

# 2

## THE BOLLORÉ GROUP'S NON-FINANCIAL PERFORMANCE

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## 1. The Bolloré Group's non-financial performance statement

Since its creation two hundred years ago, the Bolloré Group has been driven by a very determined commitment to entrepreneurship and innovation. Pursuing a strategy of international diversification of its activities, the Bolloré Group, which is listed on the stock exchange, enjoys a stable, family-owned shareholding structure that enables it to engage in long-term investment processes<sup>(1)</sup>. It has a long history of transmission from generation to generation, based on strong corporate culture and 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, in the interest of conciseness and clarity, the non-financial performance

statement presented below sets out the mitigation measures implemented by the Group to manage priority CSR risks pertaining to the activities of the Transportation and logistics division and the Electricity storage and systems division. The priority CSR issues relating to the Communications division are detailed in Vivendi's non-financial performance statement, whose information is also subject to verification by an approved independent third party<sup>(2)</sup>. The consolidated view of the Bolloré Group's main social and environmental performance indicators<sup>(3)</sup>, 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 section 1.1.2. The Bolloré Group's non-financial risk mapping.

### 1.1. CSR challenges and strategy

#### 1.1.1. THE BOLLORÉ GROUP'S 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. This analysis helped define the most material issues by identifying and prioritizing them during dedicated interviews with internal stakeholders in each of the Group's activities, while taking into account the expectations of external stakeholders (customers, employees, public authorities). Updated in 2017 during Vivendi's consolidation, the materiality matrix identifies seven major priority issues within the four fundamental pillars that 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.

In 2017, the Group consolidated its results as part of its response to decree no. 2017-1265 of August 9, 2017 to enforce order no. 2017-1180 of July 19,

2017 on the publication of non-financial information by companies, as well as the law on the duty of care. In particular, these obligations provided a new angle for analysis based on the management of priority non-financial risks. The Bolloré Group has used this as a springboard to improve its strategy by promoting the implementation of virtuous and vigilant approaches in all of its divisions to ensure that the policies, processes and improvement plans in place ensure its long-term non-financial performance.

Anticipating and responding to customer expectations by mitigating the risks around business ethics, protecting human capital by implementing a social, health and safety policy conducive to lasting relationships, fighting climate change by investing in the development of innovative products and services, and being involved in the development of society and the regions where the Group operates – these are all factors that will create value for the future.

##### 1.1.1.1. ALL RESPONSIBLE AND COMMITTED – THE BOLLORÉ GROUP'S CSR PROGRAM

The Bolloré Group's drive to meet its stakeholders' expectations and to play an active role in responsible development is currently reflected in four strategic areas:

#### UNITING AND PROTECTING PEOPLE, THE COMPANY'S GREATEST STRENGTH

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

#### 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.

#### INNOVATING IN RESPONSE TO MAJOR ENVIRONMENTAL CHALLENGES

- Contributing to mitigate 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
- Stimulating regional economies
- Building and maintaining a dialogue 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 2021 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), please refer to the methodology notes (see section 1.3.1.1. Methodology note on social reporting and section 1.3.2.1. Methodology note on CSR reporting).

The commitments of the Bolloré Group are in line with the United Nations Sustainable Development Goals. Whether directly or indirectly, its actions have a 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 redefined its commitments as part of a new strategic CSR program that embeds all activities within a unified and promising framework. Entitled "*Creation for the Future*", the strategic program establishes a direct link to Vivendi's mission: *Creation Unlimited*. This is a driver to contribute to the success of Vivendi's mission of "unleashing creativity by promoting all talent, ideas and culture, and sharing them with as many people as possible."

Rolling out throughout the entire Group in 2021, 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 set new ambitions by 2025:

- **Creation for the Planet** (innovating to protect the planet): conscious of its status as a global group, Vivendi wants to mobilize the creativity of its talented staff and business lines to help preserve the planet and raise awareness of the climate emergency. Vivendi is committed to contributing to the fight against climate change by achieving carbon neutrality at the Group level by 2025;
- **Creation for Society** (imagining tomorrow's society): as a leader in culture, entertainment and communication, Vivendi has a particular social responsibility through the content it produces and distributes. The Group is committed notably to working towards 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 a culture of integrity that underpins business conduct 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. In order to supervise the activities of the Communications division, Vivendi has its own ethical measures which apply to its subsidiaries and suited to their business lines (see Vivendi's 2021 Universal registration document – chapter 2 – section 2.2. Main non-financial risks and opportunities).






### 1.1.2. THE BOLLORÉ GROUP'S 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 (Bretagne and Blue Systems division).

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. These risks are inherent in the Group's activities. They were considered throughout the value chain (supply, operations, use of products and services sold), taking into account all stakeholders (employees, customers, suppliers, subcontractors, public authorities, investors, etc.). 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, revenue or operations. This methodology was set up in line with the Bolloré Group's general risk mapping. Although a formal approach to dialogue with

stakeholders has not yet been established at the Group level, the fundamentals for taking into account their expectations have been implemented, such as the collection of perceptions of these expectations by operational teams with a perfect understanding of the field. Corruption risk and conflicts of interest, which are considered priority areas, were scored by the Group Compliance Department in collaboration with all of the divisions. Vivendi carried out its own CSR risk mapping in 2018 and updated it in 2021. The oversight of the CSR strategy, as well as the action plans and mitigation plans for the non-financial risks identified, are monitored by the Vivendi group's CSR Department (see Vivendi's 2021 universal registration document – chapter 2 – section 2.2. Main non-financial risks and opportunities). The mapping of their non-financial risks was pooled with that of the Bolloré Group to obtain a consolidated view in the table below.

Updated in 2021 in light of the work of the divisions, the mapping of regulatory changes and changes in the scope of the Bolloré Group's activities (particularly the discontinuation of car-sharing activities), is in line with the Group's priority issues identified during the materiality analysis. The priority risks identified are a natural fit with the four key pillars of the Bolloré Group's CSR strategy.

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	Bretagne division	Blue Systems	Vivendi
 <b>Uniting and protecting people, the company's greatest strength</b>	Health and safety of employees and third parties							(1)(2)
	Attracting and retaining skills							
	Working conditions and social dialogue							
 <b>Acting with integrity in our business conduct and promoting human rights</b>	Human rights							
	Corruption and influence-peddling							
 <b>Innovating in response to major environmental challenges</b>	Climate change risks and opportunities							
	Local pollution, industrial accidents and management of hazardous materials							
 <b>Committing over the long-term to regional development</b>	Risks and opportunities related to relations with local communities							
 <b>Priority risks specific to communications</b>	Risks related to attracting and retaining external talent							(3)
	Risks related to the cultural relevance of the content							(4)
	Risks related to dialogue with customers and users, and their satisfaction with products and services							(5)

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

\* Management of priority non-financial risks identified for the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2021 universal registration document.

(1) Occupational health and safety risks for employees. see section 4.3.1.1 Providing an exciting and unique experience.

(2) Risks related to the health and safety of customers and users of products and services. See sections 1.3.1 Dialogue with customers, 4.2.3 Encouraging a culture of responsibility, 4.2.3.2 Ensuring the public a protected environment, 4.3.3.3 Facilitating customer commitment.

(3) Risks related to attracting and retaining external talent. See sections 4.3.2.1 Identifying and attracting talent around the world and 4.3.2.2 Retaining talent.

(4) Risks related to the cultural relevance of the content. See sections 4.2.2.6 Preserving and promoting heritage works and 4.3.2.3 Promoting local content and talents.

(5) Risks related to dialogue with customers and users, and their satisfaction with products and services. See section 1.3.3 Customer dialogue.

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 priority CSR risks identified for the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2021 universal registration document.

### 1.1.3. CSR GOVERNANCE

Reporting to the Finance Department headed by the Vice-Chairman of the Board of Directors, the Bolloré Group CSR Department coordinates the CSR strategy by relying on dedicated bodies, particularly the network of correspondents and the Ethics, CSR and Anticorruption Committee, and through its presence on the Executive Committee.

It should be noted that the members of the Board of Directors, whose Chairman and Vice-Chairman participate in the Ethics, CSR and Anticorruption Committee, are stakeholders in the non-financial performance of the Bolloré Group.

In terms of corporate governance, the Bolloré Group takes into account the recommendations expressed by non-financial rating agencies and investors.

#### 1.1.3.1. THE EXECUTIVE COMMITTEE

During the 2020 fiscal year, Bolloré SE established an Executive Committee that meets quarterly and whose members are the 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 directions defined by the Board of

#### 1.1.3.2. THE ETHICS, CSR AND ANTICORRUPTION COMMITTEE

The Group has adopted a set of six inseparable values (humility, excellence, courage, solidarity, agility and innovation) and strives to respect and enforce them. The primary task of the Ethics, CSR and Anticorruption Committee is to ensure the compliance and results of the actions taken to guarantee these values are promoted and respected, and in particular the strict enforcement of the Group's ethical principles published in the Group's Ethics and CSR Charter and its Code of Conduct.

Under the authority of the Chairman of the Ethics, CSR and Anticorruption Committee appointed by the Chairman of the Bolloré Group, this body meets once or twice a year. This Committee consists of the Group Chairman and 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 Chief Compliance Officer, the Group Purchasing director,

#### 1.1.3.3. THE CSR DEPARTMENT

The Group CSR Department defines the framework of the CSR strategy, plays a role in awareness and mobilization, coordinates action plans, steers annual reporting, and analyzes and enhances performance. The Communication 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 (the Quality, Hygiene, Safety and Environment [QHSE], Human

#### 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 SE and Compagnie de l'Odet SE have changed the composition of the Boards of Directors to make them:

- more streamlined: Bolloré SE – 13 members as opposed to 19, Compagnie de l'Odet – 15 members as opposed to 17;
- more independent: distinct independent directors between Bolloré and Compagnie de l'Odet SE, limitation of positions occupied by legal entities, modifications to the Audit Committees and the Compensation and Appointments Committees, with no more salaried senior executives;
- consist of more female members: Bolloré SE – 45% women, Compagnie de l'Odet SE – appointment of three female directors to the Board of Directors.

Directors. This Committee, made up of 14 members, including 7 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.

the Investor Relations director, the Group Communication and CSR director, the Group Sponsorship director, the Chief Executive Officers of the divisions and business units, and any other person that General Management considers useful to assist in carrying out the Committee's duties.

This Committee holds hearings with the Compliance Officer and the CSR director. These persons are required to submit a special report which will then be submitted to the members of the Board of Directors. The objective is to establish the areas for improvement in terms of ethics, compliance and CSR at the Group level, and for which operational measures must be carried out within the divisions. The Committee therefore confirms the strategy, reviews performance and determines the outlook, projects and action plans with regard to the Group's priority risks and opportunities.

The Committee consults and informs the Audit and Risk Committee as necessary on its work on the risk prevention falling within its remit.

Resources [HR], Purchasing, Compliance and 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. At the last Risk Committee meeting held in 2021, the CSR director shared the analysis carried out on reputational risks and controversies relating to non-financial issues. This Committee makes it possible not only to raise awareness, but also to inform top management about the measures taken on these topics.

Bolloré Group. The internal CSR network has nearly 1,000 contributors for more than 900 entities worldwide (Bolloré and Vivendi). These contributors 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 management of the Group's various priority projects (e.g., in 2021, the continuation of work prior to the development of the Group's climate strategy, the mapping of BTL human rights risks, and even the challenges relating to taxonomy). The risk management interviews conducted annually by the CSR Department at the head office with the business representatives, known as "initiators of priority risk management", as well as locally through targeted thematic questionnaires (such as the human rights questionnaire and the analysis of energy consumption in 2020) help provide an assessment of the performance of the Group and of its divisions.

The annual results are consolidated during the non-financial reporting campaign rolled out at Group entities around the world (see section 1.3.1.1.

Methodology note on social reporting and section 1.3.2.1. Methodology note on CSR reporting) whose robustness, completeness and reliability have been significantly enhanced over the last ten years. The list of performance questions and indicators updated in 2019 to best illustrate the management of the Bolloré Group's priority CSR and social risks was stabilized in 2020 and is subject to dedicated analysis to strengthen their relevance, reliability and intelligibility on an ongoing basis. These indicators are, where relevant, rolled out throughout the Group and/or tailored specifically to the divisions according to their particular challenges.

In accordance with requirements for the reporting and publication of information on the company's CSR performance, the compliance of the Bolloré Group's non-financial performance report with regard to the priority

CSR risks identified and the accuracy of the information presented are verified (through quantitative audits and qualitative interviews) by an accredited independent third party (see section 1.4. Report by the independent third party on the consolidated non-financial performance statement).  
 Since 2021, the Bolloré Group has established an initial set of measurable objectives validated by the members of the Ethics, CSR and Anticorruption

Committee, enabling the Group to strengthen the management of its CSR policy and ensure that it is continuously improving.  
 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 continuous improvement. In 2021, the Group focused its efforts on climate change issues and bringing the Group's activities into compliance with Taxonomy reporting.

### 1.1.4.1. SUMMARY OF OBJECTIVES AND PROGRESS OF THE CSR STRATEGY

Pillars of the CSR strategy	2017-2022 Commitments	Progress, results and prospects
 <b>Uniting and protecting people, the company's greatest strength</b>	Health and safety certification: 70% of legal entities covered by an HSE management system to have at least one site with health and safety certification	<ul style="list-style-type: none"> <li>75% (vs 54% in 2020) of legal entities covered by an HSE management system have at least one site with health and safety certification</li> </ul>
	Occupational risk mapping: assessment of occupational risks to be carried out by 100% of the legal entities included in the CSR reporting scope	<ul style="list-style-type: none"> <li>75% (vs 74% in 2020) of entities reported having conducted occupational risk mapping and/or assessments in 2021</li> <li>Of which 94% of entities reported having updated it between 2020 and 2021</li> </ul>
	Be a leading employer in the countries where we operate	<ul style="list-style-type: none"> <li>90% of employees were on permanent contracts (stable compared to 2020)</li> <li>99.1% of employment was local (stable compared to 2020), and 92% among local managers</li> <li>93% of entities had better health insurance coverage than the legal requirement<sup>(1)</sup></li> </ul>
	Maintain a appeased social climate: ensuring ongoing dialogue with employee representative bodies according to the laws of each country	<ul style="list-style-type: none"> <li>59% of entities had union representation and/or staff representation for employees</li> </ul>
 <b>Acting with integrity in our business conduct and promoting human rights</b>	Roll out the Code of Conduct	<ul style="list-style-type: none"> <li>94% of Group companies completed the collective information process<sup>(2)</sup></li> <li>74% of employees with an e-mail address received the Code of Conduct</li> </ul>
	Define a responsible purchasing approach	<ul style="list-style-type: none"> <li>The Responsible Purchasing Charter and the Code of Conduct were sent to central suppliers in 2021</li> </ul>
	Raise awareness of the Group's commitments among all employees: roll-out of e-learning modules on business ethics and human rights issues	<ul style="list-style-type: none"> <li>93% of employees with an e-mail address were informed</li> </ul>
 <b>Innovating in response to major environmental challenges</b>	Define a Group climate strategy	<ul style="list-style-type: none"> <li>Carbon footprint analysis, identification of decarbonization drivers and definition of GHG reduction targets (deadline: 2023)</li> </ul>
	Develop low-carbon products and services in all our activities	<ul style="list-style-type: none"> <li>Improvements in innovation: R&amp;D (4<sup>th</sup> generation LMP<sup>®</sup> batteries), development of the Green Terminal certification process, biofuel marketing (Biofioul Evolution, Koolza, etc.), low-carbon logistics solutions</li> </ul>
	Renewable energies: increase the share of electricity consumption from renewable energy sources	<ul style="list-style-type: none"> <li>37% of electricity was consumed from renewable energy sources (vs 20% in 2020)</li> </ul>
	Environmental certification: 70% of legal entities with an environmental management system to have at least one site certified by an environmental standard	<ul style="list-style-type: none"> <li>76% (vs 50% in 2020) of legal entities with an environmental management system had at least one site certified by an environmental standard</li> </ul>
 <b>Committing over the long-term to regional development</b>	Social, economic and environmental impact studies: launch country socioeconomic impact studies in the Group's selected regions of operation in Africa	<ul style="list-style-type: none"> <li>Integration of the questionnaire in the Group reporting tool and launch of a study on Guinea-Conakry in 2021</li> </ul>
	Dialogue with stakeholders: develop a method for identifying internal and external stakeholders at the Bolloré Group level	<ul style="list-style-type: none"> <li>Meetings with internal stakeholders to discuss and collect their views of external stakeholders' expectations</li> </ul>
	Support for local groups through a structured sponsorship program	<ul style="list-style-type: none"> <li>366 projects with societal impact in 49 countries (of which nearly 70% in Africa) for more than 55,000 beneficiaries</li> </ul>

(1) Includes entities benefiting from health insurance where there is no legal requirement.

(2) If the subsidiary has internal rules or regulations, integration of the Code of Conduct and, where applicable, the procedure for consulting the relevant bodies, authorities or departments if necessary.

### 1.1.4.2. LISTENING TO STAKEHOLDERS TO OPTIMIZE PERFORMANCE

#### 1.1.4.2.1. A GROUP THAT IS ATTENTIVE TO ITS STAKEHOLDERS

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 dialogue methodology is not yet formalized at the Group level, the divisions and subsidiaries maintain an ongoing dialogue with their stakeholders (local communities, customers, suppliers, etc.), adapted to their local and operational contexts (see section 1.2.4.2.3. Building and maintaining a dialogue with stakeholders). In addition, as part of the ISO 9001 certification process, the entities concerned are required to map relevant stakeholders. In 2021, 79% of Group entities completing the CSR reporting declared they were certified or had at least one site that was ISO 9001-certified.

Dialogue with stakeholders is at the heart of the corporate culture. Every year, the Group is attentive to the expectations of its stakeholders, which may involve:

- requirements and obligations arising from public authorities and regulatory and market institutions (non-financial performance statement, the law on the duty of care, the Sapin II law, the GDPR, the law on combating tax evasion, the EU Taxonomy, etc.);
- investors: faced with the gradual rise in the importance of ESG criteria among investors, the CSR Department, which reports 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 meets 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 agencies, 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 dialogue with all these rating agencies enables the Group to identify areas for improvement on ESG aspects, as well as to better understand its sector positioning. This information is subject to particular attention by the Vice-Chairman of the

Board of Directors and Chief Financial Officer of the Bolloré Group and is relayed each year during the Ethics, CSR and Anticorruption Committee meeting(s);

- 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 section 1.2.4.2.3. Building and maintaining a dialogue with stakeholders);
- suppliers and subcontractors (see section 2.3.3. Duty of care approach within the supply chain, Group duty of care plan);
- local communities with which Bolloré Ports and Bolloré Railways business units conduct a structured dialogue approach (see section 1.2.4.2.3. Building and maintaining a dialogue with stakeholders);
- major multilateral institutions and agencies (United Nations Global Compact);
- the media or NGOs, always making the effort to be transparent.

The Group also conducts a regular dialogue with its internal stakeholders, such as employee representative bodies, in order to guarantee and promote quality social dialogue over the long term that combines the entrepreneurial economic reality and internal social expectations to be met, adapted to the specificities of each country with regard to the legislation in force. This is rolled out within the Group as part of negotiations with employee representatives or in other ways, 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 Labour Organization (ILO) conventions on the freedom to organize have not been ratified (see section 1.2.1.2.2. Promoting social dialogue and quality working conditions).

In 2021, an initial process to identify external stakeholders was launched at the Group level (banks, donors, investors, customers, etc.). Comprehensive identification of their priority issues, their expectations and their level of influence on the Group was carried out with a view to supplementing the materiality matrix with the Group's priority issues. By 2024, the Group would like to roll out a methodology for identifying key stakeholders in the subsidiaries, in order to structure the consideration of local expectations and needs and improve the effectiveness of its duty of care systems, always with the aim of building a trust-based relationship over the long term.

