementation of appropriate measures in countries where a lockdown was required, arrangements for remote working where possible, and on-site work while complying with social distancing and travel restrictions where applicable);
 - awareness-raising sessions dedicated to preventing the spread of the virus and support for employees in adapting their work organization;
 - mobilization with our stakeholders (clients, suppliers, subcontractors) to facilitate the continuity of our activities and increase vigilance on strict compliance with supplier payment deadlines so as not to penalize their cash flow;
 - support of solidarity initiatives around the world to contain the spread of the virus, to help the poorest, or to support the local economy (gift of hand-washing kits to local organizations in Republic of Côte d'Ivoire, provision of free food routing, fundraising, etc.) (see chapter 2 – 1.2.4. Committing to regional development over the long term).

- Bolloré Ports & Railways specificities:

The Group's Transport Commission demonstrated its ability to ensure the continuity of its customers' flows via:

- an increase in the number of health and safety training hours provided to subcontractors;
- dedication of World Day for Safety and Health at Work 2020 to the communication of the health measures prevention plan.

- Bolloré Logistics specificities:

The Group's transport commission has demonstrated its ability to ensure the continuity of its customers' flows with various measures:

- organizational adaptations for the continuity of its mission (rotation of air charters, technical innovation and deployment of new transport operations management tools);
- establishment of strategic stocks of protective equipment and prioritization according to the risks identified in the various territories of operations;
- development of the Covid-19 response plan by Bolloré Logistics' QHSE Corporate Department (possibility of using a psychological assistance service extended to beneficiaries);
- implementation of a task force in summer 2020 to prepare for the adaptation of the service offering for the arrival of vaccines, composed of 6,000 experts in 24 countries.

- Bolloré Energy specificities:

Bolloré Energy's mobilization during this period of health crisis ensured the supply of non-road diesel to agricultural companies that are particularly called upon to meet the food needs of its population (see chapter 2 – 1.2.1. Uniting and protecting the company's greatest strength, its men and women).

- implementation of PEPA bonuses (exceptional purchasing power premium) for the jobs of driver-deliverers and heating service technicians.

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- Specificities of Electricity storage and systems activities: The entities mobilized their resources in an effort to innovate to protect people's health. A few examples:
 - Blue Systems proposed new applications such as SafeFlow (solution developed by Automatic Systems that provides temperature and mask monitoring integrated with its access control equipment, counting of the maximum number of people who can enter a building);
 - development by EASIER of a temperature measurement device and of Touchless Solution, a software that allows the use of equipment (terminals, transport ticket distributors) without having to touch them;

- the Smart Mobility Platform: a crisis management tool that allows cities to organize their urban space according to travel flows (making it possible to limit access to quarantine areas during epidemics).

Indicators

Bolloré Logistics	<ul style="list-style-type: none"> – 1 billion masks transported between April and July 2020 – 70% of employees working from home at the height of the pandemic
Bolloré Energy	Supply of nearly 18,000 French agricultural companies

2.3.3.2. DUTY OF CARE CYCLE FOR HAZARDOUS MATERIALS STORAGE AND TRANSPORT PROCEDURES

Example of measures taken following the explosion at the port of Beirut

RISK IDENTIFICATION

Activities: Bolloré Transport & Logistics entities operating in the storage and transport of hazardous materials or products.

Risks: although it was not involved in the events, the accident led the Group to increase its duty of care for its own storage and hazardous products transport activities.

RISK HANDLING

Governance: Bolloré Transport & Logistics QHSE departments.

Tools: in 2020 a study of hazardous containers and products was carried out on Bolloré Transport & Logistics entities leading to a review of dedicated operational procedures and the implementation of a detailed action plan by activity. In particular, this update took into account local references (the operating regulations of port and rail authorities) and the international references modified in 2020 due to the management of hazardous materials, in particular:

- the International Maritime Dangerous Goods (IMDG) Code, which governs the handling and storage of dangerous containers within port terminals;
- the Agreement concerning the International Carriage of Dangerous Goods by Road (ADR) for road transport;
- the International Carriage of Dangerous Goods by Rail (RID) Regulations for rail transport.

Internal operational procedures – SOPs (Standard Operating Procedures) – have strengthened this documentation in light of changes in regulations and are also used for the training of operational staff.

Objectives: in 2021, Bolloré Ports plans to increase the awareness of its partners on the difficulties and specificities of hazardous container handling and storage, particularly hoist removals or receptions, both in terms of planning and in terms of impact on ship productivity. Hazardous containers management must follow a specific process clearly defined by the Group and communicated to third parties.

2.3.3.3. DUTY OF CARE CYCLE OF BOLLORÉ LOGISTICS' MINING ACTIVITIES

The Bolloré Group does not carry out mining activities. Nevertheless, in line with its commitments, as part of its transport and logistics activities, the Group is showing the utmost duty of care in selecting its business partners and customers in the transport of minerals.

RISK IDENTIFICATION

Activity: among the various categories of transport services offered by the Bolloré Logistics subsidiary, transport activities serving customers operating in the mining industry are particularly indicative of the Group's duty of care cycle approach. These activities are carried out in the zone defined as a priority within the meaning of the duty of care plan and, by their nature, contain multiple risks. This activity is included in the Oil & Gas Mining and Chemical sector, which accounts for about 18% of Bolloré Logistics' activities.

Countries identified: in line with the prioritization methodology set out in the duty of care plan, the countries located within the duty of care geographical area were identified as priorities (Democratic Republic of the Congo, Zambia,

Rwanda, Burundi, Tanzania, Senegal, Burkina Faso, Mali, Republic of Côte d'Ivoire, and Mauritania).

Risks: Bolloré Logistics does not carry out any ore mining activities but is required to carry out transport services for customers operating in this sector. However, there are many known issues in the mining industry: risks of direct or indirect contribution to conflicts, and serious human rights violations associated with the extraction, trade, processing and export of resources; tolerating, benefiting, contributing, or assisting with forced labor or child labor; illegal exploitation of land, relocations, environmental pollution and damage to the health of local populations.

RISK HANDLING

Governance: the environmental, social and societal risks associated with ore transport and logistics activities have been identified for many years, are regularly updated, and are mainly addressed by the QHSE Departments, which rely on various tools and processes.

Tools: Bolloré Logistics' general charters and policies governing activities in Africa, including mining product transport activities, cover all of the issues identified:

- charters of the Group's ethics system: Ethics & CSR Charter, including the Human Rights Charter, the Diversity and Inclusion Charter, and the Responsible Purchasing Charter;
- QHSE procedures: general rules of conduct Africa, quality policies, preventive policies on drugs and alcohol, health, HSE and safety, listing and monitoring of carriers within the internal database, Bolloré Logistics "B'Excellent" corporate steering platform dedicated to Quality, Health, Safety and Environment activities;
- the Transport Charter: quality charter to be signed by subcontractors at the same time as the contract, notably recalling the necessary compliance with the Group's requirements regarding the prohibition on the direct or indirect use of child labor, and compliance with the Group Code of Conduct;
- policy on conflict minerals.

The integrated QHSE management system includes several procedures, adapted to the African territory. A statement of certifications by country is monitored, with global certification management. The Africa region obtained multi-site certification in 2019, including the Group's entities operating in Africa and already certified. In 2020, a new step was reached with the achievement of a global certification, which now covers Africa and the Group's other regions. This certification ensures the harmonization of practices within the Group and better control of transactions carried out by local entities.

Participation in the ITSCI program, relating to the responsible supply chain of minerals and their traceability in the Great Lakes region.

Certifications and standards monitored by the division

ISO 9001	Quality management
ICMC	Cyanide transport and storage
OHSAS 18001	Occupational health and safety management
SQAS	Quality, safety and environment systems related to the transport of dangerous goods
ISO 22000	Food safety
ISO 14001	Environmental management
TAPA FSR C	Warehouse security
GDP/GSP	WHO Framework on the distribution and storage of pharmaceutical products (obtained in 2020)

General framework for managing risks

The Bolloré Group's divisions implement risk mitigation procedures that take into account all their stakeholders: employees, subcontractors and service providers carrying out assignments on the Group's facilities, as well as nearby communities. Mandatory training for each of the following dimensions is detailed in a Bolloré Logistics standard. In the context of transport and logistics activities specific to the mining industry, the management of the associated risks is based in particular on two aspects identified as a priority:

- strict supervision of subcontracting;
- hazardous product management.