#### 1.1.4.2.2. THE BOLLORÉ GROUP'S 2021 NON-FINANCIAL RATINGS RESULTS

Over the past three years, the ESG score awarded to the Group by the rating agencies has increased thanks to:

- improved clarity of the CSR strategy through various communication materials (non-financial information, CSR Report, Charters, etc.);
- implementation of more homogenous policies and relevant monitoring indicators;

- formalization of a more structured exchange between the CSR team and ESG analysts.

Non-financial rating agencies are selected according to several criteria:

- the massive use of their analyses by investors;
- dissemination of ESG scores on financial platforms;
- a comprehensive assessment methodology that improves performance across all ESG components.

	CDP	Vigeo Eiris	ISS ESG	Sustainalytics
<b>Rating scale</b>	<b>Rating by tier:</b> <ul style="list-style-type: none"> <li>• D- to D: Disclosure</li> <li>• C- to C: Awareness</li> <li>• B- to B: Management</li> <li>• A- to A: Leadership</li> </ul>	<b>Performance level:</b> <ul style="list-style-type: none"> <li>• Weak (0 to 29)</li> <li>• Limited (30 to 49)</li> <li>• Robust (50 to 59)</li> <li>• Advanced (60 to 100)</li> </ul>	<b>ISS ESG Rating:</b> rating scale from 1 (low risk) to 10 (high risk)	<b>Rating scale:</b> <ul style="list-style-type: none"> <li>• Severe (score above 40)</li> <li>• High (score of 30-40)</li> <li>• Medium (score of 20-30)</li> <li>• Low (score of 10-20)</li> <li>• Negligible (score of 0-10)</li> </ul>
<b>Rating 2021</b>	<ul style="list-style-type: none"> <li>• "Climate Change" = A-</li> <li>• "Supplier Engagement" = A-</li> </ul>	<ul style="list-style-type: none"> <li>• ESG score = <b>53/100</b></li> <li>• <b>Robust level</b></li> <li>• Sector ranking: <b>12<sup>th</sup> out of 44</b></li> </ul>	<ul style="list-style-type: none"> <li>• ISS ESG Rating: <b>Score of 1 on E and S</b></li> <li>• <b>Score of 7 on G</b></li> </ul>	<ul style="list-style-type: none"> <li>• ESG Score: <b>11.7 – Low Risk</b></li> <li>• Sector ranking (Media): <b>17<sup>th</sup> out of 291</b></li> </ul>
	<b>=</b>	<b>↗</b>	<b>↗</b>	<b>↗</b>

The Group's business units are also regularly called upon by non-financial rating agencies:

- Bolloré Logistics' CSR performance was rated at the Platinum level in 2021 by EcoVadis, which places Bolloré Logistics in the top 1% of the best-performing companies rated according to the EcoVadis standard;
- concerning the Electricity storage and systems activities, the IER subsidiary was rated at the Silver level by EcoVadis in 2021.

Vivendi is also continuing its discussions with several non-financial rating agencies, with the dual advantage of refining the Group's positioning on the market and identifying areas for improvement (see Vivendi's 2021 universal registration document – chapter 2 – section 1.3.1. Establishing an ongoing dialogue with stakeholders).



### 1.1.5. ANALYSIS OF THE SUSTAINABILITY OF THE BOLLORÉ GROUP'S ACTIVITIES WITH REGARD TO THE EU TAXONOMY

Based on the European Union's action plan for sustainable finance launched in 2018, Regulation (EU) 2020/852 of June 18, 2020 (or the "taxonomy regulation") introduces a single classification to determine whether an economic activity is environmentally sustainable, in order to encourage sustainable investments and redirect capital flows so as to meet European requirements regarding the reduction of greenhouse gas emissions and achieve the climate neutrality target throughout Europe by 2050. An economic activity is deemed "sustainable", if it contributes substantially to one of the six environmental objectives of the taxonomy regulation, does not harm the remaining five other objectives and meets the minimum social standards. To date, two appendices relating to the first two climate change mitigation and adaptation objectives have been published. They will be

supplemented by publications relating to the other four environmental objectives in 2022, for implementation in 2023.

In accordance with this regulation, the Bolloré Group is subject to the requirement to publish the share of revenue, capital expenditure (Capex) and operating expenses (Opex) of the activities eligible for the two climate targets for the 2021 fiscal year.

The Vivendi Group is also subject to the implementation of the Taxonomy Regulation. The results of the work are detailed in Vivendi's non-financial performance statement (see Vivendi's 2021 universal registration document – chapter 2 – section 2.4 The European Taxonomy). The following paragraphs cover the entire financial consolidation scope of the Bolloré Group.

#### 1.1.5.1. METHODOLOGY NOTE

##### 1.1.5.1.1. IDENTIFICATION PHASE FOR "ELIGIBLE" ACTIVITIES

In order to meet this new reporting obligation, the CSR and Financial Consolidation Departments of the Bolloré Group initiated meetings dedicated to taxonomy reporting in H2 2021 in association with the CSR and financial departments of each of the divisions and with the support of a specialized firm. The objectives of these meetings were to:

- raise awareness and train the teams on the principle of taxonomy reporting;
- identify eligible business segments within the meaning of the taxonomy;
- analyze the accounting standards and how much existing information there is at the Group/division/entity level;
- present the expected technical screening criteria for the main business segments identified as eligible.

The phase to identify eligible business segments was carried out based on a methodological approach including an in-depth and detailed analysis of the Group's activities with regard to the eligible economic activities described in the appendices to the regulation. With the help of the specialized firm, detailed factsheets were prepared and presented to the contacts identified for each of the divisions in order to understand the technical screening criteria required for each eligible activity.

The following activities of the Bolloré Group, which are not identified in the European taxonomy, were considered non eligible:

- the Oil logistics division, which involves the purchase/sale of petroleum products and biofuels;
- freight forwarding (within the Transportation and logistics division), an intermediation business which consists of organizing transport chains without direct ownership of the logistics resources used. Firstly, the purchase of a space on board of a means of transport does not fall within the descriptions of the two appendices, and secondly, intermediation activities do not substantially contribute to the environmental objectives defined in the taxonomy regulation due to the lack of control of the means of transport used.

A file containing the 2021 regulatory report on eligibility was prepared to send to the Finance Departments of each of the divisions in order to collect the indicators relating to revenue, capital expenditure (Capex) and operating expenses (Opex). The information collected for each division was consolidated in order to present a Group-wide overview of activities eligible for the taxonomy regulation.

##### 1.1.5.1.2. FINANCIAL INFORMATION

The identification work completed as at December 31, 2021 focused on the three key performance indicators ("KPIs") as defined below:

Indicator	Revenue	Capital Expenditure (Capex)	Operating expenses (Opex)
<b>Denominator</b>	<b>"Total Taxonomy Revenue":</b> total revenue in the Group's financial statements	<b>"Total Taxonomy Capex":</b> increase in the gross carrying amount of leasehold rights (IFRS 16), property, plant and equipment (IAS 16), and intangible assets (IAS 38)	<b>"Total Taxonomy Opex":</b> direct uncapitalized costs related to the maintenance and repair of tangible assets, building renovations, research and development and short-term leases
<b>Numerator (eligible share)</b>	Share of denominator associated with taxonomy-eligible economic activities	<b>Share of denominator associated:</b> 1. with activities generating eligible turnover 2. with a Capex/Opex plan that aims to increase the share of eligible revenue 3. with assets or expenses individually eligible for the taxonomy	

The financial data used is derived from:

- revenue, in line with that used in the consolidated financial statements under IFRS, directly from the consolidated financial statements;

- the total Capex and Opex from the detailed consolidated financial data used for the 2021 consolidated financial statements of the Bolloré Group;
- figures relating to eligible shares, financial data from each business line's financial reports presented in accordance with IFRS.



## 1.1.5.2. APPLICATION OF THE TAXONOMY REGULATION TO THE BOLLORÉ GROUP'S ACTIVITIES

### 1.1.5.2.1. BREAKDOWN OF REVENUE FOR THE 2021 FISCAL YEAR

The Bolloré Group's consolidated revenue as at December 31, 2021 amounted to 19,771 million euros. The work carried out showed that 36% of the revenue generated by the Bolloré Group in 2021 is eligible for the two environmental objectives of the European Taxonomy linked to climate change.

- For the Transportation and logistics division: 16% of the revenue of the contractual warehouse logistics and the port and rail concession activities was considered eligible.

- For the Communications division: 60% of revenue related to production, broadcasting, content programming, show promotion and music recording was considered eligible.
- For the Electricity storage and systems division: 55% of the revenue generated from the manufacture of basic plastic films, electromobility and charging terminals, electric vehicles and batteries was considered eligible.

### 1.1.5.2.2. BREAKDOWN OF CAPITAL EXPENDITURE (CAPEX) FOR THE 2021 FISCAL YEAR

The analysis of Bolloré Group's Capex showed that 86% of Capex, amounting to 2,949 million euros, is eligible for the two environmental objectives of the European taxonomy related to climate change.

This eligible Capex includes:

- for the Transportation and logistics division: 58% of Capex for contractual logistics, road freight transport, and rail and port concessions;
- for the Oil logistics division: due to the non-eligibility of these activities under the taxonomy regulation, 17% of Capex relating solely to individual measures to improve the energy efficiency of the sites and to reduce greenhouse gas emissions has been accounted for;

- for the Communications division: 90% of Capex related to the acquisition of content, set-top boxes, rights-of-use assets and individual measures to improve the energy efficiency of buildings and mitigate greenhouse gas emissions;
- For the Electricity storage and systems division: 87% of Capex for the manufacture of basic plastic films, electromobility and charging terminals, and electric vehicles and batteries.

### 1.1.5.2.3. BREAKDOWN OF OPERATING EXPENSES (OPEX) FOR THE 2021 FISCAL YEAR

In 2021, the share of operating expenses (Opex) as defined by the taxonomy regulation accounted for less than 10% of the Bolloré Group's total operating expenses. Taking into account the relevant expense items (total uncapitalized

research and development costs, building renovation costs, short-term leases and asset maintenance and repair costs), this indicator is not material with respect to the Group's activities and no eligibility analysis has been carried out.

### 1.1.5.3. ELIGIBLE REVENUE AND CAPEX BY DIVISION AT DECEMBER 31, 2021

(in millions of euros)	Denominator at 12/31/2021	Eligibility as a%
<b>Total revenue</b>	<b>19,771</b>	<b>36%</b>
Transportation and logistics	7,313	16%
Oil logistics	2,509	0%
Communications	9,567	60%
Electricity storage and systems	370	55%
Others (agricultural assets, holding companies)	12	0%
<b>Total Capex</b>	<b>2,949</b>	<b>86%</b>

## 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 the implementation of virtuous duty of care approaches in all of its divisions to ensure that the policies,

processes and improvement plans in place ensure its long-term non-financial performance. The management of Bolloré Group's priority risks is explained below.

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

The Bolloré Group operates in businesses that are particularly exposed to the risk of workplace accidents. 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. In addition, the Group is positioned as a leading employer,

putting employee commitment and skills at the heart of its performance by rolling out special initiatives to recruit the talents of tomorrow in its various core businesses.

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

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

The health and safety of employees and third parties<sup>(1)</sup>

*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	Bretagne division	Blue Systems	Vivendi

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

The Transportation and logistics, Oil logistics and Electricity storage and systems activities operate in environments with a potentially high risk 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 (111 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 that of users and local communities which could be impacted

by its activities. The risks relating to the safety of third parties in the context of freight and passenger transport operations are particularly material. The management of the priority CSR risks identified for the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2021 universal registration document (risks related to the occupational health and safety of employees, see section 4.3.1.1 Offering an exciting and unique experience and risks related to the health and safety of customers and users of products and services, see sections 1.3.1 Establishing an ongoing dialogue with stakeholders, 4.2.3 Promoting a culture of responsibility, 4.2.3.3 Ensuring our public a safe environment for a positive entertainment experience, and 4.3.3.3 Facilitating customer engagement).

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

##### Group policy

The Group implements 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, across all its activities and sites. 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 (see chapter 2 – The Bolloré Group duty of care plan). The Group is committed to investing in the prevention of occupational risks and accidents, improving working conditions and training and raising awareness among its employees and stakeholders 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;
- help develop the HSE culture and best practices;
- guarantee the maintenance of business certifications leading to improved performances and a measure of confidence for customers.

Each business unit has a QHSE management system formally implemented via 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 promoting the prevention of accidents and incidents, guaranteeing a safe working environment in which the equipment complies

with the standards and regulations in force, and 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 the implementation 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 Transportation and logistics businesses.

##### Objectives and progress

In order to standardize the monitoring policies and indicators for the Group's various business units, a set of indicators relating to employee and third-party health and safety risk, shared by all divisions (excluding Vivendi) has been rolled out since 2019 (see table – Indicators for monitoring the roll-out of the Bolloré Group's HSE management systems). This work was further reinforced by the setting of reasonable targets, validated in early 2021 by the Executive Management (members of the Ethics, CSR and Anticorruption Committee) and consistent with the continued improvement approach at the heart of existing policies.

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Commitment by management bodies to monitor the Group's performance to ensure the health and safety of employees and third parties</b>	<ul style="list-style-type: none"> <li>100% of legal entities included in the CSR reporting scope<sup>(1)</sup> monitor their HSE performance annually in the Management Committee, Executive Committee or Board of Directors meetings</li> </ul>	2022	<ul style="list-style-type: none"> <li>91% of entities state that they monitor HSE performance at Management Committee, Executive Committee or Board of Directors meetings</li> </ul>	<ul style="list-style-type: none"> <li>90% of entities stated that they monitor HSE performance at Management Committee, Executive Committee or Board of Directors meetings</li> </ul>
<b>Implementation of occupational health and safety management systems</b>	<ul style="list-style-type: none"> <li>100% of the workforce in the CSR reporting scope<sup>(1)</sup> covered by a Health and Safety Management System</li> </ul>	2022	<ul style="list-style-type: none"> <li>99% of the workforce in the CSR reporting scope covered by a Health, Safety and Environmental (HSE) management system</li> </ul>	<ul style="list-style-type: none"> <li>99% of the workforce in the CSR reporting scope covered by a Health, Safety and Environmental (HSE) management system</li> </ul>
<b>Certification</b>	<ul style="list-style-type: none"> <li>70% of entities covered by an HSE management system have at least one site with health and safety certification by one of the following standards: ISO 45001 or OHSAS 18001, SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard</li> </ul>	2022	<ul style="list-style-type: none"> <li>75% of entities covered by an HSE management system have at least one site with health and safety certification by one of the following standards: ISO 45001 or OHSAS 18001, SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard</li> </ul>	<ul style="list-style-type: none"> <li>54% of entities covered by an HSE management system had at least one site with health and safety certification by one of the following standards: ISO 45001 or OHSAS 18001, SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard</li> </ul>

(1) See section 1.3.2.1. Methodology note on CSR reporting.

### Health and safety management systems adapted to the specificities of activities

In response to the issues raised by their implementation 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.

#### • Transportation and logistics

##### Bolloré Ports

In 2014, Bolloré Ports launched a special security process, the Pedestrian Free Yard. An integral part of the safety management system that covers 100% of entities and concessions, this internal standard at the Bolloré Group contributes to making container terminals places where staff can perform their duties safely. Based on ISO 45001, the Pedestrian Free Yard adapts the control of occupational health and safety issues to port handling activities. Assessed each year by Executive management and certified by an accredited independent auditing firms, this standard has reduced the number of accidents and incidents in ports since it was introduced. Of the 19 Bolloré Ports entities that are integrated into the Pedestrian Free Yard certification process based on ISO 45001, 5 entities are ISO 45001-certified.

A report is drafted by all terminals and concessions where over 20 employee and third-party health and safety KPIs are monitored monthly and audited annually by an auditing firm.

##### Bolloré Railways

Bolloré Railways has been working since 2019, in consultation with an independent certification body, to develop a "custom" rail safety management system (SMS) for its two railway entities based on recognized international standards, such as ISO 9001, ISO/TS 22163 version 2017, and the general safety regulations (GSR) specific to each railway network. Through the creation of this "custom" standard, Bolloré Railways wants to ensure that the specificities of its rail activities are taken into account throughout the entire business chain (maintenance, management of operations) while taking into account the specific characteristics of the context in Africa. Although the health crisis disrupted the implementation of the "custom" SGS standard, processes have nevertheless been set up. In 2021, rail safety indicators (AIPE) saw a clear improvement.

##### Bolloré Logistics

Bolloré Logistics is continuing to roll out the certification of its integrated health, safety and environment (HSE) management system across its network.

##### Bolloré Logistics multi-site integrated management system (IMS)

In 2020, Bolloré Logistics obtained triple IMS (integrated management system) certification, bringing together all occupational health and safety (ISO 45001), quality management (ISO 9001) and environmental (ISO 14001) standards. Issued by Bureau Veritas, this certification covers entities located in the Europe, Americas, Asia-Pacific, Middle East and South Asia regions, and was

extended to Africa in 2021. More than 420 sites in 77 countries are now covered by the triple certification, including 136 sites in 29 countries in Africa. Designed to align the network's current procedures around the world, this certification will enable Bolloré Logistics to continue rolling out common operational processes to meet the expectations of its customers and improve its management methods and tools to maximize performance. Finally, it should be noted that Bolloré Logistics is rolling out a QHSE management system for 100% of its entities, 82% of which are ISO 45001-certified.

In addition, the QHSE Corporate Department continued to support the use of its steering platform launched in 2019 and dedicated to the "B'Excellent" Quality, Health, Safety, Security and Environment activities. 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.

#### • Oil logistics

At Bolloré Energy, the health, safety and environment policy 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 and 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. In 2021, in order to centralize the process for identifying workplace accidents, an online workplace accident reporting tool was set up.

#### • Electricity storage and systems

##### Bretagne division

The health and safety policies of the industrial activities of the Bretagne division apply to the Bolloré Films diélectriques, Bolloré Films Packaging, Blue Solutions and Bluebus subsidiaries. They are implemented through improvement programs presented and validated each year by the employee representative bodies. 100% of sites have a system that implements ISO 45001 principles. The plastic film packaging production site is BRC and ISO 22000-certified, ensuring the safety of food packaging. The Blue Solutions battery production sites are certified according to IATF 16949:2016, reinforcing safety, traceability and the technical specifications required for car manufacturing.

##### Blue Systems

IER and Automatic Systems – Blue Systems subsidiaries – cover the occupational health and safety issues of employees and third parties, implement an 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 safety 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 proposals, and publication for stakeholders. Occupational health and safety actions are formalized in a general action plan

which is continuously monitored and gives rise to an annual assessment validated by the employee representative bodies (CSE). Furthermore, the after-sales services and the construction sites of Automatic Systems Belgium have been VCA-certified since 2008, giving it the means to control the security risks it encounters at each new installation site or work site (maintenance, repair).

**Indicators<sup>(1)</sup> for monitoring the roll-out of the Bolloré Group's HSE management system<sup>(2)</sup>**

(as a percentage)	Transportation and logistics	Oil logistics	Electricity storage and systems	Others	2021 Total	2020 Total	Change 2020-2021
Share of employees covered by a HSE management system <sup>(2)</sup>	100	100	88	93	99	99	0
Share of entities having implemented a HSE management system <sup>(2)</sup>	100	100	90	67	98	98	0
Of which, the share of entities having had an assessment audit of their HSE management system	73	40	100	0	72	73	-1
Of which the share of entities having at least one site with health and safety certification by one of the following standards: ISO 45001 (or OHSAS 18001), SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard	85	0	22	0	75	54	21

(1) These indicators are derived from CSR reporting (see section 1.3.2.1. Methodology note on CSR reporting).  
 (2) These indicators relate to the Bolloré Group scope excluding Vivendi. Management of priority health and safety risks identified for the Communications Division is explained in chapter 2 – Non-financial performance of Vivendi's 2021 Universal registration document.