• Supervision of subcontracting

The management of subcontractors and third parties is subject to a specific framework including:

- an annual selection and evaluation procedure;
- an appendix to all non-transport subcontracting contracts listing the minimum expected commitments from subcontractors (minimum QHSE requirements);

- an appendix to all transport subcontracting contracts listing the minimum expected commitments from subcontractors (subcontracted road transport requirements);
- the integration of the Transport Charter, recalling the required and expected supporting documents from service providers, and indicating mandatory training to be followed (specific Bolloré Logistics procedures, upgrade, etc.);
- the integration of the CSR clause: a system currently being rolled out in the various purchasing departments, which must be integrated into all contractualization processes by 2022;
- a subcontractors management procedure, defining the controls carried out by Bolloré Logistics (HSE management of subcontractors);
- as part of the ISO 9001 certification, for each certified entity, an identity form has been put in place for each process. One element of this sheet is the identification of interested parties and their expectations. This form was identified in 2018 as a possible support for strengthening duty of care/CSR processes.

• Hazardous product management

With regard to the management of hazardous products, a specific procedure details how dangerous goods are managed, stored and transported. The rare cases of accidental situations having an impact on the environment are also covered by specific formal procedures: accidental spills and fire prevention/protection, for example. The transport of cyanide is the subject of special plans. A crisis management response: Bolloré Logistics has a Crisis Management Process, explaining the organization to be put in place in a crisis situation and describing the procedures and tools to coordinate communication both within the company and with external stakeholders (media, local authorities and other third parties). This document identifies several categories of risks according to different events (natural disasters, human rights violations, installation failure, industrial accidents, political or health crises, etc.) and proposes a methodology for responding. This procedure is supplemented by a business continuity plan, by country, to enable a return to normal as soon as possible in the event of an emergency situation.

• Specific due diligence depending on the steps

Specific vigilance is ensured at each stage of the activity, taking into account the challenges associated with the import and export phases of mining activities, respectively:

- construction phases (import);
- the transport phases of raw materials (exports) such as copper, mining equipment and extractive chemicals such as cyanide.

Import phase

Preparation of the ore export phase

- In accordance with its commitments, the Group considers that its responsibility begins when a project is considered. The process of implementing procedures for exporting minerals takes place several years before the operation phase, governed by a strict qualitative approach, based on specific criteria and a screening and profiling methodology of the companies concerned.
- When a project does not meet Bolloré Logistics criteria, it is decided to adapt Bolloré Logistics' participation in the import phase and the export phase.

Export phase

Identification of risks

Three types of minerals are subject to increased vigilance: tantalum, tin and tungsten, grouped under the name of "3T ores". These minerals are essential for the manufacturing of many electronic products and are likely to pass through the hands of many intermediaries, including via fraudulent methods. The Group, as a forwarding agent, can be part of the supply chain for such ores and accordingly deploys all its tools to ensure due diligence in order to prevent risks. Road surveys are systematically carried out upstream of a project to identify the routes to be used, the risk areas, the parking areas, bridges and existing villages to be crossed. This helps to identify potential difficulties specific to each journey. A report is then produced to list all the points identified during this analysis and to attach risk management actions in order to optimize security. In particular, it identifies, with photos, school establishments on the itinerary, potholes and speed bumps, markets, electrical lines, and any other significant items, and specifies the behavior to adopt in relation to them. Projects have already been refused because they involved too many risks (many villages, non-practicable roads).

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Organization of the export of minerals

In order to guarantee and implement the best health, safety and human rights standards expected within its logistics activity, the Group only works with partners who are members of ITSCI, a traceability program in line with OECD recommendations on responsible mineral supply chains, seeking to avoid conflict financing, human rights violations or other risks such as corruption in mineral supply chains, in order to address the problem of conflict minerals, particularly in the Great Lakes region.

Delegating due diligence vis-à-vis customers or calls for tenders from the mining sector

The ITSCI program also assists companies in establishing due diligence through risk assessments and independent audits, and establishes and communicates on a monthly basis a list of organizations (mines, exporters) with inconsistent information. As a precautionary principle, the Group excludes any cooperation with these bodies. Carriers are subject to specific internal management and Group procedures. This due diligence is systematically carried out for new entrants, coupled with a field audit.

Mitigation measures for safety, security and environmental risks

As part of its logistics activities, the transport of chemical inputs involves the management and storage of hazardous materials and products. Bolloré Logistics' integrated QHSE management system reduces the environmental impact of its activities and ensures the highest standards of health and safety.