**1.2.1.1.3. PREVENTING ACCIDENTS AND OCCUPATIONAL RISKS AND IMPROVING WORKING CONDITIONS**

**Group policy**

Within the context of the QHSE management systems, occupational risks related to Group activities and businesses are subject to specific analyses in terms of health and safety. The entities therefore create regularly updated occupational risk maps in close collaboration with local managers, social partners, the company physician and other stakeholders. 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. Visits to workstations make it possible to assess occupational risks in collaboration with the company physician. External companies that have to carry out work regularly on site are subject to prevention plans and work permits with the aim of guaranteeing at least 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.

**Objectives and progress**

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Prevention of accidents and occupational risks and improving working conditions</b>	<ul style="list-style-type: none"> <li>Mapping and/or assessment of occupational risks to be carried out by 100% of the legal entities included in the CSR reporting scope<sup>(1)</sup></li> <li>Mandatory update every two years or in the event of a change in activities</li> </ul>	2022	<ul style="list-style-type: none"> <li>75% (vs 74% in 2020) of entities stated that they mapped and/or assessed their occupational risks in 2021</li> <li>Of which 94% of the entities stated that they updated the map between 2020 and 2021</li> </ul>	<ul style="list-style-type: none"> <li>74% (vs 71% in 2019) of entities stated that they mapped and/or assessed their occupational risks in 2020</li> <li>Of which 96% of the entities stated that they updated the map between 2019 and 2020</li> </ul>
<b>Accident rates</b>	<ul style="list-style-type: none"> <li>LTIFR target to be set for each business unit<sup>(2)</sup></li> <li>Implementation of subcontractor accidentology monitoring</li> </ul>	2022 2025	<ul style="list-style-type: none"> <li>LTIFR objective in place within the Bolloré Ports, Bolloré Railways, Bolloré Logistics and Bolloré Energy business units</li> <li>Monitoring set up in the Bolloré Ports and Railways business units</li> </ul>	<ul style="list-style-type: none"> <li>Application of an LTIFR target by each of the business units to be assessed in 2021</li> <li>Monitoring set up in the Bolloré Ports and Railways business units</li> </ul>

(1) See chapter 2 – section 1.3.2.1. Methodology note on CSR reporting.  
 (2) The LTIFR (Lost Time Injury Frequency Rate).

## Preventing accidents and occupational risks and improving working conditions within the Group's activities

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. Within the Transportation and logistics activities, appropriate policies are implemented, monitored and regularly reviewed to prevent major risks (ex.: General Driving Rules, Drugs and Alcohol Policy, etc.). At Bolloré Ports and Bolloré Railways, management is focused on two main targets: zero accidents and a lost time injury (LTI) rate of less than one.

Employees such as gantry-crane operators, locomotive drivers and drivers of specialized vehicles, which are identified as occupations with major risks, undergo routine testing for at-risk behavior stemming from the use of medication, drugs or alcohol prior to assuming their role.

Awareness initiatives and health and safety policies are adapted to the activities and regions of operation, and are primarily focused on the occupational risks associated with handling, storage and transport operations, taking into account the task, load, physical effort, working environment and level of individual fitness. Ergonomic rules and risk-reduction methods are implemented this way, and specific measures are required to adapt to the health and safety issues associated with each activity.

### • Transportation and logistics

#### Bolloré Ports

At Bolloré Ports, the major risks identified include handling activities (working with specialized industrial equipment, container transport or the handling of bulk goods, excluding containers). For example, gantry-crane operators working 70 meters above the ground 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 port workforce for these operations. In 2021, a specific training program on hazardous material risks, involving all QHSE directors and operational directors, was rolled out at handling stations, both for direct employees and subcontractors. The number of serious accidents per container handled decreased by more than 50%, from 1 accident per 139,000 TEUs handled in 2020 to 1 accident per 264,000 TEUs handled in 2021.

In addition, terminals are also subject to the International Ship and Port Facility Security Code (ISPS), which is specific to the prevention of terrorist risks on land and at sea. In fact, in addition to regular visits by the port authorities, each terminal is visited twice a year by the US Coast Guard, which is in charge of compliance with the recommendations of the ISPS Code.

#### Bolloré Railways

With regard to railway activities, the duty of care policy in terms of accident prevention is applied across all railway lines and structures, across the entire business line. The main risks identified relate to passenger and oil transport. The protection of people and goods is governed by a predictive, preventive and curative maintenance system applicable to traction equipment and rolling stock. In 2021, Camrail's 4<sup>th</sup> Rail Safety Day focused on "Feedback and risk prevention for a resilient safety management system", including open house days, presentations on different themes and microfilms on "train safety" that were organized.

#### Bolloré Logistics

Concerning Bolloré Logistics, the main occupational risks are related to handling, storage and transport. As such, operators are trained in the correct movements and posture before carrying out manual handling operations, for which new training takes places as often as necessary. Any accidental event is recorded in a database in order to learn from it, be able to trace it, and summarize all corrective measures taken (training/information, procedural review, change of working methods, equipment or tools, etc.). In 2021, approximately 85,200 HSE audits and inspections were conducted within the Bolloré Logistics network.

### • Oil logistics

In the Oil logistics businesses, the major-accident prevention policy is in place at Bolloré Energy's most at-risk sites, helping protect employees, third parties (subcontractors on-site) and customers. It was last updated in 2018. As the main risks identified are fire risks, road traffic risks and risks associated with movements and postures, various corrective and mitigation measures have been implemented, such as:

- regular fire drills carried out locally to avoid any emergency situations (e.g. a fire at the loading station);
- the annual roll-out of employee training initiatives (e-learning, workshops, etc.) on various topics: OHS, chemical risks, prevention of risks related to the transport of dangerous goods by road (ADR and FCO training), etc.;
- the set-up of an online platform in 2020 for ordering protective equipment studied in depth to be tailored to the businesses;
- the roll-out of prevention plans (information on the site risks in view of the work to be carried out) and potentially the issue of a fire permit to prevent risks for external companies.

### • Electricity storage and systems

#### Bretagne division

The occupational risks identified at the Bretagne division's sites are the risks of moving machines, cuts (cutting machines, blades), electrical shock, handling heavy objects (lifting methods) and, at Blue Solutions, chemical exposure. The French sites have adopted a policy for the prevention of arduous working conditions through commitments and initiatives that dovetail with the dynamic process of occupational risk prevention in collaboration with the company physician. All of the arduous aspects have been analyzed since July 2016, beyond the legal requirement. Working in successive shifts of alternating teams, which is 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 system for most of their careers have benefited from an early retirement plan, compensating for the non-retroactivity of the personal work hardship account (additional time deposited in the time savings account).

Psychosocial risk prevention measures are also rolled out through training to enable managers and team managers to prevent and measure stress situations in the departments. In 2021, a campaign to prevent addictive practices in the workplace (food, medicine, tobacco, alcohol, narcotics, gambling, etc.) was rolled out at the French sites. Employees were made aware of the position to be taken when an employee faces a distressing situation with posters, and subsequently an e-learning program in collaboration with APAVE for managers and security liaisons.

#### Security of the LMP® battery

Blue Solutions specializes in "all-solid" battery technology with inherent safety qualities superior to those of lithium-ion batteries with a solid electrolyte. In the event of puncture, there is no leakage of hazardous fluid or formation of an explosive atmosphere in confined spaces. LMP® batteries are also exempt from SVHC (Substance of Very High Concern) status according to the REACH Regulation and from CMR (carcinogenic, mutagenic or toxic to reproduction) status according to the CLP Regulation.

#### Blue Systems

IER, a subsidiary of Blue Systems, is committed to an occupational risk prevention process in close collaboration with social partners, members of the Committee for Health, Safety and Working Conditions (CSSCT), the company physician and other stakeholders. The main risks identified are those caused by the handling activities and by load carrying. 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 implemented in Besançon since 2017, which have reduced the probability of occurrence of occupational illnesses such as musculoskeletal disorders (MSDs), for example. In 2021, two stacking machines to assist with handling on barrier assembly lines were set up at the Automatic Systems Persan site, and an agreement was signed with the Cramif to reduce workplace accidents and occupational illnesses related to MSDs. At Automatic Systems, all of the after-sales services technicians and workshop operators involved in electrical work received BA5 training (electrocution risk prevention) in 2021.



Generally speaking, health, safety and working condition improvement plans are monitored with year-end completion rates of more than 80%.

### Preventing health and safety risks to third parties (subcontractors and neighbouring communities)

#### Subcontractors subject to the same requirements as the standards applied to Group employees

##### • Transportation and logistics

Employees of subcontracting companies are subject to the same specific analyses and performance indicators in terms of health and safety, whether they stem from regulations or contractual clauses. Risks linked to concurrent activities with external companies are also analyzed and specific prevention and protection measures are identified. This issue is addressed at the weekly meetings of the Ethics and Compliance Committee of Bolloré Transport & Logistics, which is composed of Executive Committee members.

##### Bolloré Ports

The application of occupational 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 pre-established targets is systematically addressed, documented and corrected with the appropriate corrective measures. In 2021, as part of the construction of the new CIT terminal in Abidjan, the working conditions of the employees of the companies carrying out the works were monitored daily throughout the year. Various audits were carried out in the field and led to the adoption of specific measures by the subcontractor (improvement of support infrastructures, sanitary facilities, changing rooms and investments in equipment).

##### Bolloré Logistics

For Bolloré Logistics, a subcontractor management process is established to ensure high-quality HSE. This process leads to the accreditation, selection and monitoring of subcontractors.

In order to prevent accidents with subcontractors in Africa, Bolloré Logistics rolled out an action plan at sites identified as priority, including in Republic of Côte d'Ivoire, Cameroon and Kenya. This action plan is based on the following pillars:

- enhancing the exchange with carrier companies: hand-delivering a letter to each carrier company director in order to remind them of the QHSE requirements to apply, as well as a reminder of the risks and rules described in the Carriers' Charter. A convention was organized in Republic of Côte d'Ivoire, Nigeria, Benin and Guinea in which the results of the accidents/incidents and the causes were presented as well as a reminder of the requirements described in the Charter;
- carrying out audits and inspections: verifying the condition of the equipment and the driver's qualifications; conducting carrier audits: an audit program for road transport carriers is drawn up and conducted in the various countries, and covers the condition of the equipment and its follow-up, documentation, driver training and knowledge of the rules of the Carriers' Charter. In 2021, more than 250 audits were carried out. In the event of an at-fault accident causing a fatal or serious accident, the qualification of the carrier shall be temporarily suspended;
- communicating and raising awareness: continuation of the Safe Driving (Golden Rules) training program for drivers (more than 1,300 drivers trained in 2021);
- ensuring the steering of initiatives: in their steering meetings, entities in each country include a progress report on the action plan, a review of any difficulties encountered and actions to be carried out. In addition, a steering committee is also organized at the head office to monitor the progress of the action plan implemented in the various countries, the listing of carriers, the point-based license system (drivers are banned from driving for Bolloré Logistics when the 12 points are lost; there is a mechanism which enables drivers to recover points).

In 2021, approximately 32,900 HSE audits and inspections were conducted with Bolloré Logistics subcontractors.

##### Carriers' Charter

For example, carrier companies hired by Bolloré Logistics in Africa must abide by a charter tailored to this activity. The Carriers' Charter is attached to each contract signed with subcontractors in Africa. The charter is part of a broader effort to minimize injury to passengers and damage to cargo, equipment and the environment. It specifically provides for:

- the provision of suitable trucks in good working order;
- 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.

#### Safety of passengers and local neighbouring communities

##### • Transportation and logistics

##### Bolloré Ports

With regard to port activities, prevention measures for neighbouring communities have been implemented as part of the construction of the terminal in Dili. Since local populations may be negatively impacted and put at risk due to the increase in truck traffic for the work on the terminal, specific measures have been taken such as holding sessions to raise awareness, adapting the transportation plan, or installing speed bumps.

##### Bolloré Railways

Within Bolloré Railways, in addition to the activities of subcontractors and suppliers, the security policies implemented by the Executive Management also cover passenger safety. In 2021, an internal audit on passenger safety was conducted, and an action plan was rolled out and analyzed at each management oversight committee meeting (over 90% completed at the end of 2021). The safety of employees, users and local populations is also subject to 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 for support in the event of a railway incident.

In order to guarantee the safety of local populations and people near tracks with railway concessions, several specific measures are taken:

- the GSRs (general safety regulations) have defined a safety zone of 30 meters on either side of the tracks which, as a matter of principle, is devoid of any construction or occupation. This area is checked daily, e.g. by initial convoys. In the event of illegal construction near the tracks, it is up to the state to implement the necessary expulsion measures;
- due diligence committees are led by each of the railway networks within neighbouring communities. These committees carry out missions to raise awareness among village communities and entrust them with paid work through various missions to report malfunctions or damage to roads, weeding work, or seizure of illegal forest products and wildlife, thereby helping to secure national railway heritage. In 2021, 163 duty-of-care committee meetings were held throughout the Camrail network;
- training and awareness initiatives for local communities, in particular regarding the safety requirements near the tracks, are carried out by the operating coordinators of each network. In 2020, Camrail confirmed the recruitment of an expert recommended by the World Bank who is responsible for informing and raising the awareness of the surrounding communities as well as training Camrail staff on these issues in preparation for the development of an infrastructure renewal plan. In 2021, two information and awareness campaigns on the dangers of the use of creosoted wood sleepers for domestic purposes were organized in 173 locations for the communities near the railway.

##### • Oil logistics

Bolloré Energy relies on its major accident prevention policy to prevent and manage health and safety risks that could apply to third parties, including industrial accidents potentially affecting local populations. 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 risk prevention policy.

**Accidentology monitoring indicators<sup>(1)</sup> within the Bolloré Group<sup>(2)</sup>**

	2021	2020
Number of workplace accidents with lost time	310	326
Lost Time Injury Frequency Rate or LTIFR (x 1,000,000) <sup>(3)</sup>	4.30	4.47
Lost Time Injury Frequency Rate or LTIFR (x 200,000) <sup>(4)</sup>	0.86	0.90
Severity rate of workplace accidents (x 1,000) <sup>(5)</sup>	0.15	0.13

- (1) These indicators are derived from social reporting (see chapter 2 – section 1.3.1.1. Methodology note on social reporting).  
 (2) These indicators relate to the Bolloré Group scope excluding Vivendi. Management of priority health and safety risks identified for the Communications Division is explained in chapter 2 – Non-financial performance of Vivendi's 2021 universal registration document.  
 (3) Number of accidents at work with lost time/total hours worked from January 1 to December 31 x 1,000,000 (corresponds to the calculation formula for workplace accident frequency of the French institute of research and safety for the prevention of workplace accidents and occupational illnesses [INRS]).  
 (4) Number of workplace accidents with lost time/total hours worked from January 1 to December 31 x 200,000 (corresponds to the calculation formula for workplace accident frequency of the US Occupational Safety and Health Administration).  
 (5) Number of days of absence related to workplace accidents/total hours worked from January 1 to December 31 x 1,000 (corresponds to the calculation formula for workplace accident frequency of the French institute of research and safety for the prevention of workplace accidents and occupational illnesses [INRS]).

**1.2.1.1.4. INFORMING, TRAINING AND RAISING AWARENESS**

Employees and subcontractors are trained and informed on health, safety and the environment 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 goods, transportation and traffic regulations).

**Objectives and progress**

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>HSE training for employees and subcontractors</b>	<ul style="list-style-type: none"> <li>Monitoring of the number of HSE training hours by QHSE and/or HR</li> </ul>	Annual	<ul style="list-style-type: none"> <li>Monitoring implemented at IER as part of HR reporting</li> <li>Monitoring of the number of HSE training hours for subcontractors in place at Bolloré Ports, Bolloré Railways and Bolloré Logistics</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of the number of HSE training hours for employees to be set up at IER</li> <li>Monitoring of the number of HSE training hours for subcontractors in place at Bolloré Ports, Bolloré Railways and Bolloré Logistics</li> </ul>
	<ul style="list-style-type: none"> <li>Set up monitoring of the number of people trained as part of HSE training</li> </ul>	2022	<ul style="list-style-type: none"> <li>Completed, monitoring of the number of training hours included in HR reporting for all business units</li> </ul>	<ul style="list-style-type: none"> <li>To be carried out</li> </ul>
<b>Informing and raising employee awareness</b>	<ul style="list-style-type: none"> <li>Display of the HSE policy on the premises by 100% of the legal entities included in the CSR reporting scope<sup>(1)</sup></li> <li>Mandatory information for new employees</li> <li>Annual participation in World Safety Day to raise employee awareness of the QHSE risks generated by the company (organizing awareness initiatives)</li> </ul>	2022	<ul style="list-style-type: none"> <li>Reported methods used to communicate on the HSE policy:                             <ul style="list-style-type: none"> <li>– 96% of entities reported posting it on the premises;</li> <li>– 79% reported that they inform new employees;</li> <li>– 48% say they participated in the World Safety Day</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Reported methods used to communicate on the HSE policy:                             <ul style="list-style-type: none"> <li>– 95% of entities reported posting it on the premises;</li> <li>– 80% reported that they inform new employees;</li> <li>– 40% say they participated in the World Safety Day</li> </ul> </li> </ul>

(1) See section 1.3.2.1. Methodology note on CSR reporting.

**Training adapted to each activity**

**• Transportation and logistics**

**Bolloré Ports and Bolloré Railways**

Within the Bolloré Ports and Bolloré Railways entities, training and awareness initiatives are carried out on the HSE policy by posting security instructions or launching dedicated campaigns for employees, users or local populations. Generally speaking, three main types of training are provided in the local entities of Bolloré Ports and Bolloré Railways:

- training on minimum security rules or toolbox. These are meetings to review health and safety procedures systematically issued to all employees as well as subcontractors who work on site;
- specific "business" training courses: heavy load handling; conventional port handling; courses for locomotive drivers, gantry-crane and other crane operators; oversized cargo handling; transportation and traffic rules, etc.;
- training on the hazardous materials handled and transported.

In addition to the HSE network at the head office and locally, members of the CSST (Health & Safety in the Workplace Committee) also help identify specific training needs for all employees (e.g. hygiene).

In 2021, as part of the launch of the "Green Terminal" certification process for port terminals, approximately a hundred people were trained (ISO 14001 training in particular).

Regarding rail activities, a Rail Business units training coordinator was recruited in 2021 to harmonize the training programs of the Group's two railway networks. In addition, specific programs were rolled out at Camrail in 2021:

- hazards related to the use of creosoted wood sleepers;
- gender-based violence and violence against children;
- complaint management system;
- management of the transportation of hazardous goods.



### Bolloré Logistics

Within Bolloré Logistics entities, the training and awareness programs – which are tailored to the nature of the activities (first-response training, hazardous substances, fire prevention, work at height, etc.) – come in various forms:

- "15-minute safety" sessions or "talks" provided to small groups of employees in the field. They establish a dialogue with employees through a set of questions and answers and encourage them to report information from the field that could lead to the implementation of initiatives for improvement, such as changing traffic flows or establishing hazardous zones, etc.;
- regular on-site HSE meetings to share key messages with participants or have safety moments.

Lastly, new employees receive training in the main health, safety and environment rules to be managed in their working environment (governance and QHSE players, risks and precautions related to manual handling, driving forklifts, moving 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 initiatives rolled out at sites and projects).

In 2021, each employee was trained and informed for an average of seven hours.

### The 2021 World Day for Safety and Health at Work hosted by Bolloré Transport & Logistics

In honor of the World Day for Safety and Health at Work and due to the health crisis, a B'Talks World Safety Day web conference was organized by Bolloré Transport & Logistics on April 28, 2021. Health and safety experts shared their vision and experience on the following theme: How can we ensure safety and health at work in times of global health crisis? Initiatives were taken in entities around the world, such as raising awareness about maintaining and bolstering health measures, fire drills, etc. Health was also widely represented, through Covid-19 vaccination campaigns, as well as medical follow-ups. A webinar with the company physician on the Group's health policy was also conducted. All of these commitments show that occupational health and safety are a constant priority for Bolloré Transport & Logistics.

### Oil logistics

At Bolloré Energy, awareness initiatives on health and safety risk prevention related to the environment are also carried out within the framework of ISO 14001 and new employees systematically receive training. In addition, extensive training plans are regularly rolled out for employees and third-party companies working on site (e.g. external drivers coming to Bolloré Energy sites). In 2021, the following were carried out:

- measures to prevent chemical risk (e-learning) at Bolloré Energy and Les Charbons Maulois and movements and postures (online platform set up in 2020 for ordering protective equipment tailored to the businesses);
- extensive training on the new driver monitoring software rolled out in 2020 for new branch heads, ensuring, for example, that break and driving times and essential road safety criteria are complied with (100% of users trained);
- e-learning modules on psychosocial risks were set up, and a webinar was organized for managers on "Identifying and guiding employees experiencing hardship".

In 2020, a prevention and safety program for delivery drivers (practical preventive driving training, intervention techniques for delivery incidents, or in the event of a fire) was developed with the APTH (French Petroleum Product Transportation Association), launched and completed by 10 people. The goal for this three-day training course is to provide it to around 50 drivers (out of a total of approximately 250 drivers) per year as soon as the health situation permits (program not offered in 2021 due to Covid-19 but planned for 2022).

### Electricity storage and systems

All entities involved in Electricity storage and systems display their health and safety policy on site and systematically carry out initiatives to raise awareness for new employees about the rules for preventing health and safety risks.

### Bretagne division

At the division Bretagne, a large number of safety training courses are provided to train salaried employees and 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; laser or radiological risks, fire training (front-line responders and back-up teams); emergency response procedure for hazardous goods; and electrical certification.

For the plants in Brittany, 2021 was a time to catch up on training not completed in 2020 (mainly "electrical certification" recycling and OHS training) due to the Covid-19 pandemic. However, many constraints related to the health situation have disrupted the organization of training courses (on-site and remote training preferred). Fire risk/evacuation training was rolled out in a more appropriate format with less theory and more practice in the field.

At Blue Solutions Canada, an Emergency Response Plan has been implemented within the framework of ISO 14001: annual fire evacuation practice including the site's response brigade (under the supervision of an external firm to assess its performance). In addition, the response brigade performs an annual simulation of gas leaks and accidental spills (hazardous material training) under the supervision of an external service provider.

### Blue Systems

ERI and Automatic Systems France also raise the awareness of 100% of new employees regarding environmental risks (chemicals, ecofriendly habits, waste sorting, etc.) at their work sites via e-learning. Furthermore, the chemical risk prevention program initiated in 2013 is rooted in the day-to-day life of IER in order to manage any new hazardous products at the company according to the product safety sheet and to raise employee awareness sufficiently enough to use and store these products.

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.

In 2021, IER rolled out its OHS, fire and evacuation training again, which could not be rolled out in 2020 due to the pandemic. Asbestos-related risk training for participants at the Suresnes site was also rolled out in 2021.

### Indicators for monitoring the Bolloré Group's Health, Safety and/or Environment (HSE) training<sup>(1)</sup>

	2021				2021 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 <sup>(2)</sup>	59,489	8,898	5,255	261	73,903
HSE training hours for subcontractors <sup>(3)</sup>	287,042	–	–	–	287,042

(1) These indicators relate to the Bolloré Group scope excluding Vivendi. Management of priority health and safety risks identified for the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2021 universal registration document.

(2) These indicators cover the scope of HR reporting (see chapter 2 – section 1.3.1.1. Methodology note on social reporting). Since these indicators have been revised as part of their integration into HR reporting in 2021, N-1 data is not available for the same standard and therefore not provided. Data includes e-learning hours as well as those spent informing, raising awareness and holding talks (toolbox meeting, HSE meetings, etc.) for companies able to perform this follow-up.

(3) These indicators include training hours and those spent informing, raising awareness and holding talks (toolbox, HSE meetings, etc.). This data is included in the reporting of the QHSE departments.

### 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;
- immunization or disease prevention programs, where necessary.

The Bolloré Group also offers effective welfare protection. It is reflected in the implementation of programs to access health care and prevention based on the location of its activities, such as in Africa where supplementary health insurance coverage enhances the basic health insurance coverage in force in the country. Nearly 93% of Bolloré Group entities offer better health insurance coverage than legally required and most of the local practices of the countries in which it operates. The Bolloré Group considers protecting human capital as a real challenge for its growth and recognition, which is why it is committed to providing its employees with quality coverage in terms of health and welfare. 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.

### Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Health-related actions</b>	• Optimize reporting on vaccination, testing and awareness campaigns to ensure the reliability of results	2022	• Optimized monitoring of Covid-19 vaccination and testing campaigns implemented at Bolloré Ports, Bolloré Railways and Bolloré Logistics through QHSE reporting	• To be implemented
	• Implement a health watch at the head offices to identify priority health areas and to promote the organization of vaccination, testing and prevention campaigns	2022	• Permanent health emergency watch in Africa in line with the WHO to implement suitable actions (Covid-19, cholera, yellow fever, humanitarian crisis due to flooding, etc.) • Continuation of Covid-19 emergency response plan	• To be implemented

### Specific health challenges related to the Group's activities

Due to their presence in sensitive geographic areas, the QHSE departments and the medical services of Group entities are particularly attentive to preventing illnesses, pandemics, epidemics and local health crises. 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.

At the very beginning of the health crisis, Bolloré Group's crisis unit took action to define the Covid-19 emergency response plan, ensure the safety of employees and maintain supplies in each country. Implemented since March 2020 at the head office and locally, the Group's duty of care processes have demonstrated their effectiveness for rapidly implementing the prevention measures necessary to cope with the epidemic and establish business continuity plans. In addition to the health measures taken to protect employees (providing surgical masks, sanitizing solutions, new workplace arrangements to respect social distancing, adjusted working conditions, sanitary instructions on display, etc.), Covid-19 vaccination campaigns were rolled out for employees and third parties working on site and testing was made available (see chapter 2 – The Bolloré Group duty of care plan, section 2.3.4.1. Duty of care cycle in response to the health crisis).

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 made it possible to continue the activities and services essential to the nation, e.g.:

- 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 so, a crisis unit was formed around internal experts, and several charter flights were dispatched to the various 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 set up in the summer of 2020 to prepare for the arrival of vaccines around

the world and adapt the service offering by mobilizing the network linked to 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 full mobilization throughout the entire health crisis made it possible to supply French agricultural companies with NRD (non-road diesel). 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;
- Blue Systems has mobilized its innovation efforts to ensure the health of employees and third parties during the health crisis by proposing new applications and adapting them to its products (SafeFlow by Automatic Systems, Vital Check by EASIER, Coviflex by Polyconseil, etc.).

#### • Transportation and logistics

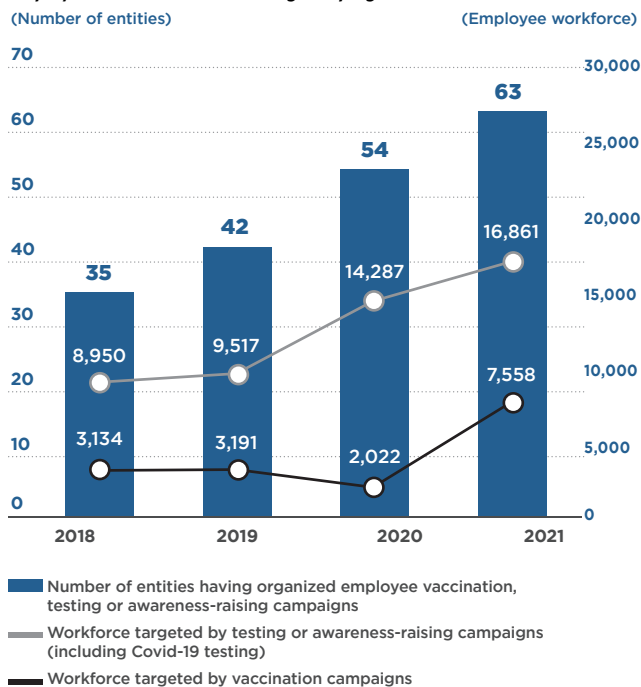
Every year, the entities also implement various prevention measures, notably through the organization of vaccination, testing and awareness campaigns to fight against illnesses such as malaria, sexually transmitted diseases (STDs) and HIV/AIDS.

Eleven Group countries took part in World AIDS Day, which is held every December 1<sup>st</sup>. Free and anonymous testing campaigns as well as awareness sessions were organized in several countries (Angola, Congo, Cameroon, Guinea, Kenya, Central African Republic and Germany) and were led by health professionals and health organizations such as Doctors Without Borders.

In 2021, 63 entities (62% of which in Africa) organized vaccination, testing and awareness campaigns for employees, enabling 7,558 employees (86% of the workforce in Africa) to be vaccinated and the testing (including Covid-19) or increased awareness of 16,861 employees (78% of the workforce in Africa). More than 4,329 family members were also able to benefit from vaccination campaigns and more than 2,816 from testing or awareness 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**

At Bolloré Ports, 100% of the sites are covered by dedicated internal or external health care infrastructures. 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 context of the health crisis, Bolloré Ports launched a large-scale Covid-19 vaccination campaign for employees of all Bolloré Ports entities on a voluntary basis, as well as to subcontractors (see chapter 2 – The Bolloré Group duty of care plan, section 2.3.4.1. Duty of care cycle in response to the health crisis). Carried out in consultation with the health authorities of the various countries concerned, the company wishes to promote access to vaccination through this approach, which is essential to protect it against serious forms of the disease. Bolloré Ports also intends to continue its educational work with its employees by regularly reminding them of the health recommendations to be followed, including compliance with measures such as mask wearing, social distancing and regular hand washing, due in particular to the spread of new variants.

**Bolloré Railways**

At 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 Labor 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. Since March 2020, in the context of Covid-19, in accordance with Bolloré Group's crisis management procedures, a strict health protocol has been in place. 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 temperatures before boarding, implementing social distancing measures (train stations and trains – one seat out of two), making mask wearing mandatory, distributing hand sanitizer, and carrying out various awareness 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 treated mosquito nets to prevent malaria from spreading 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. Indeed, as a former national authority, Camrail still plays a delegating role in national public service (mandate conferred by the Cameroonian Government) by organizing vaccination campaigns for people in its medical centers. The medical center, located near the central Camrail workshops in the Bassa area, is 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. In 2021, more than 29,000 consultations in-person were recorded (the slight decrease compared to previous years is due to the advent of virtual doctor's appointments).

**Bolloré Logistics**

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

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

An information and education program on 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<sup>(1)</sup> for monitoring the health insurance coverage of Bolloré Group employees<sup>(2)</sup>**

	2021 Total	2020 Total
Percentage of employees eligible for social security coverage <sup>(3)</sup>	96	97
Percentage of entities where health insurance coverage extends to employees' beneficiaries <sup>(4)</sup>	87	86
Percentage of entities with better health insurance coverage than legally required <sup>(4)(5)</sup>	93	92
Percentage of employees eligible for regular medical checkups provided by the company	90	88
Percentage of entities where medical service is offered to employees free of charge	81	87

- (1) These indicators are derived from social reporting (see chapter 2 – section 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. Management of priority health and safety risks identified for the Communications division is explained in chapter 2 Non-financial performance of Vivendi's 2021 universal registration document.  
 (3) Of the Group's total workforce excluding entities that entered the scope in 2021  
 (4) Out of the entities offering health insurance  
 (5) Includes entities providing health insurance when it is not a legal requirement.

**1.2.1.2. AN ATTRACTIVE EMPLOYER**

**1.2.1.2.1. ATTRACTING TALENTED PEOPLE AND RETAINING EMPLOYEES**

**Attracting and retaining skilled people<sup>(1)</sup>**

**Prioritization of risks related to attracting and retaining skilled people**

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

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

We aim to achieve the best for our customers in all our activities. To meet the requirement for excellent quality in our services and ensure the sustainability and growth of our activities, attracting and then retaining and developing the skills of the people in the company is a major driver for operational efficiency and innovation. Our actions are based on six pillars: relationships with schools, recruitment, diversity, mobility, training, professional support and compensation. This risk has not been identified as one of the priority risks of the Communications division given the nature of its activities. For more information on the management of priority CSR risks for the Communications division (see Vivendi's 2021 universal registration document – chapter 2 – section 2.2. Main non-financial risks and opportunities).

**Group policies**

**• School relations: building long-term partnerships**

Relationships with schools are a key pillar of the recruitment policy for the long term. Their main purpose is to attract interns and trainees, create privileged gateways for recent 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 that best meet its needs.

**Strategic, long-term partnerships with schools**

Despite the global crisis, the Group committed in 2021 to maintaining its long-term partnership strategy and to help schools in this particular context. The number of school partnerships continued to grow, reaching 232 schools. The diversity of our businesses and geographic regions leads each entity to develop its target school portfolio and strategy. Within the Bolloré Transport & Logistics division, seven strategic partnerships are still underway and multiple 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 of its students. As a result, these two schools are the main sources of students hosted for internships and work-study programs at the company's head office.

The Bretagne division is very committed to local partnerships with schools such as IUT Quimper, École supérieure d'ingénieurs en agroalimentaire de Bretagne atlantique (ESIAB), IUT Lorient, École supérieure de logistique industrielle de Redon (ESLI), Lycée Le Likès in Quimper and Union des industries et métiers de la métallurgie Bretagne (UIMM). Additionally, in light of major labor shortages in Quebec, the division carried out a number of initiatives in 2021. A production operator retention committee was established. Several partnerships with local recruitment agencies were forged. Job offers continued to be disseminated via digital mediums and positioned with social marketing in order to ensure optimal presence on social networks (Jobillico, Indeed, Propulsion Québec, Montréal International, LinkedIn, etc.).

Within the Systems division, Polyconseil – a Group consulting business with a wealth of engineering profiles – relies more on the principle of co-opting by capitalizing on the very active networks of the major French schools. Polyconseil continued its close partnerships with schools such as École polytechnique and CentraleSupélec in 2021, and continued to develop its relationships with schools by creating new partnerships with the École des mines ParisTech, Ponts ParisTech, Epitech, Telecom Paris, Epita and Ada Tech School (an IT school designed for women and open to everyone).

Although 2021 led to the cancellation of certain events, the HR teams and the operational representatives of each of the businesses remained highly involved by regularly participating in recruitment forums and business round tables, and by participating in thematic workshops (conferences, case studies, business projects, examination panels, HR coaching, etc.). Bolloré Transport & Logistics maintained its level of commitment to schools with 32 initiatives, including two that took place in person (job dating). Our employees also act as direct contributors to teaching processes. This is the case in the Bretagne division and at Polyconseil with employees who teach courses in our target schools. In 2021, Polyconseil employees assisted three students from CentraleSupélec with an IT project and participated with Epitech in resume workshops, simulated interviews and networking sessions in Paris and outside the capital.

**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: assignments with responsibility and quality tutorial support, an orientation morning, monitoring 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. This program went digital in 2021 in order to maintain quality hosting and orientation for all of the students hosted despite the context of remote working. This commitment was also rewarded through the renewal of the HappyIndex® Trainees label in 2021, with a clear increase in the score. In particular, this survey assesses the hosting and support provided to interns and work-study program students in the workplace. With a recommendation rate of more than 90% in 2021, students have emphasized the responsibilities assigned, the trust granted and the educational nature of the assignments proposed. This anonymous questionnaire is also a valuable source of information with a view to

continuously improving our HR processes and policies with regard to interns and work-study program students.

**Our interns and work-study program students, a future talent pool:** Each year, the Bolloré Group offers thousands of internships and work-study programs through initiatives carried out in schools. It offers opportunities in operations (supply chain, logistics, transportation, shipping, civil engineering, port, rail, industrial project management, R&D projects, trade, etc.) and support functions (finance, law, IT, human resources, marketing, etc.).

In 2021, despite the ongoing health crisis and restrictions affecting the entire world, the Bolloré Group was able to host far more interns and trainees. In particular, learning has grown (up 130% compared to 2020), in addition to an increase in internships offered (increase of more than 40% compared to 2020). These sharp increases can be explained by the rise in activity following a year that was heavily impacted by the health crisis in 2020, but also by the recruitment efforts carried out by the Bolloré Group – particularly in the field of learning and its internship policy. In addition, 25% of interns/work-study program students hired in 2021 were from target schools, illustrating the strategic aspect of these relationships to maintain our talent pool.

**Indicators<sup>(1)</sup> for monitoring the Bolloré Group's relations with schools<sup>(2)</sup>**

	2021	2020
Number of interns and work-study program students	2,454	1,545
Number of interns and work-study program students recruited	370	288
Number of school partnerships	232	223
Number of interns and work-study program students recruited from our partnerships	94	177

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

(2) These indicators cover the Bolloré Group scope excluding 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 of the social indicators (see chapter 2 – section 1.3.1. Summary tables of 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**

The year 2021 was a year of gradual recovery in terms of recruitment after the sharp slowdown at the beginning of 2020. External recruitment increased by more than 80%. In this context, the Group's focus on guaranteeing an effective, transparent and non-discriminatory process remained intact.

Recruitment decidedly contributes 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 which:

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

**Ensuring the excellence of our recruiters**

In order to maintain skills and guarantee business excellence, 2021 made it possible to continue the initiative undertaken in 2020 to create a community of recruiters with three identified priorities: mastering existing tools and their offshoots, using better recruitment techniques and developing business-specific skills. In 2021, around fifteen active members in France and abroad continued their discussions during virtual classes and webinars on topics such as the study of behavioral skills, recruitment interview structuring and the development of skills on the new features offered by tools such as LinkedIn and TalentSoft.

**Language tests for objective assessment**

Bolloré is an international group where intercultural collaboration is required. As such, a few years ago, the BTL division defined a standard for the level of

English language fluency expected. Based on this common standard and in order to strengthen the excellence of our processes, the BTL division rolled out language tests for executive positions in 2020. These tests ensure that candidates meet the required level of English fluency, thereby facilitating objective and fair decisions. New hires find it easier to integrate and get accustomed to their roles faster.

**Rotational programs to attract talent and provide fast-track training**

Rotational programs continue to be rolled 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 assignments enables them to discover our various business models, businesses, areas of expertise and culture, and to build up a large internal network very quickly. In addition to their practical assignments, participants follow a tailored training plan and are supported by a mentor who advises them throughout the program. This program is very attractive and currently includes six talented students who are motivated to receive intensive training in sales, marketing, supply chains, finance and human resources.

**Ensuring a better understanding of who we are**

Beyond having effective processes, our external initiatives to ensure a better understanding of what the Group is and its promise as an employer are also critical. In 2021, the Bolloré Transport & Logistics division undertook various video content creation projects to promote its businesses, activities and corporate culture through interviews and a podcast in partnership with JobTeaser. The Bretagne division continued its initiatives undertaken in 2020 in terms of visibility by opening the doors of all its sites to its "employment" providers for a perfect understanding of its businesses and needs. The division also increased its visibility on social media by regularly disseminating information and videos on LinkedIn. Finally, within the Systems division, due to the specific nature of the profiles sought, Polyconseil now recruits via JobTeaser, and to increase its attractiveness, it presents its advantages via its Welcome to the Jungle page.