In this context, cyanide is subject to specific measures and strict supervision, particularly through ICMC (International Cyanide Management Code) certification, which imposes numerous requirements to control processes and supplement national and international regulations. In 2020, five Group entities (BTL Burkina, BTL Côte d'Ivoire, BTL Ghana, BTL Senegal and Sogeco Mauritanie) had ICMC certification for cyanide transport. BTL Ghana (the only Group entity to carry out this type of operation) has also obtained certification for its cyanide storage operations. Renewal audits take place every three years. The last audits were carried out in 2019. Specific training is provided for drivers. Each departure of a convoy is subject to an inspection of all trucks. Vehicles undergo preventive maintenance at least once a year, and a maintenance plan is required from Bolloré Logistics subcontractors. All parties involved in the transport of cyanide are required to attend the training.

Consultation and dialog with stakeholders

Consultation sessions with the populations of municipalities crossed by convoys transporting the most sensitive products are organized through these road surveys. Discussions are formalized by the signature of an attendance sheet and representatives are appointed in each country in order to maintain a dialog. With a view to continuous improvement, ITSCI members, of which the Bolloré Group is itself a member, meet annually at OECD premises, as part of conferences and exchanges of best practices for managing the risks associated with 3T ores.

Mining duty of care cycle indicators

	2020	2019	2018
Number of accidents related to the transport of hydrogen cyanide	0	0	1
Number of accidental spills	0	3	0
Number of violations found in ICMC Code third-party inspections	NA	0	0

NA : no applicable.

TABLE OF DUTY OF CARE INDICATORS

The data presented in the table is intended to illustrate the performance of the Group's reasonable due diligence approach in the identified priority geographical area (see 2.2 Methodology) and is used to guide the choices of action plans to be implemented. This "priority duty of care area" covers 48.18% of the Group's workforce (excluding Communications)*.

	2020	2019
Health and safety issues		
Proportion of employees eligible for social security coverage ⁽¹⁾	99.9%	97%
Proportion of entities where health coverage extends to employees' beneficiaries	91%	91%
Proportion of entities where the health coverage is more favorable than required by law	86%	92%
Proportion of employees eligible for regular medical check-ups provided by the company ⁽²⁾	97%	92%
Proportion of entities where medical service is offered to employees free of charge	82%	78%
Severity rate of workplace accidents for employees (x1,000)	0.15	0.11
Frequency of workplace accidents for employees (x1,000,000)	5.19	5.37
Hours of HSE training for employees	127,134	132,072
Hours of HSE training for employees of subcontractors	127,935	94,930
Environmental issues		
Proportion of entities having an environmental policy	78%	80%
Proportion of entities having put in place environmental prevention measures ⁽³⁾	95%	53%
Proportion of entities having environmental protection action plans without performing an environmental risk mapping or analysis	50%	50%
Human rights issues		
Number of collective agreements signed	52	63
Proportion of entities where employees are entitled to have union representation and/or staff representation	96%	97%
Proportion of women having taken at least one training course ⁽⁴⁾	34%	53%
Proportion of entities having conducted awareness and/or facilitation sessions promoting job inclusion, diversity or non-discrimination	21%	26%
Proportion of managers hired locally	92%	88%
Proportion of students hired from a partner school or university ⁽⁵⁾	65%	34%
Proportion of employees having received at least one training course	28%	55%
Percentage of fixed-term contracts converted into permanent contracts compared to the Group	54%	59%

(1) For 42.11% of the entities, there is no legal obligation.

(2) Includes any employee who has access to a medical check-up through the company, even if not made use of during the year. The entities within this scope correspond to 81.94% of Group entities offering free medical follow-up for employees.

(3) Out of the entities that did a risk mapping, i.e. 47%.

(4) As compared to the female workforce in the duty of care scope.

(5) I.e., 75.69% of employees hired at the end of their internship or work-study program within the Bolloré Group in 2020. Students in internships within the entities in the duty of care priority area account for 59.64% of students on internships within the Bolloré Group.

* Scope corresponding to the duty of care priority area, comprising 25 countries (Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Republic of Côte d'Ivoire, Democratic Republic of the Congo, Gabon, Ghana, Kenya, Liberia, Malawi, Mali, Mauritania, Niger, Nigeria, Republic of Guinea, Senegal, Sierra Leone, Tanzania, Togo, Uganda, Union of the Comoros and Zambia).