**Indicators<sup>(1)</sup> for monitoring Bolloré Group recruitment<sup>(2)</sup>**

	2021	2020
Number of external hires on fixed-term or permanent contracts	5,343	2,923
Number of external hires on permanent contracts	3,047	1,677
Number of external management recruits on permanent contracts	328	168
Number of hires on fixed-term contracts	2,296	1,246

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

(2) These indicators cover the Bolloré Group scope excluding 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 of the social indicators (see chapter 2 – section 1.3.1. Summary tables of social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

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

	2021	2020
Number of external hires on fixed-term or permanent contracts		
France	1,243	679
Europe	537	240
Africa	1,470	844
Americas	671	317
Asia	1,422	843

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

(2) These indicators cover the Bolloré Group scope excluding 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 of the social indicators (see chapter 2 – section 1.3.1. – Summary tables of 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 Diversity and Inclusion Charter 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 gender equality;
- the professional integration of young people, particularly in connection with the sponsorship policy (see chapter 2 – section 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 program to combat all forms of discrimination was launched in 2020 and continued in 2021. 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 rolled out to the HR community. In 2021, the roll out of this course was expanded to include managers and HR employees in the Holding division, Systems division and Bretagne division (in addition to the previously targeted employees within

BTL) in France. The overall completion rate is just over 60%. The roll-out of these modules will gradually be extended in 2022.

**Structuring our initiatives for persons with disabilities**

Beyond merely complying with legislative requirements, the conditions in which we recruit and onboard persons 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 persons with disabilities;
- develop a working environment that is suitable for the onboarding of persons with disabilities.

In 2021, during the gradual recovery, we saw an increase in the number of employees with disabilities in the Group and in France. The representation of employees with disabilities also rose slightly.

Furthermore, based on the conclusions of the audit conducted in 2020, 2021 was an opportunity to develop numerous initiatives in coordination with all the divisions for the benefit of persons with disabilities in France, including:

- appointing and training a disability representative in each French entity;
- participating substantially in the national DuoDay event on November 18, 2021, with 61 offers from 7 different legal entities, and 18 people recruited on this day;
- establishing a partnership with the non-profit organization Arpejeh, which offers applications for persons with disabilities on a monthly basis;
- lastly, hosting a discovery week at multiple companies for six young people with disabilities in France.

These initiatives will continue in 2022.

**Indicators<sup>(1)</sup> for monitoring persons with disabilities within the Bolloré Group<sup>(2)</sup>**

	2021	2020
Number of employees with a disability	343	309
Number of employees with a disability in France	251	234
Percentage of employees with a disability/Group's total workforce	0.9	0.8
Percentage of employees recruited with a disability/Total workforce recruited externally on permanent and fixed-term contracts	1	1
Percentage of employees with a disability/total workforce trained	0.9	0.7

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

(2) These indicators cover the Bolloré Group scope excluding 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 of the social indicators (see chapter 2 – section 1.3.1. Summary tables of social indicators). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance report.

**A company that promotes women**

Professional gender equality is seen as lever for transformation, with a potential to bring people together that is shared by all the Group's divisions. The Group has set 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 2021, the percentage of women in the Group increased again, reaching 31% of the total workforce. This improvement illustrates the gradual impact of the Group's action plan in all its aspects.

The percentage of women recruited on permanent contracts continued to increase, reaching 43% in 2021, when recruitment started back up. In Africa, the percentage remained fairly stable (27% in 2021) thanks to communication campaigns and the mobilization of female managers in Africa, illustrating the Group's desire to promote diversity in its businesses by hiring more women. More and more women are becoming interested in jobs in which they hadn't necessarily pictured themselves before. As such, and to demonstrate its commitment to this theme, BTL participated in the Assises de la Parité in 2021, an event bringing together thousands of decision-makers to promote this

theme. The Bretagne division is also working in this area by promoting the accessibility of our positions to men and women equally. Several female employees were recruited in 2021 for positions in production.

These changes also involve training, and we noted that the percentage of women trained in 2021 was stable compared to 2020 and remained higher than the percentage of women in the workforce.

Finally, the percentage of women with managerial responsibilities remained in line with the representation of women in the company, which continued to grow. The Group's management was one of the major promoters of this growth with the renewal of the Group Executive Committee and the appointment of six female directors for an Executive Committee in full parity.

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

The M/F equality index in France, implemented in 2019 for all Group entities with more than 50 employees, enabled us to monitor the results of the measures taken to diversify our talents, particularly with respect to women in the Group's activities. In 2021, all the entities concerned achieved a rating of more than 75 out of 100 and many of their indices remained stable or improved between 2020 and 2021.

**The Bolloré Group gender equality index**

	2021
BIS	94
UES Telecom	88
IER	86
BTLC	86
Sogetra	86
Bolloré Logistics	85
UES Bolloré	85
UES La Réunion	83
BL Guadeloupe	82
BAL	77
Bolloré Energy	76

**Indicators<sup>(1)</sup> for monitoring gender equality within the Bolloré Group<sup>(2)</sup>**

(as a percentage)	2021	2020
Women <sup>(3)</sup>	30.8	29.6
Female managers <sup>(4)</sup>	29.8	29.2
Women recruited <sup>(5)</sup>	43.3	39.1
Women trained <sup>(6)</sup>	37.0	37.9

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

(2) These indicators cover the Bolloré Group scope excluding 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 of the social indicators (see chapter 2 – section 1.3.1. Summary tables of 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 female workforce/total workforce.

(4) Number of female managers/total number of managers.

(5) Number of women hired externally on permanent contracts/number of external hires on fixed-term contracts.

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



**Indicators for monitoring the percentage of women in the Bolloré Group's management bodies<sup>(1)</sup>**

(as a percentage)	At 12/31/2021	At 12/31/2020
On the Board of Directors <sup>(2)</sup>	45	45
On the Compensation and Appointments Committee (CAC) <sup>(2)</sup>	50	50
On the Audit Committee <sup>(2)</sup>	67	67
On the Executive Committee	50	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 the employees.

• **Mobility: a winning approach for employees and the organization**

Employee mobility is both a priority and a practical reality within the Bolloré Group. It may be geographic (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. It's an opportunity for the employee to continue their development and strengthen their employability, and for the organization to capitalize on the experience already acquired and promote cross-over.

The main keys to the success of mobility initiatives are still proximity and the quality of the discussions the employees have with their managers and human resources managers to help them think about their career project, its feasibility and its implementation. With this proximity and quality dialogue, the Bretagne division was able to allow fifteen employees identified in a Career Committee meeting to move in 2021 amidst fluctuating activity and organizational changes.

However, policies and processes are required to encourage and facilitate internal mobility. In 2021, in line with the commitments made in 2020, 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 still being rolled out and is starting 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

businesses, and gives priority to internal applications in our recruitment processes. As a result, job vacancies are now widely displayed.

**A network of business line HR contacts ensuring cross-functionality**

In order to implement the policy and continue to make increase internal mobility, HR representatives have been identified for each business. They are tasked with providing an overview of the vacancies and employees interested in mobility across the Group. These HR representatives attend the career committee meetings for each business and bi-monthly mobility network meetings. This participation allows them to get to know employees better as well as their development challenges across all divisions, and to be proactive throughout the year regarding vacant positions or replacements to prepare for.

**A responsive and active HR mobility network**

Lastly, the French mobility network created in 2020 continued its initiatives in 2021. It combines all HR players in charge of career management in the various divisions. This very operational network meets every two weeks to cross-reference needs and requests (vacant positions and short-term changes required). These meetings are also very useful to facilitate redeployment when placing employees affected by restructuring. That is why, as of its creation in 2020, this network has been active in the plan to exit the Systems division's autoshaaring activities, which continued in 2021. More than 80% of the employees concerned were able to find solutions before the end of their redeployment leave, either internally or externally.

**Indicators<sup>(1)</sup> for monitoring Bolloré Group internal mobility<sup>(2)</sup>**

	2021	2020
Internal mobility from another legal entity in the Bolloré Group (employees joining the entity)	265	226
Internal mobility towards another legal entity in the Bolloré Group (employee departures)	205	234

(1) These indicators are derived from social reporting (see chapter 2 – section 1.3.1.1. Methodology note on social reporting).  
 (2) These indicators cover the Bolloré Group scope excluding 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 of the social indicators (see chapter 2 – section 1.3.1. Summary tables of 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 source of excellence for 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 in developing themselves that employees can position themselves better in their jobs and increase their employability.

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

Despite the continuation of the Covid-19 crisis in 2021, training activities experienced a strong rebound that year. In addition to a limited return of sessions in person when the health environment allowed, the Group pursued its strategy of digitizing certain training programs.

As a result, 75% of employees were trained in 2021, compared to 45% in 2020. The development of digital training also reduces the average number of hours provided for each employee.

**Bolloré University**

In 2021, to increase its commitment to the development of its employees, the Group capitalized on the successful launch of a proprietary brand in 2020 to promote its values and ambitions around the world: B'University. Bolloré University offers educational expertise, deployment capacity and innovative approaches around the world.

Bolloré University is positioned to serve all employees as a springboard for the common set 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 common businesses (e.g. 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 customers. 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 rolled out. As a concrete illustration of its expertise, Bolloré University's Paris campus obtained ISO 9001 (v2015) certification in 2021 in the areas of design, coordination and the roll-out of training solutions, as well as QUALIOPI certification.

**The pandemic crisis as an accelerator for an irreversible shift towards digital training**

The crisis has forced us to adapt to new forms of learning worldwide. After the sharp increase in 2020, traffic on B'University Online more than tripled in 2021 with more than 900,000 connections and continued growth in registrations (more than 230,000 in 2021). The assimilation of digital training continued through collective awareness at all levels of the organization that remote learning can be effective: in 2021, out of 64 modules launched in digital formats, employees expressed an average satisfaction rate of 4.2 out of 5. Digital training also led to a significant increase in the number of people trained. From this standpoint, digital training has also proven its financial and operational benefits with access to mass and ultimately cultural training, with educational methods replicating digital uses by the general public.

Based on this observation, using the B'University brand, the Group continued 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**

In the first few months of the lockdown, the Group quickly set up a temporary global digital catalog aimed at helping employees and managers get organized while remote work was being set up. The modules offered (articles, videos, e-learning, etc.) covered areas as broad as organizing one's workstation at home, using collaborative tools, maintaining a friendly atmosphere within a team, etc. In 2021, a sustainable version of this e-catalog was offered which more broadly centralized all the available digital programs. In addition to this offer, the "custom" training courses designed in response to a specific internal or external need were added.

The first cross-business academy – the Finance Academy – was also launched in 2021 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 businesses. Beyond the development of the financial specialists, the purpose of this platform is to foster a learning community. Over 400 employees are already taking custom courses developed thanks to the contributions of more than 10 business experts.

Financial experts were also involved to develop an internal digital finance program for non-finance specialists. Designed as an initiation into 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 launched in 2020, the course proved its success in 2021 with the launch of several classes.

Two new digital sales courses were launched: 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 course for contract managers to gain efficiency in their day-to-day practices while remaining focused on the customer. These two courses, which were initially planned for in-person instruction, were quickly adapted and rolled out as remote classes while respecting the collaborative and participatory spirit necessary to establish a practice community.

Following the success of the Finance Academy, an HR academy project was launched at the end of 2021. Aimed at the same objectives of development and bringing together a learning community, this academy will be open in 2022 to a pilot group of junior HR and senior HR employees before being rolled out to the Group's general HR function in France and abroad.

**Training our managers to better prepare future generations**

Bolloré Group considers it essential to prepare its employees for the challenges of changes in responsibility and position. The better prepared they are, the more equipped they will be to support and prepare 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 hindered the roll-out of managerial programs primarily designed for in-person instruction. The roll-out procedures have been adapted to maintain the dynamic and the sense of community in a class which is essential to the success of these programs over the long term. In 2021, the number of employees trained in management increased compared to 2020, reaching 1,102. As such, the Systems division continued the initiative launched in 2019 and 2020, particularly at Polyconseil, through a comprehensive curriculum that included Group training as well as codevelopment.

**Indicators<sup>(1)</sup> for monitoring the Bolloré Group's training<sup>(2)</sup>**

	2021	2020
<b>Number of employees trained</b>	<b>28,218</b>	16,471
– France	6,923	4,187
– Africa	12,257	5,650
– Asia	5,040	3,866
– Americas	1,831	1,355
– Europe	2,167	1,413
<b>Hours of training provided</b>	<b>469,420</b>	325,353
– France	104,411	71,232
– Africa	227,704	167,504
– Asia	49,176	34,421
– Americas	65,164	39,859
– Europe	22,965	12,336
<b>Average hours of training per employee trained</b>	<b>16.6</b>	19.8
<b>Number of employees trained in management</b>	<b>1,102</b>	1,027

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

(2) These indicators cover the Bolloré Group scope excluding 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 of the social indicators (see chapter 2 – section 1.3.1. Summary tables of 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 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 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 feeds into numerous HR processes such as mobility, training plans and Career Committees.

The continuation of the health crisis in 2021 made the process more complex. Faced with the emergencies to be managed to secure activities and the discomfort in carrying out these appraisals remotely, some were postponed before being canceled as the situation remains uncertain. Nevertheless, the number of appraisals conducted in 2021 increased despite the context, rising to 70% from 67% in 2020.

**Indicators<sup>(1)</sup> for monitoring the Bolloré Group's career development<sup>(2)</sup>**

	2021	2020
Number of annual appraisals conducted	26,273	24,609
Percentage of employees who had an appraisal	70	67
Percentage of employees who had an appraisal in Africa	64	58
Percentage of employees who had an appraisal in the Americas	81	91
Percentage of employees who had an appraisal in Asia-Pacific	84	76
Percentage of employees who had an appraisal in Europe	78	80
Percentage of employees who had an appraisal in France	72	79

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

(2) These indicators cover the Bolloré Group scope excluding 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 of the social indicators (see chapter 2 – section 1.3.1. Summary tables of 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, because the Group is convinced of the importance of this exchange, the process was adapted to increase its practice and impact. Three main changes were implemented:

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

To assist employees and managers in the exchange, we created a digital toolbox consisting of around twenty pieces of content 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.

In 2021, these new methods were rolled out more widely within the Group (the French BTL, Europe and MESA, Systems and Holding divisions, etc.), building on the feedback from 2020. The Bretagne division will be concerned in 2022, as will other scopes, and always based on 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 digitization. The roll-out of the digital platform used by part of BTL and the Holding and Systems divisions in 2020 continued into 2021. The use of this platform makes it easier to capture and monitor exchanges over time. Moreover, this shift towards a shared system is truly a way of improving mobility, training and Career Committee processes by providing easy access for the HR community, and enhances monitoring for campaigns via indicators.

**Committees for cross-functionality and anticipation**

Career Committee meetings are widespread throughout the Group. These meetings follow a process ranging from the first levels of management to the highest levels. Through a collective discussion between managers and human resources, they aim to anticipate changes within the organization, to discuss the profiles of the talent identified, and to draw up the appropriate succession plans, as well as development initiatives to be implemented. The challenge they face is being proactive in the management of jobs and skills.

These meetings are organized at the division level as well as at the Group level by business. The recovery dynamic allowed for increased frequency in 2021, with 100 Career Committee's meetings organized.

• **Pay and compensation policy**

The Bolloré Group has set a clear course for its compensation policy. Its aim is that wages should be aligned with local markets in each of the countries where it operates and that the benefits it offers its employees should compare favorably with standard practices in each market. It has therefore continued to implement the infrastructure needed to achieve this ambition. A system for weighing up job requirements was adopted on a test basis in Asia and one of the Group's units in Africa, as well as at the head office.

In response to identified 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 being proactive to meet the challenges that lie ahead. The implementation of these multiple initiatives 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 and mobility, and to leverage key expertise;
- help implement the strategy for talent management and future skills development.

These systems allow us to address:

- risks related to issues of attractiveness: strengthening the employer brand, optimizing recruitment, adapting jobs to changes in the environment and corporate strategy, anticipating internal issues related to the population pyramid and affirming the Group's added value on the market through the consistent development of the businesses;
- risks related to retention issues: promoting internal mobility, revitalizing and motivating employees by enhancing skills and supporting professional projects, finding new ways of boosting loyalty for those with key skills at our company and facilitating the transmission of knowledge and expertise so as not to lose key skills.

Since 2019, the turnover indicator for permanent contracts has been used in order to measure the effectiveness of our initiatives in terms of attracting and retaining talent. Since 2020, it has been improved by a specific focus on voluntary turnover (resignations only).

**Indicator<sup>(1)</sup> for monitoring Bolloré Group turnover<sup>(2)</sup>**

(as a percentage)	2021	2020	Change 2021/2020
Turnover <sup>(3)</sup> (all reasons for permanent contract departures)	11.32	9.02	+2.3 points
Turnover <sup>(4)</sup> (permanent contract resignations only)	6.59	3.98	+2.61 points

- (1) These indicators are derived from social reporting (see chapter 2 – section 1.3.1.1. Methodology note on social reporting).
- (2) These indicators cover the Bolloré Group scope excluding 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: [(number of employees hired on permanent contracts in year N + number of departures of employees on permanent contracts in year N)/2]/workforce on permanent contracts at December 31/N-1.
- (4) Since 2020, mutually-agreed terminations have been collected separately using a specific indicator.

The context of a gradual recovery in activity after two years of the health crisis has led to greater pressure on the labor market in many regions of the world. The Bolloré Group, like most major groups, was faced with this pressure, particularly during the end of 2021 and in certain businesses (logistics experts, IT business profiles including developers and data scientists, as well as production operators and certain finance business profiles, etc.). In 2021, this

resulted in an overall turnover of just over 11% and 6.5% on the basis of resignations alone (up from 2020). Part of this result can be attributed to the finalization in 2021 of the layoff/reduction plans implemented following the discontinuation or disposal of car-sharing activities. An action plan is being studied to consider implementing this kind of plan in 2022, both in terms of the assessment of the situation and the retention of talent.

**1.2.1.2.2. PROMOTING SOCIAL DIALOGUE AND QUALITY WORKING CONDITIONS**

**Working conditions and social dialogue<sup>(1)</sup>**

**Prioritization of risks related to working conditions and social dialogue**

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

- (1) Priority non-financial risk.
- In blue: priority non-financial risk at the business unit and/or division level.
- 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 dialogue 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. This risk has not been identified as one of the priority risks of the Communications division given the nature of its activities. For more information on the management of priority CSR risks for the Communications division (see Vivendi's 2021 universal registration document – chapter 2 – section 2.2. Main non-financial risks and opportunities).

**Group policy**

The Bolloré Group is committed to guaranteeing and promoting quality social dialogue over the long term, combining economic reality and response to internal social expectations to ensure collective corporate performance without jeopardizing existing balances. This is central to establishing a corporate social responsibility approach, making it subject to special attention.

Specific features include:

- promotion of social dialogue;
- development of employment status (French employment status for the purpose of determining welfare benefits) 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 specifics of each country regarding the legislation in force;
- the economic reality and strategy of each company (determining the level of employment status possible based on the structure concerned);
- inter- and intra-entity business diversity; and
- human resources management and development priorities (retention of existing employees and/or attractiveness for job applicants via a qualitative employment status).

This policy gives rise to a rich and lively social dialogue 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 are committed to facilitating the expression of employees in countries where the International Labour Organization (ILO) conventions on the freedom to organize have not been ratified.

The development of social relations as a tool for establishing employment status is a subject of constant concern, with the aim of maintaining a peaceful social climate and ensuring ongoing dialogue with employee representatives. Best practices, successful experiences and social difficulties encountered are shared between central and local functions in direct exchanges and at HR seminars and workshops.

Regular communication between local Human Resources teams, the Social Affairs Departments and the Group Human Resources Department is reflected in ongoing change to and development of the social approach in an endeavor to continuously improve.

Social dialogue and employment status must be a source of real social engineering for the company, allowing it to adapt social standards to its requirements in terms of business productivity. In other words, they must facilitate organization and adaptation to ongoing transformation resulting from economic globalization while ensuring a fair redistribution of profits to employees in the form of benefits and better pay.

**Action plan and areas for improvement**

The initiatives and objectives for 2021 were:

- first, to continue the process of consolidating the various collective bargaining agreements in place and to develop it so as to maintain a comprehensive approach to social dialogue and employment status by all entities within the scope;
- then, to promote shared approaches to social dialogue while ensuring the preservation of the specificities of legal entities in respect of their country of operation, their business, their economic results or their management and human resources development priorities;
- lastly, to establish KPIs with associated objectives to measure progress and plan corrective measures in the event no progress is made.

It seemed fitting at the operating entities to focus on social dialogue and employment status practices by geographic area (three areas were selected) rather than by business, to account for 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 dialogue is a long-standing priority of the various entities in Africa. This makes for great diversity and fruitful negotiations, collective bargaining agreements and exchanges between the various local managements and employee representatives.

The various elements that may be included in social status are dealt with most often in the form of single agreements combining a series of distinct issues (wages, classifications, working hours, supplemental social welfare benefits, etc.). They are a key driver of collective performance.

The following agreements are noteworthy:

- rider to extend an employment status agreement through 2021, Bolloré Africa Logistics Tanzania, February 24, 2021;
- agreement on the establishment of employment status for 2021 and 2022 Bolloré Transport & Logistics Zambia, November 29, 2021;
- overhaul of the Bolloré Transport & Logistics Rwanda disciplinary procedure, July 5, 2021;
- Bolloré Transport & Logistics Gabon internal rules of procedure, August 25, 2021;
- rider no. 1 to revise the company agreement dated June 1<sup>st</sup>, 2017 Moroni Terminal, April 19, 2021.

• **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 systems of social regulations that reflect their own priorities, including equality of treatment and non-discrimination.

Certain entities, though not as many, negotiate employment statuses, giving rise to a collective bargaining agreement.

Noteworthy achievements include:

- Bolloré Logistics set up a week of well-being for employees in the Emirates, Qatar, Oman and Pakistan in 2021 (physician, nutritionist, exercise, motivation, etc.). Due to the absence of staff representatives, a Social Committee was established with the aim of improving corporate life and proposing social projects based on employee surveys;
- Bolloré Logistics took measures throughout the Asia-Pacific zone in 2021 on the quality of life at work (new offices, office renovations, variable hours), environmental protection (participation in the "Earth Hour" event, workshops on global warming, etc.), health and well-being (sporting events, first aid training, etc.) and solidarity commitments and volunteering (volunteer reforestation, recruitment of persons with disabilities, etc.).

• **Europe**

In 2020, the Group and the representatives of its European workforce agreed to set up a European committee for social dialogue called the Bolloré Group European Corporations Common Committee (BECC).

The objective is to make the BECC 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 dialogue in the BECC at the European level is in no way intended to take the place of national social dialogues. It does aim, however, to help enrich the national discussions by giving the representatives a better understanding of how the directions and the projects established in each country are inspired and further the overall strategy and plans of the Group in Europe.

In 2021, the BECC met twice. These sessions notably led to discussions on the Bolloré Group's CSR strategy, as well as the strategy of its Transportation and logistics division in Europe. In addition, the BECC representatives were able to benefit from financial, linguistic and legal training during the year in order to give depth to the discussions within this body.

The following agreements were also noteworthy in 2021:

- Bolloré Logistics incentive agreement, June 16, 2021;
- Bolloré Africa Logistics agreement on gender equality in the workplace and quality of life at work, December 20, 2021;
- UES Bolloré incentive agreement (the Group's Bretagne division and Holding division factories), June 15, 2021;
- signature of agreements following annual mandatory negotiations in all of the Group's main subsidiaries in France;
- UES Bolloré agreement on Job and career path management (the Group's Bretagne division and Holding division factories), June 4, 2021;
- IER agreement on working time modulation (Besançon plant), May 27, 2021;
- Polyconseil agreement on gender equality in the workplace and quality of life at work (France), December 28, 2021.

For the Systems division, one of the highlights of the year was the continued restructuring of car-sharing activities abroad, the majority of which resulted in disposals which saved employee jobs. The restructuring will also include Bluecar, which designs electric cars. Large-scale collective lay-offs involving two departure phases were set up on the basis of a constructive social dialogue with employee representatives. Many employees were placed elsewhere internally within the Group.

**Indicator<sup>(1)</sup> for monitoring the Bolloré Group's social dialogue<sup>(2)</sup>**

(as a percentage)	2021	2020	2019	Change 2021-2020
Percentage of entities where employees can benefit from union representation and/or staff representation <sup>(3)</sup>	59	62	59	-3 points

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

(2) These indicators cover the Bolloré Group scope excluding 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 of the social indicators (see chapter 2 – section 1.3.1. Summary tables of 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) Of the number of entities excluding entities entering/exiting the scope and not bearing on the workforce at December 31, 2020.



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

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<sup>(1)</sup>

##### 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	Bretagne division	Blue Systems	Vivendi

(1) Priority non-financial risk.

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

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

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 meet 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<sup>(1)</sup> 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 geographic areas and the exposure of the Group's activities to corruption risks.

This risk has not been identified as one of the priority risks of the Communications Division given the nature of its activities. For more information on the management of priority CSR risks for the Communications division (see Vivendi's 2021 universal registration document – chapter 2 – section 2.2. Main non-financial risks and opportunities).

##### International export controls and sanctions

For the Bolloré Group<sup>(2)</sup>, the aim is to comply with international, EU and national regulations applicable to the Group's businesses on export control 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 a foreign policy instrument of countries and groups of countries. 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 countries or groups of countries. These include territories, identified natural persons or legal entities likely to represent danger, goods, equipment or products classified as "at risk".

##### Compliance with competition provisions

Companies in the Bolloré Group<sup>(2)</sup> must comply, wherever they operate, with the rules of competition law laid down by countries, 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 or distribute 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, as well as to clearly inform its employees, partners, customers and the public of its commitment.

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 strives to prevent damage to the environment, breaches of human rights and fundamental freedoms, and adverse effects on 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 do their part. The Bolloré Group has a zero-tolerance policy for any breach of its code and encourages its stakeholders to report any breach thereof. 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 measures applicable to its companies and adapted to their businesses.

(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.

### 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 business ethics standards<sup>(1)</sup> in the following 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 by an organization responsible for ensuring its enforcement:

- the Board of Directors' Audit Committee, which monitors the Group's anticorruption compliance systems in its three areas as part of its oversight of the effectiveness of internal control and risk management systems;
- Executive Management sets the Group's targets and directions, ensuring that all staff are informed of them;
- the Ethics, CSR and Anticorruption Committee, which defines and coordinates the implementation of the CSR approach within the Group and, for this reason, closely monitors the implementation and effectiveness of the Group's compliance system as described above;
- the Group Chief Compliance Officer, who is responsible for implementing the compliance program, reports on its effectiveness to the Group's Audit Committee and its Ethics, CSR and Anticorruption Committee, and to the Chairmen and Chief Executive Officers of the Group and activities. In this role, the CCO relies on: the Group Compliance Department, composed of nine employees (managers, analysts, assistants and work-study program students); a "local" network (Chief Compliance Officer, regional and local delegates dedicated in whole or in part to the function) functionally reporting to the Group Compliance Department, which, along with the operational functions, ensures the implementation of policies and processes; support functions, notably purchasing and middle office, HR, IT, Finance, Legal and QHSE; and external 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<sup>(2)</sup> in this area aimed at preventing, detecting and dissuading, based on the following pillars:

##### • Commitment of the management body

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

In terms of anticorruption, 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 anticorruption framework. The Bolloré Group adopted this standard and set up a specific project to adapt its anticorruption 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 anticorruption requirements in procedures and policies, governance of the anticorruption 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 senior executives and employees worldwide. The Bolloré Group Code of Conduct is available on the Group's website. 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

implementation system, particularly in the three areas of compliance. For a better understanding by all, it is currently available in French, English, Spanish, Portuguese, German, Chinese, Japanese, Dutch, Italian, Czech, Indonesian, Khmer, Korean, Vietnamese, Burmese and Thai.

##### • 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 breach of the law or regulations, a threat to the general interest, or an alleged breach of the Bolloré Group's Code of Conduct resulting from the activities of Group companies or of their subcontractors or suppliers. Accessible via the Internet at [alert.bollore.com](http://alert.bollore.com), this whistleblowing system does not replace the traditional reporting methods such as the hierarchical route it supplements (see chapter 2 – 2. The Bolloré Group duty of care plan, section 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 risks identified.

##### • Third-party assessment

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

##### • Anticorruption accounting controls

These controls allow specific anticorruption controls to be carried out at various 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 proper understanding of the Code of Conduct and we provide specific training for employees exposed to risks. 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 anticompetitive practices and to ensure compliance with international sanctions.

##### • The system's internal control and evaluation mechanism

Dedicated reporting aims to collect information about our various anticorruption systems, and a specific system control process is carried out by the Group's Internal Audit Department.

#### Highlights

In terms of anticorruption, our specific project to adapt the anticorruption system to AFA recommendations, launched in January 2018, was replaced by the implementation of long-term initiatives in this area. The year 2021 was also characterized by the control carried out by the French Anticorruption Agency on the effectiveness of the system as per the deferred prosecution agreement (Convention judiciaire d'intérêt public or "CJIP"). This control concerned 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. In addition, in 2021 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 anticorruption as well as the control of exports and compliance with international sanctions, which again were a major issue during the fiscal year.

(1) In particular the recommendations of the French Anticorruption 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 once again had to deal with the consequences of the current health crisis during the year, across all its businesses and territories and throughout all of its activities. Lastly, the latest on the Togo Guinea inquiry 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 roll-out 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 proven commitment of the Group's management body. Noteworthy achievements in 2021 illustrating this dynamic include:

#### • Commitment of the management body. This commitment was notably reflected in:

- the monitoring of the implementation and effectiveness of the anticorruption compliance program, and of compliance with competition rules and international sanctions by the three governance bodies: the Group Audit Committee, the Ethics, CSR and Anticorruption Committee and, on a monthly basis, by the Chairmen and Chief Executive Officers of the Group and the activities; in the communications made by management bodies at the head office and in the field, such as the communication on the implementation of the global whistleblowing system, one of the central communication themes around International Anticorruption Day on December 9, 2021; and the renewed efforts for this day with a remote approach made possible by the organization, dedicated IT resources including a webinar for every employee with an email address, and four webinars for the ASPAC/MESA, Europe, Africa and Americas regions. These webinars, led by the regional, operational and sales divisions, as well as the heads of the Group Compliance Department and their local compliance delegates, also embodied the local dimension of the Group's commitment. Overall, the various communications for this day generated a total of 8,244 views, including 4,926 live participants and 3,318 replays;
- the assessment of the performance of the main managers of the Bolloré Transport & Logistics subsidiaries, and the establishment and occurrence of anticorruption committees. These committees are the local point of contact for the commitment of management bodies in each of the Group's entities;
- the monitoring of the process concerning third parties. For intermediaries: screening intermediaries already in place and implementing the procedure for any new intermediary; monitoring the process concerning central suppliers and setting up the process for local suppliers. The design and dissemination of a procedure for the Group's customers;
- the monitoring of training: roll-out of the new Group compliance training, based on seven e-learning modules, for the business categories most exposed to corruption risks.

#### • The Code of Conduct

The new Code developed in 2020 is fully aligned with the Bolloré Group's corporate social responsibility policy, expressed in its Ethics and CSR Charter and in its annual report, "All Responsible and Committed", in particular for the areas of compliance concerning corruption, international sanctions and anticompetitive practices. The Code of Conduct defines the Group's policy and details the behavior expected for all its employees and partners in their day-to-day operations. This Code describes the sensitive situations that may arise while conducting business (e.g. inappropriate gifts/invitations and bribes) and also provides recommendations for preventing, identifying and reporting them. The year 2021 was devoted to the information process for this new Code of Conduct in our subsidiaries: collective information, when the subsidiary has internal rules, integration of the Code of Conduct, and, where applicable, consultation with the competent bodies, authorities or departments if necessary. Among our subsidiaries concerned by the obligations defined by article 17 of the Sapin II<sup>(1)</sup> law, 236 subsidiaries have completed this collective information process, representing more than 95% of the workforce of the subsidiaries concerned.

#### • The whistleblowing system

Following the roll-out of the system in previous fiscal years for France, international roll-out was made possible in 2021 with the online access available via the Group's website and the communications carried out, again specifying the conditions for whistleblowing and the protection of whistleblowers, particularly during the awareness activities carried out during the year in the module on the Code of Conduct, in the seven training modules and on International anticorruption day on December 9, 2021.

#### • Corruption risk mapping

The Group has three risk maps for corruption and influence peddling which were drawn up in the following years using a risk-based approach:

- for the map concerning BTL's activities, in 2018 (BU Ports & Shipping, Railways, Logistics, Energy);
- for the map concerning the activities of the Bretagne division and the Systems & Telecoms division, the map was started in 2019 and finished in 2020.

The Group will update the maps in 2022 using a standardized methodology to enable consolidation at the Group level.

#### • Third parties

The risk assessment process for the Group's intermediaries, suppliers and customers meets the requirements of the anticorruption standard, while adapting to its business model and operational structure.

In 2021,

- it has been applied to all of the Group's intermediaries and all its activities;
  - with regard to "central" suppliers, the implementation of the various policies, depending on the risks by type of purchase, has largely continued with the application of the policy for all new suppliers of this category during the year and an advanced assessment process already in place before the implementation of policies for this category;
  - for local suppliers, a list has been made of suppliers to be assessed based on the policy applicable to this category. The assessment will be finalized in 2022 after the list has been updated;
  - the customer integrity assessment policy was finalized and disseminated at the end of 2021 for our various activities and will be implemented in 2022.
- With regard to compliance with international sanctions, the common approach developed also makes it possible to identify any third parties at risk.

#### • Anticorruption accounting controls

During previous fiscal years, the controls to be carried out were identified based on risk mapping and the measures to be taken during these controls at the various levels of the organization became clear. As such, these controls were carried out in 2021: numerous assignments to help implement SAPIN II accounting controls were carried out, and level-three controls on anticorruption accounting controls began to be rolled out in the spring of 2021 during the on-site audits of subsidiaries.

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 anticorruption, anticompetitive practices and international sanctions. In 2021, eight e-learning modules were rolled out worldwide. This campaign had two objectives: to ensure that all Group employees have a proper understanding of its Code of Conduct and to train those most at-risk to identify and remedy risky situations. More than 23,000 employees participated in this campaign:

- 93% of employees with an e-mail address have completed the Code of Conduct module;
- 92% of the additional e-learning modules assigned to employees identified as being at-risk have been completed.

#### • Internal control and evaluation system

Based on a specific audit of the Group-wide anticorruption compliance system intended to assess its various components, and which was carried out in 2020 by the Group's internal audit function, a level-three system was developed and reviewed for 2021 by the Ethics, CSR and Anticorruption Committee meeting held on February 24, 2022.

(1) "[...] 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."

### 1.2.2.1.3. THE FIGHT AGAINST TAX EVASION

Following the entry into force 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 of the French commercial code (*Code de commerce*), the Group launched several initiatives to comply with the requirements of this law. As for the goal of combating tax evasion, although the Group already possessed internal processes that satisfied the requirements of this law, some processes were modified.

#### Management of 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 countries where it is owed. The same applies to the reporting obligations of the companies in the Group. When a company in the Group is subject to a tax audit, the appropriate personnel and/or outside advisers are assigned to the tax audit to ensure that it is carried out seamlessly and is completed as quickly as possible.

The Bolloré Group also ensures compliance with the following principles:

- compliance with the tax rules that apply to its business activity in accordance with international agreements and the national laws in all the countries where the Group operates;
- transparency with tax authorities to foster quality relations and avoid any risk to the Group's reputation when local legislation and practices allow. The Bolloré Group considers that such relationships engender long-term benefits for both the Group and local tax authorities;

- the fighting against tax evasion by refusing to put profits in tax havens. It is possible to put them in countries 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 tax gains, unless expressly allowed by lawmakers.

#### Measures 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 honor 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 called on at the head office and locally, advising and assisting the Group's operational staff on a daily basis to ensure proper compliance with the applicable laws and regulations 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<sup>(1)</sup>

##### Prioritization of human rights risks

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

(1) Priority non-financial risk.

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

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 sometimes threatened. That is why the 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 dialogue 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 preventing and taking action against forced labor and child labor represent an absolute priority for the Group. These risks are controlled by the measures and internal controls set up to hire employees.

Identifying and addressing these risks requires measures aimed at the Group's internal scope and its supply and outsourcing chain. These measures are detailed in the chapter on the Group's duty of care plan (see chapter 2 – The Bolloré Group duty of care plan).

These risks have not been identified among the priority risks of the Communications division given the nature of its activities. For more information on the management of priority CSR risks for the Communications division (see Vivendi's 2021 Universal registration document – chapter 2 – section 2.2. Main non-financial risks and opportunities).

#### 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 incorporating this challenge as a fundamental pillar of its CSR strategy, the Bolloré Group has formalized dedicated commitments within the Group's ethical measures, including the Code of Conduct, the Group Ethics & CSR Charter, the Responsible Purchasing Charter, the Diversity and Inclusion Charter and the Human Rights Charter.

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 any breaches. 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 pillar on "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 Human Rights Charter and Responsible Purchasing Charter include and strengthen these ethical measures by structuring a specific approach backed by international standards, including:

- the International Charter on human rights;
- the UN Guiding Principles on business and human rights;
- the OECD Guidelines for multinational enterprises;
- the International Labour Organization's core conventions;
- the recommendations of the French Anticorruption 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 based on three themes:

- respect for the rights of workers throughout our value chain;
- respect for the fundamental rights of communities near 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 splitting the missions between:

- the Group, whose role involves raising awareness, training, mobilization, steering, pooling and reporting via the Group CSR Department;
- the divisions and subsidiaries, which are responsible for operational implementation while including the elements specific to their own businesses, as well as the necessary adaptations for their regions, entrusted to a Department, a CSR representative or an ethics representative reporting to their Executive Management.

Governance for ethical issues is handled by the Ethics, CSR and Anticorruption Committee, which meets once or twice a year to establish the guidelines (see section 1.1.3. CSR governance) that will be applied by the Departments concerned and rolled out to the operational Departments. These commitments

involve all employees and require the Group's divisions and subsidiaries to set up appropriate due diligence systems for identifying, preventing and reducing the risk of serious breaches.

**Objectives and progress**

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Governance</b>	<ul style="list-style-type: none"> <li>Ensure the sustainability of the Human Rights Steering Committee</li> </ul>	Annual	<ul style="list-style-type: none"> <li>Human Rights Steering Committee meets at least once a year</li> </ul>	<ul style="list-style-type: none"> <li>Creation of an Operational Steering Committee in 2019</li> </ul>
<b>Communication/Awareness raising</b>	<ul style="list-style-type: none"> <li>80% participation in the human rights e-learning module</li> </ul>	2021	<ul style="list-style-type: none"> <li>77% participation in the human rights e-learning module (as of December 31, 2021)</li> <li>93% of employees were also made aware of these issues through the Code of Conduct module</li> </ul>	<ul style="list-style-type: none"> <li>50% completion in 2020 of the human rights e-learning module aiming to raise the awareness of more than 22,500 employees (at December 31, 2020)</li> </ul>
	<ul style="list-style-type: none"> <li>100% of buyers made aware of via the Group human rights e-learning module</li> </ul>	2021	<ul style="list-style-type: none"> <li>Target achieved</li> </ul>	<ul style="list-style-type: none"> <li>At least one human rights workshop with the four purchasing families (general purchases, freight, production, works/infrastructure) Target achieved</li> </ul>
	<ul style="list-style-type: none"> <li>100% of HR made aware of by the Group human rights e-learning module</li> </ul>	2022	<ul style="list-style-type: none"> <li>79% of employees associated with the HR businesses have taken the human rights awareness module</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> </ul>
	<ul style="list-style-type: none"> <li>100% of country heads made aware of to human rights</li> </ul>	2021	<ul style="list-style-type: none"> <li>71% of country heads have taken the human rights awareness module</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> </ul>
	<ul style="list-style-type: none"> <li>Integration of e-learning in the onboarding process for new hires</li> </ul>	2021	<ul style="list-style-type: none"> <li>Target achieved</li> </ul>	<ul style="list-style-type: none"> <li>E-learning systematically integrated since 2020</li> </ul>
<b>Status update</b>	<ul style="list-style-type: none"> <li>Carry out human rights risk mapping</li> </ul>	2021	<ul style="list-style-type: none"> <li>Target achieved</li> </ul>	<ul style="list-style-type: none"> <li>Status update on human rights carried out (BTL) in 2020.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify customer logistics countries/sectors and priority human rights themes to be addressed for the development of targeted action plans</li> </ul>	2022	<ul style="list-style-type: none"> <li>A priority scope of 48 entities was identified, as well as an enhanced due diligence scope made up of 13 entities</li> </ul>	<ul style="list-style-type: none"> <li>In progress (pending data from the risk mapping)</li> </ul>
	<ul style="list-style-type: none"> <li>Identify local purchasing risks</li> </ul>	2022	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>In progress (pilot mission for the Purchasing Department)</li> </ul>
<b>Formalization of commitments in the Group charters: Human Rights Charter, Responsible Purchasing Charter</b>	<ul style="list-style-type: none"> <li>Establish indicators for monitoring the transmission of the Responsible Purchasing Charter and Code of Conduct to suppliers</li> </ul>	2021	<ul style="list-style-type: none"> <li>The Responsible Purchasing Charter, the Ethics &amp; CSR Charter and the Code of Conduct were sent to 100% of suppliers in 2021</li> </ul>	<ul style="list-style-type: none"> <li>Human Rights and Responsible Purchasing Charters distributed to more than 22,500 employees via the internal CSR newsletter</li> <li>100% of buyers from the head office Purchasing Department received the Responsible Purchasing Charter in 2020</li> <li>Responsible Purchasing Charter included in 100% of new contracts since it was made available in 2020</li> </ul>
	<ul style="list-style-type: none"> <li>Include a CSR/human rights clause in supplier contracts</li> </ul>	2020/2021	<ul style="list-style-type: none"> <li>More than 80% of 2021 supplier contracts included a CSR clause and a compliance clause</li> </ul>	<ul style="list-style-type: none"> <li>CSR clause made available to buyers for inclusion in contracts since October 2020</li> <li>Systematic integration of the clause into works contracts since it was made available</li> </ul>
	<ul style="list-style-type: none"> <li>Implement action plans and associated monitoring indicators on priority countries/entities and/or priority themes identified as part of the risk mapping</li> </ul>	2022	<ul style="list-style-type: none"> <li>Monitoring indicators rolled out (included in the Group duty of care plan), work was still in progress to formalize an action plan in response to the human rights risk mapping process</li> </ul>	<ul style="list-style-type: none"> <li>Not carried out</li> </ul>
<b>Control</b>	<ul style="list-style-type: none"> <li>Integrate human rights criteria in supplier assessments</li> </ul>	2022	<ul style="list-style-type: none"> <li>Work in progress</li> </ul>	<ul style="list-style-type: none"> <li>Not carried out</li> </ul>
	<ul style="list-style-type: none"> <li>Implement a human rights auditing process</li> </ul>	2022	<ul style="list-style-type: none"> <li>Not carried out</li> </ul>	<ul style="list-style-type: none"> <li>Not carried out</li> </ul>

### 1.2.2.2.2. RESPECT FOR WORKERS' RIGHTS THROUGHOUT THE VALUE CHAIN

In terms of promoting and respecting human rights, the Group considers the health, safety and quality of working conditions to be a major challenge across its entire value chain. The Group's first human rights action plan, which was rolled out over the 2019-2020 period and established with a cyclical approach based on three key factors (communication, sensitization and formalization), made it possible to:

- structure the Group's human rights approach;
- introduce new processes for conducting its business;
- continue to implement these challenges and make sure they are well-grasped.

The initiatives initiated in 2021 included strengthening the duty of care culture among employees, as well as the systems implemented with regard to suppliers and subcontractors.

#### Employees

Respect for workers' rights is based on the following issues: the health and safety of persons involved in the Group's activities, compensation, the management of working time and paid leave, employee representation, and the fight against forced labor and child labor, explained and illustrated via indicators within the Group's duty of care plan.

In 2021, the Human Rights Steering Committee, including the CSR contacts of the Group's divisions and subsidiaries, as well as the support functions

(Legal, Human Resources, Purchasing, Compliance, Communications, etc.), focused on analyzing the results of Bolloré Transport & Logistics' human rights mapping approach initiated at the end of 2019 to validate the priority scope (see section 2.3.2.1. Human rights risk mapping within the Bolloré Group duty of care plan). 48 entities have been given priority status, 75% of which are located in Africa, out of which 13 entities must be subject to enhanced due diligence.

This mapping approach, developed in the report on the Group duty of care plan, also facilitated the identification of best practices and the proper grasp of Group processes and policies locally. The next meeting, which will be held in the first half of 2022, will focus on the validation of the new human rights action plan, structured around three kinds of initiatives:

- the launch of corrective measures in light of the issues identified;
- the continuation of the analysis on the priority scope with enhanced monitoring indicators and target setting;
- the implementation of long-term projects.

In order to ensure the proper grasp of its principles and commitments among employees, the Group is rolling out awareness initiatives on human rights issues: a conference was held in 2019 with the Management Committees, head office managers and the purchasing and HR teams; awareness modules (raising awareness of human rights and the Code of Conduct) were developed and rolled out in 2020 and 2021, raising awareness among more than 90% of employees.

#### Indicators for monitoring the human rights awareness module

(as a percentage)	Africa	Americas	Asia-Pacific	Europe and Middle East	France and overseas departments, regions and local authorities	Total
Percentage of employees trained via the human rights module	71.1	81.7	89.4	85	74	77

#### Suppliers and subcontractors

The Group is focusing its efforts on implementing and rolling out measures to enable it to exercise duty of reasonable care with regard to suppliers and subcontractors, in line with the systems in place for employees. 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 roll-out of the responsible purchasing approach is reflected in:

- a reasonable duty of care approach used to select suppliers and subcontractors, who systematically receive the ethical measures upstream of the contractual relationship so that they can comply with them. Although the supplier selection and evaluation process is not organized in a consolidated way within a single steering tool, the Group Purchasing Department and the subsidiaries account for ethical and compliance criteria in their purchasing process above and beyond the standard financial, administrative and technical criteria, satisfying the Group's commitments;

- a policy for assessing the integrity of suppliers and subcontractors, formalized by the Compliance Department;
- the creation in 2020 of a Responsible Purchasing Department, working in particular on strengthening the human rights aspects of ethical procedures;
- the drafting and insertion of a CSR clause and a compliance clause in the contracts, illustrating a concrete responsible purchasing approach within the Group;
- the development of guidelines and the organization of specific awareness meetings to support in-house lawyers and purchasing teams in negotiations with business partners regarding the insertion of the clause.

In 2021:

- 100% of subcontractors and suppliers managed centrally received the Group's Responsible Purchasing Charter;
- 100% of purchasing staff were made aware of ethical and human rights issues through awareness modules or dedicated sessions;
- 80% of new contracts incorporated the CSR clause.

### 1.2.2.2.3. RESPECT FOR THE FUNDAMENTAL RIGHTS OF LOCAL COMMUNITIES SURROUNDING OUR ACTIVITIES, AND THE CONSTANT EFFORTS TO MAKE A POSITIVE CONTRIBUTION TO SOCIETY

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

- ensure their security in relation to the Group's activities (see section 1.2.1.2.2. Promoting social dialogue and quality working conditions);
- offer them an open dialogue to ensure that they have a right to free and informed consent, as well as collaboration opportunities (meetings with public authorities, local communities) and provide them with a system through which they can raise concerns and file complaints, if necessary (see "Establishing a whistleblowing and reporting system" in the Group duty of care plan);
- promote the right to a healthy environment by protecting the environment; preventing impacts on air and soil quality, access to drinking water and natural resources; and preventing disturbances (see section 1.2.3. Innovating in response to major environmental challenges).

The Group is also working on an improvement initiative that involves taking all reasonable and appropriate measures to optimize the positive external impacts of its operations throughout the value chain. Furthermore, the commitment to regional development is a major focus of the Group's CSR strategy (see section 1.1.2. The Bolloré Group's non-financial risk mapping). The Group, which is sometimes the leading employer in regions heavily impacted by development issues (unemployment, infrastructure deficit, etc.), is increasing its positive societal footprint notably through its sponsorship initiatives (see section 1.2.4.3. Sponsorship policy) as well as its activities, which contribute to the opening up of regions and innovation with regard to energy issues, and which boost the economy (local purchases, duties and taxes). More than 90% of employees are recruited locally, with nearly half of employees in Africa. The Bolloré Group relies on numerous partnerships with the schools and universities in the regions where it operates, infusing those areas with greater momentum. The training policy – open to employees of subcontractors in some regions – and the health insurance coverage and vaccination campaigns offered to employees and their beneficiaries 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 socioeconomic footprint of Bolloré Transport & Logistics (for which human rights issues are a priority) in its regions of operation, conducting several studies on the impacts of its various activities on value created as well as health and education. These studies were first carried out in Cameroon, Gabon, Congo and Comoros, then in Sierra Leone, Kenya, Tanzania and Uganda in 2019. Suspended in 2020 due to the health crisis, they are gradually being brought back, and a new study in Guinea was conducted using the Group's CSR reporting tool in 2021. Firstly, an internal audit of the quantitative and qualitative data is carried out with the corporate project managers and the purchasing, finance, HR and 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 accuracy

and conclusions. For each of the studies, the consulting firm validates the analysis of Bolloré Transport & Logistics' socioeconomic footprint with 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 economist Wassily Leontief).

Since 2018, the Bolloré Group has conducted socioeconomic impact studies showing nearly 11,000 direct jobs, 108,832 indirect jobs and 36,920 new jobs generated by the activities of the Bolloré Logistics, Bolloré Ports and Bolloré Railways business unit entities within this scope<sup>(1)</sup>. The results of the Group's various impact studies attest to the company's positive regional influence on jobs and its contribution to stimulating regional economies. The 2021 study in Guinea, for example, identified nearly 32 million euros in infrastructure and equipment investments and 33 million euros in goods and services purchases on the national market (see section 1.2.4.2.2. Stimulating regional economies).

## 1.2.3. INNOVATING IN RESPONSE TO MAJOR ENVIRONMENTAL CHALLENGES

In order to 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 rolling out a

climate strategy and continues investing for the long term in order to offer innovative and connected low-carbon products and services.

### 1.2.3.1. CONTRIBUTING TO MITIGATE CLIMATE CHANGE

In order to optimize the clarity of the Group's commitments, the "climate change risks and opportunities" issue is presented in line with the

recommendations of the TCFD (Task Force on Climate-Related Financial Disclosures) (see section 1.3.3.2. TCFD cross-reference table).

#### 1.2.3.1.1. RISKS AND OPPORTUNITIES RELATED TO CLIMATE CHANGE

##### Prioritization of climate change risks and opportunities<sup>(1)</sup>

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

(1) Priority non-financial risk.

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

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

The Bolloré Group has identified the challenges associated with climate change as a priority for all its activities. In 2020, the mapping of climate-related risks and opportunities was carried out at the Group level with the assistance of a consulting firm, and highlighted the main physical and transition risks posed to its activities with regard to the increase in extreme climate events, the impact of the price of carbon on operations, and the opportunities related to changes in markets and technologies, as well as to competitiveness and reputation issues.

In the Transportation and logistics scope (excluding Oil logistics), an analysis of physical risks was carried out in 2020 on all of its GPS coordinates for owned and leased sites in order to assess the resilience of the sites to climate change. Carried out by a consulting firm, these analyses and projections identified the risks and levels of site exposure to the following: temperature increase by 2035 according to climate model RCP8.5, marine submersion risk, risk of flooding by river overflow or rainfall through 2030-2035 and current cyclone risks.

At the same time, Bolloré Transport & Logistics in Africa, which accounts for more than 78% of the Bolloré Group's scope 1 and 2 emissions (excluding Communications), called on a specialized firm in 2020 to assess the carbon footprint of its activities and identify the items with the highest emissions in order to initiate dedicated action plans in the subsidiaries.

These risks have not been identified among the priority risks of the Communications division given the nature of its activities. For more information on the management of priority CSR risks for the Communications division (see Vivendi's 2021 universal registration document – chapter 2 – section 2.2. Main non-financial risks and opportunities). Nevertheless, the identification of climate change risks and opportunities for the Communications division is described in chapter 2 – Non-financial performance of Vivendi's 2021 universal registration document (see section 2.3. Main climate change risks).

(1) Three studies in 2018 (Cameroon, Gabon, Congo), five in 2019 (Comoros, Sierra Leone, Kenya, Tanzania, Uganda) and one study in Guinea in 2021.



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

<b>Transportation and logistics</b>		
<b>Physical risk</b>	<b>Impact of temperature increases on direct operations, particularly on the ability to work and cooling costs</b>	<p>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 (nearly 70% of Bolloré staff excluding the Communications division in 2021) and the importance of working outdoors, these business units are particularly exposed to this risk.</p> <p>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.</p>
<b>Transition risk and opportunity</b>	<b>Impact of carbon pricing on operations</b>	<p>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 Transportation and logistics sector. The exposure to this risk of Bolloré Transport &amp; Logistics' activities due 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.</p> <p>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. As such, 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 multi-modal offer based on maritime, rail and air transportation, Bolloré Transport &amp; Logistics has a competitive advantage in reducing its emissions.</p>
<b>Oil logistics</b>		
<b>Transition risk and opportunity</b>	<b>Impact of carbon pricing on operations</b>	<p>The transition to renewable energies will lead to a decline in demand for oil products, which could affect the Oil logistics market over the long term. Like other Oil logistics and distribution companies, Bolloré Energy sees this transition as an opportunity through the development of liquid energy products with low CO<sub>2</sub> emissions, including biofuels and synthetic fuels.</p>
<b>Electricity storage and systems</b>		
<b>Bretagne division</b>		
<b>Transition opportunity</b>	<b>Electric transportation</b>	<p>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, nearly doubling 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.</p>
	<b>Development of an industrial battery storage plant</b>	<p>As the cost of leveraging intermittent renewable energies such as solar or wind power is decreasing, and their share in the electricity mix is increasing, the need to provide continuous production with intermittent energy sources is becoming critical. Demand for storage across the utility network is expected to increase, providing growth opportunities for Bluestorage.</p>
	<b>Development of off-grid solutions in Africa</b>	<p>The development of off-grid solutions as a means of bringing electricity to Africa and the strong roots of the Bolloré Group in the region offer additional development opportunities. By 2030, the solar park in Africa could grow 10- to 20-fold (IEA WEO2019) suggesting similar growth in the energy storage market.</p>
<b>Blue Systems</b>		
<b>Transition opportunity</b>	<b>Development of a new line of mobility services (see diversification from traditional companies)</b>	<p>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 secure sustainable mobility in order 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.</p>

1.2.3.1.2. TOWARDS THE IMPLEMENTATION OF A GROUP CLIMATE STRATEGY

Group governance in light of climate-related risks and opportunities

Through the Ethics, CSR and Anticorruption Committee, the chairman and Vice-chairman of the Board of Directors are helping to review and guide CSR strategy, action plans and key decisions, including the analysis of risks and opportunities relating to climate change. In 2020, climate change risks were one of the priority projects addressed by the Ethics, CSR and Anticorruption Committee meetings, the minutes of which are sent to the members of the Board of Directors. The performance of all CSR-related projects, including those related to climate 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.

A more in-depth analysis of the risks associated with climate challenges will be initiated in 2022 to be integrated into the Bolloré Group's overall risk management processes and in order to comply with the new European Regulation on the classification of "sustainable" economic activities within the meaning of the EU Taxonomy (see section 1.1.5. Analysis of the sustainability of the Bolloré Group's activities with regard to the EU Taxonomy).

Group policy

In 2020, with the help of a specialized firm, the Bolloré Group started working towards the implementation of a Group-wide decarbonization strategy.

This structured and generalized approach aims to move towards the definition of quantified reduction targets as part of an action plan and investments to reduce the impact of all activities on the climate in the medium/long term.

This work was carried out using the following approach:

- phase one: analysis of the Group's carbon footprint to identify the items with the highest GHG emissions;

- phase two: identification and quantification of specific and common decarbonization drivers through interviews with the business units to define the relevant drivers with regard to their activity;
- phase three: development of a decarbonization and phasing trajectory over time of the drivers identified in phase two.

This work was endorsed in May 2020 by the Ethics, CSR and Anticorruption Committee, which regularly monitors the progress on this work, and was completed in the fall of 2021. The work led to the conclusion that the Group would have sufficient drivers for scopes 1 and 2 to achieve a target in 2030 to reduce greenhouse gas emissions in line with a 1.5 °C trajectory provided that 2021 is the baseline year. For scope 3, which still requires adjustments to the calculation method, additional actions need to be considered in order to maintain the target of 1.5 °C.

During 2022, significant changes in the Group's consolidation perimeter are expected. These ongoing changes therefore call into question the scope of commitment of the Group's climate strategy. Furthermore, taking into account the requirements of the climate strategy standards (Greenhouse Gas Protocol and Science-Based Target initiative), which call for a reassessment of the GHG emissions of the baseline year for each significant change in the consolidation perimeter, the Group plans on postponing the implementation of its decarbonization trajectory in order to set a target for 2030 and steer an action plan and investments based on a stable perimeter.

At the same time, the objective environmental indicators validated in May 2020 during the Ethics, CSR and Anticorruption Committee meetings make it possible to monitor and manage the environmental benefits of the initiatives already implemented within the subsidiaries.

Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Governance and strategy</b>	<ul style="list-style-type: none"> <li>• Implement a Group climate strategy to standardize the climate strategies of the Group's business units</li> </ul>	2022	<ul style="list-style-type: none"> <li>• Analysis of the Group's carbon footprint, identification of decarbonization drivers and definition of GHG reduction targets (work deadline postponed to 2023)</li> <li>• 38% of the Group's GHG emissions (excluding Vivendi) covered by an objective climate strategy (corresponding to Bolloré Logistics scopes 1, 2 and 3)</li> </ul>	<ul style="list-style-type: none"> <li>• Work to implement a Group climate strategy covering all business units was initiated and validated by the Ethics, CSR and Anticorruption Committee in 2020</li> <li>• 45% of the Group's GHG emissions (excluding Vivendi) covered by an objective climate strategy (corresponding to Bolloré Logistics scopes 1, 2 and 3)</li> </ul>
<b>Taxonomy</b>	<ul style="list-style-type: none"> <li>• In response to the EU Taxonomy: develop the Group's ability to identify investments (Opex and Capex) and revenue for the development of low-carbon products and services</li> </ul>	2021 (for publication in 2022)	<ul style="list-style-type: none"> <li>• Publication of revenue, Capex and Opex of business segments identified as eligible for the Taxonomy Regulation</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of revenue related to low-carbon products and services (non-consolidated, pending finalization of the taxonomy framework for implementation)</li> </ul>
<b>GHG emission reporting</b>	<ul style="list-style-type: none"> <li>• Continuous optimization of GHG emission reporting for scopes 1, 2 and 3 (precision, reliability, management)</li> </ul>	Annual	<ul style="list-style-type: none"> <li>• Continue to optimize the completeness and reliability of data reported locally (Green Terminal reporting, MAPS project, work on multi-site entities, etc.)</li> <li>• Integration of CSR families in the outputs of the fuel consumption monitoring tool (Maximo) rolled out for BTL Africa</li> <li>• Pursuing further development of scope 3 with the aim of continuously improving the accuracy and exhaustiveness of the data included in this overview</li> </ul>	<ul style="list-style-type: none"> <li>• 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.)</li> <li>• Study of the feasibility of reconciling CSR reporting methodologies with the fuel consumption reporting rolled out at the Group's sites</li> <li>• Since 2019, the Group has been working on taking its scope 3 calculation further. The Group will continue this work with the aim of continuously improving the accuracy and exhaustiveness of the data included in this overview</li> </ul>

The objectives for investments in low-carbon products and services, as well for the management of the activities' footprint (energy efficiency, renewable energy, etc.), are covered in chapter 2 (see section 1.2.3.1.4. Group Management to 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 businesses and making 'low carbon' an opportunity for the development of its products and services in line with major energy transition and climate change challenges.

#### Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Diversification and investments in the development of low-carbon products and services</b>	<ul style="list-style-type: none"> <li>Promote the development of products and services to combat climate change</li> </ul>	2021-2025	<ul style="list-style-type: none"> <li>Examples of the progress and investments in low-carbon products and services (not consolidated, implementation in progress): R&amp;D in LMP® batteries (4<sup>th</sup> generation), the Green Terminal certification process, biofuel marketing (Biofioul Evolution, Koolza, etc.) and low-carbon logistics solutions</li> </ul>	<ul style="list-style-type: none"> <li>Examples of progress and investments in low-carbon products and services (unconsolidated, implementation in progress): electromobility, Smart Mobility, sustainable supply chain, biofuel, etc.</li> </ul>

#### 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

In an effort to offer efficient and environmentally responsible logistics solutions to public partners, customers and users of its terminals, Bolloré Ports has launched a certification process for its facilities – the "Green Terminal". Approved by Bureau Veritas, its objective is to help reduce the carbon footprint of its activities by using a precise methodology addressing all of the environmental concerns (see section 1.2.3.1.4. Group Management to reduce the impact of its activities on climate change). As part of this process, Bolloré Ports aims to accelerate its investments in the construction and modernization of port infrastructures with innovative, more efficient and low-carbon solutions that will render them more ecofriendly. In 2021, more than 24.4 million euros were invested in the purchase of electric handling equipment and in initiatives for the optimization of energy efficiency (installation of LED lighting, pipe repair, drainage, etc.).

##### Bolloré Railways

Through the development of rail transport in Africa, Bolloré Railways offers an alternative with a better carbon footprint since rail transport consumes and emits less carbon than road transport. In 2021, the emissions of Bolloré Railways' (Camrail and Sitarail entities) traction locomotives totaled 60,651 t CO<sub>2</sub>e. The total weight of goods transported on both networks was 2,554,423 tons for an average commercial distance of 763 km. By comparison, for the same tonnage transported, emissions per truck associated with the transport of goods amounted to 143,982 t CO<sub>2</sub>e<sup>(1)</sup>. Thus, at an equal distance and greater load capacity, rail freight transport emits 2.37 times less greenhouse gas than road freight transport in Côte d'Ivoire, Burkina Faso and Cameroon.

Following the same approach as Bolloré Ports to reduce the GHG emissions of its activities, Bolloré Railways calculated its carbon footprint in 2020 with assistance from a specialized firm whose work is continuing in 2022 to formalize the company's low-carbon trajectory and set a reduction target (see section 1.2.3.1.4. Group Management to reduce the impact of its activities on climate change). Furthermore, in October 2021, Bolloré Railways participated in a roundtable organized by the International Union of Railways (IUC) as part of the Climate Week hosted by the UNFCCC (United Nations Framework Convention on Climate Change) to renew its commitment to contribute to the development of rail transport in Africa, while also working to reduce its carbon footprint.

##### Bolloré Logistics

Representing more than 38% of the Bolloré Group's scope 3, and in order to contribute to the decarbonization of the sector, Bolloré Logistics defined a commitment to its total downstream scope-3 emissions related to transport services, in 2020. Approved by the Chairman and Chief Executive Officer, the target is to reduce these emissions by 30% in absolute terms by 2030 (base: 2019). Setting this goal is part of a "well-below 2 degrees" trajectory, and is based on the methodologies of the Science-Based Targets initiative. In order to strengthen its commitment, Bolloré Logistics decided to submit its carbon reduction targets in 2022 to the Science-Based Targets initiative, and will therefore adjust all of its objectives with the latest sector recommendations and methodological approaches.

A roadmap already drawn up for this scope and described below was reinforced in 2021 and continues in 2022, notably by taking its strategy further towards the ambition of net-zero emissions. Offering ecofriendly solutions to its customers has been a key approach at Bolloré Logistics for several years, as demonstrated by:

- its active participation in environmental initiatives in the international Transportation and logistics sector to strengthen its ecofriendly customer offerings and contribute to better environmental performance for the entire sector (see section 1.2.4.2.3. Building and maintaining a dialogue with stakeholders). In the fight against climate change, Bolloré Logistics joined a new initiative in 2021: the French Business Climate Pledge;
- the support for its customers in reducing the environmental impact of their supply chain by speeding up the standardization of a range of sustainable transport solutions for all customers and by pursuing the custom carbon reduction program (and air or noise pollution as the case may be) with Bolloré Logistics' key accounts clients upstream and during the execution of the contract. 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 and the selection of alternative low-carbon modes for pre/post-transport, such as going from air to sea or the multi-modal air/sea – road/rail approach. Strengthening the approach, Bolloré Logistics has been offering its customers the Powering Sustainable Logistics PACT, whose aim is to support customers in the shift towards a more sustainable supply chain and to jointly formalize reduction targets, including on packaging issues;
- the integration of internal digital solutions that gradually systematize the inclusion of the CO<sub>2</sub>e criterion (comparative of the best-performing solution in terms of emissions) in standard decision-making tools. In addition, local teams rely on their ecosystem to identify optimization tools aimed at significant CO<sub>2</sub>e savings in the national transport segments and adapt them to the businesses' challenges. For example, the tool rolled out in Belgium aims to automatically give customers all intermodal options for transport between Antwerp and the inland rail or river terminal;

(1) Emission factor for an articulated unit – container chassis semi-trailer, PTR4 40<sup>st</sup> – 0.103 kg CO<sub>2</sub>e/ton/km (source: Ademe Carbon Base®).

- the increased relevance of the information provided to clients on the GHG emissions and air pollutants related to transportation via an automated CO<sub>2</sub>e dashboard. Directly linked to the transport management IT system, this dashboard allows customers to obtain performance indicators on key components, and a detailed view of each shipment of goods (CO<sub>2</sub>e emissions by segment and mode of transport, by origin/destination, as well as the main air pollutants). In 2021, over 2,000 customer CO<sub>2</sub>e dashboards were generated;
- the design of low-carbon logistics networks and sustainable supply chain solutions that systematically include environmental performance criteria for selection, and the evaluation of its maritime freight, air freight, and road, rail or river transport suppliers and subcontractors (see chapter 2 – The Bolloré Group duty of care plan);
- the development of low-carbon partnerships and solutions with airlines and sea freight companies. For air transport, through its Bolloré Logistics partnerships, it is increasingly offering its customers the option of sustainable aviation fuel (SAF). Produced from used cooking oil, it reduces carbon emissions by up to 80%. In January 2021, Bolloré Logistics joined the SAF program by Air France KLM Martinair Cargo (AFKLMP Cargo). In addition, Bolloré Logistics USA and Mexico decided to sponsor up to 30% of the SAF purchases made by their customers on all exports with its partner AFKLMP Cargo over one year. In mid-2021, in order to further expand this alternative, Bolloré Logistics rolled out its AIRsaf offer, available on any commercial airline, for one-off shipments or all year long. Based on the principles of book and claim, the framework of this offering complies with the guidelines of the Smart Freight Center and the GHG Protocol, adopting restrictive criteria to promote high-quality, 2<sup>nd</sup> generation alternative fuel. Its traceability and associated carbon accounting will be ensured by the certification of an independent third-party auditing firm. In 2021, Bolloré Logistics sold nearly 6 million liters of SAF at cost price which will be recognized in operating income in 2022. Bolloré Logistics launched a dedicated offer at the end of 2021 for maritime transport – SEAalternative – giving its customers the opportunity to opt for SMF (Sustainable Maritime Fuel), which is available on any trade lane and is based on the concept of mass balance. Several alternative fuels, such as LNG (Liquefied Natural Gas), biogas and biofuel are available, resulting in a 25%-85% reduction in carbon emissions. In 2021, emissions were reduced by 408 tons of CO<sub>2</sub>e;
- its continued investment in low-carbon vehicles for clean land transport: two vehicles running at the Oleo 100 in the Havre region and a fleet of electric vans in Singapore whose charging stations are powered by solar energy;
- the growing development of exclusive shuttles around the world with its road partners, using diesel alternatives. In China and Hong Kong, Bolloré Logistics uses more than 120 electric vehicles to provide delivery services in different cities. In Luxembourg, Bolloré Logistics called on its partner to provide its customers with a truck fueled by plant-based raw materials – a 100% renewable energy source. This pilot project launched in the second quarter of 2021 fuels a shuttle that runs three times a week from Luxembourg-Findel airport to Paris-CDG airport (Roissy). Another example: for a US-based leading luxury brand, a biodiesel truck was put into circulation and four compressed natural gas trucks are planned for early 2022 which are scheduled to drive almost every day of the year. To go into further detail about the environmental benefits, trucks will be powered with renewable natural gas (RNG) that allows for a reduction of up to 87% compared to diesel fuel. At the same time, each region has mapped out local carriers which have a fleet of low-carbon vehicles. This work is constantly enriched by the road carriers referencing tool, Link Partner;
- the roll-out of regular river and rail service lines: development of a rail service between Europe and China, between the port of Mombasa and Nairobi in Kenya; implementation of a weekly river shuttle service in the Seine Valley in France, handled upstream and downstream by gas-powered trucks. In 2020, Bolloré Logistics operated the first all-rail freight transport from Djibouti to Indode in Ethiopia, with rails featuring electric power;
- the offsetting of residual emissions, which has been available on request since 2011. Only certified high-quality projects with a dual social and environmental benefit are selected. In early 2021, Bolloré Logistics renewed its carbon-neutrality program by financing a project through Carbonfund.org to recover energy waste on behalf of CYY Bio Power Co. Ltd, located in Pong Daeng, Thailand. All CO<sub>2</sub> emissions related to LCL (less than container)

shipments are thus measured and offset by the financing of this project to capture methane produced by wastewater treatment. The gas captured is then converted into a biofuel to replace fossil fuel used in the plant, and into electricity, with the surplus being sold and inserted into the power grid. This program is also beneficial to the surrounding communities, as it contributes to improving air quality and partly finances the waste disposal network through the sale of the electricity generated. It has also received Gold Standard certification, which attests to its quality, and is regularly audited by the Carbonfund.org Foundation and by an independent firm. This project offset 13,000 tons of CO<sub>2</sub>e in 2021, representing more than 82% of the emissions related to freight consolidation services on the project in Thailand;

- the training of sales teams, which are the main drivers of Bolloré Logistics' sustainable supply chain solutions to customers. In 2021, more than 1,400 hours of training was provided on these topics for sales teams around the world, and numerous awareness sessions were held in France and the Americas. Furthermore, in order to strengthen and harmonize the knowledge and skills of the sales teams around the world, a global challenge focused on ecoresponsible supply chains is set to be rolled out in early 2022. It will allow everyone to integrate into a specific and sequential path – awareness, training and action – aimed at the “green champions” qualification within the company. In addition, raising awareness among employees and managers about the fight against climate change is an important part of Bolloré Logistics' roadmap. Climate murals were organized with the central Executive Committee, the Asia-Pacific Executive Committee and employees; 180 internal stakeholders attended workshops over this period. To raise customer awareness, Bolloré Logistics Chile partnered with Fundación Reforestemos to plant more than 5,677 trees on behalf of its customers in 2021. On Earth Day, each customer received a personalized certificate with the geolocation of their tree as a gift;
- the management of the annual Actogether challenge (first edition in 2020), an intercountry competition inviting employees to carry out local CSR initiatives contributing to the reduction of Bolloré Logistics' carbon footprint, including on downstream scope-three emissions related to transport services.

Bolloré Logistics has made sustainable supply chain solutions a key focus of phase two of the development of B.Lab (company innovation strategy). A multi-region and multidisciplinary team comprised of around fifteen in-house experts meets quarterly to industrialize and structure all initiatives aimed at end-to-end ecoresponsible solutions and transformative innovation within the company. Beyond the progress of projects, the objective is also to form a network of global experts directly linked to the roadmap constituting the carbon reduction commitment on downstream scope-3 emissions, which strengthens the spirit of innovation and the willingness of the teams to support its customers on this path and thus contribute to the decarbonization of the sector.

#### • Oil logistics

The strategy developed by Bolloré Energy to be part of the energy transition is related to sector-specific challenges. Since 2018, Bolloré Energy has diversified its product range to offer its customers cleaner alternatives by reducing the fossil fuel share of the products it distributes. Bolloré Energy – a pioneer in the distribution of biofuel in France with the launch of the “Biofioul Evolution” in 2019, containing 5% rapeseed oil (F5) – has been offering its customers an F30 blend containing 30% biofuel since January 2022. This increase in the share of rapeseed oil in the product will enable it to meet the demands of the government by remaining below the threshold of 250 grams of CO<sub>2</sub> per kilowatt hour announced at the Citizens Convention on Climate. In order to prepare and roll out the marketing of the F30 biofuel in January 2022, a task force uniting several Bolloré Energy experts was created in September 2020.

In 2021, Bolloré Energy launched the marketing of its B100 biodiesel, the Koolza 100, as well as Izipure synthetic fuel created from used oils to reduce CO<sub>2</sub> emissions by at least 85%. In order to promote these “special products”, including biofuel, B100 biodiesel (Koolza 100), Izipure and B10 diesel, as well as a range of products with additives, such as AdBlue®, a new commercial organization was created in early 2020.

In November 2021, Bolloré Energy also participated in the Solutrans trade fair at Eurexpo Lyon, which draws stakeholders from the entire industrial and urban vehicle sector, and whose theme was connected sustainable solutions for a responsible transport sector. On this occasion, Bolloré Energy presented Koolza 100 and IZipure, the latest from its range of special products dedicated to road carriers.

#### **Koolza 100, Bolloré Energy's B100 biodiesel**

In October 2021, Bolloré Energy launched marketing for a B100 biodiesel called "Koolza 100". Produced solely from rapeseed grown and processed in France, this biofuel is an ecofriendly alternative to fossil diesel with equivalent mileage. It reduces CO<sub>2</sub> emissions by 60% and emissions of fine particulates by 80%. Reserved for professional customers (carriers, rail industry, etc.), Koolza 100 is compatible with most of the trucks available on the market, thereby significantly reducing their carbon footprint without having to invest in a new fleet.

Bolloré Energy has also decided to promote the use of this fuel among its oil transport suppliers for the logistical purposes of the oil products it distributes. By the end of 2022, more than 30% of its deliveries will be made by trucks using these new fuels with the goal of reaching 100% in 2023.

Finally, Bolloré Energy was SNCF's exclusive supplier of its B100 biofuel during the commercial service testing phase on the Paris-Granville line between April and June 2021. This experiment was part of SNCF Voyageurs' Planète program to facilitate access to sustainable mobility for all.

#### **Biofioul Évolution in 2021 in a few figures**

- 36,000 m<sup>3</sup> of Biofioul Évolution delivered on the retail network to more than 19,700 customers.
- The goal for 2022 is to sell 120,000 m<sup>3</sup> of Biofioul Évolution.

#### **Electricity storage and systems**

##### **Bretagne division**

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. In 2021, nearly 18 million euros was invested in R&D projects serving the energy transition (batteries, Bluebus, Bluestorage, electric mobility).

The Bretagne division supports the energy transition via its activities which produce electric LMP<sup>®</sup> batteries with its subsidiary Blue Solutions, the production of clean transport solutions within its subsidiary Bluebus, the marketing of energy storage solutions at Bluestorage, and its plastic film activity. Concrete initiatives are implemented in each of its activities, including the following:

##### **The development of Blue Solutions' LMP<sup>®</sup> battery, a unique technology:**

Lithium Metal Polymer (LMP<sup>®</sup>) technology is the result of an ambitious research and development program which began nearly thirty years ago to bring high-energy-density batteries to the market for wide range of applications. The Bolloré Group has invested over 3 billion euros and hired more than 2,000 people to develop its "all-solid" technology. Building on its position as a global leader in films for condensers, the Bolloré Group has 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<sup>®</sup> batteries are characterized by their high energy density, their safety and their lack of sensitivity to outside temperatures. 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) and the development of stationary solutions for smart energy management.

**The design of ecofriendly products:** LMP<sup>®</sup> batteries do not contain cobalt, cadmium or nickel, and thus have the advantage of being more environmentally friendly than most other battery technologies. Environmental assessments such as life cycle assessment, governed by ISO 14040, have been carried out since 2013 on LMP<sup>®</sup> batteries and Bluebus and Bluestorage batteries. The assessment of the latest generation LMP<sup>®</sup> battery (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 was made possible by focusing design efforts on increasing energy density and optimizing the casing and electronics.

In order to address the individual electric vehicle market, Blue Solutions has focused its R&D efforts on the development of a new all-solid battery technology known as 4<sup>th</sup> generation since 2021. An ambitious R&D plan was launched to be able to market a battery adapted to the needs of car manufacturers in terms of performance and environmental quality by 2026.

##### **The LMP<sup>®</sup> battery, a high-performance solution for buses and logistics vehicles:**

Blue Solutions is committed to being a long-term player in the electromobility market by becoming a leader in the electric bus market. The all-solid LMP<sup>®</sup> battery in its current design is incredibly popular with urban transport managers because it is safe, gets excellent mileage, has a long lifespan and is easy to fit. In 2020, Blue Solutions signed an exclusive supply contract with the Daimler group for its new eCitaro range equipped with LMP<sup>®</sup> batteries. In 2021, nearly 308 12-meter eCitaro buses and 18-meter eCitaro G buses equipped with LMP<sup>®</sup> batteries were delivered to Evobus's customer cities. A partnership signed with Actia makes it possible to distribute LMP<sup>®</sup> technology in 16 countries. In 2021, Australian bus manufacturer Denning was Actia's first customer to launch a 12-meter bus equipped with Blue Solutions batteries in Sydney, Australia. Moreover, in collaboration with Blue Solutions, Gaussin has developed an all-electric tractor dedicated to port handling, whose first APM 75T HE tractors were delivered in 2020 to the ports of Qatar and Abidjan. In 2021, seven electric tractors were delivered to CentrePort in Wellington, New Zealand, one tractor was delivered to DP World in Dubai and two new tractors are expected at Freetown Terminal, Sierra Leone in 2022.

##### **Bluebus, the leading French manufacturer of all-electric buses:**

through its company Bluebus, the Bolloré Group is continuing its development efforts to meet the technological challenges of the mobility of tomorrow and to provide support for the challenges of the energy transition. Bluebus' 6-meter and 12-meter vehicles meet environmental requirements and provide a low-carbon, quiet public transit solution for urban and suburban areas. They combine high-tech and performance thanks to their latest-generation LMP<sup>®</sup> batteries. Today, nearly 500 Bluebus vehicles operate in approximately 60 cities around the world. In 2021, Bluebus launched a new version of its flagship product, the six-meter Bluebus, for local authorities seeking to acquire a more environmentally-friendly fleet. This new vehicle is equipped with an integrated charger and has an excellent range that is 25% longer than the previous version. France Relance's support helped accelerate the development of this new version of the 6-meter Bluebus.

Furthermore, in 2021 and for the fourth time in a row, Bluebus won the massive call for tenders launched by RATP and Île-de-France Mobilités to provide 82 12-meter buses (this fourth contract could represent a maximum order of 158 buses) as part of its ambitious Bus2025 plan to develop a low-carbon transport network in the Île-de-France region.

##### **Innovative energy storage solutions:**

stationary applications are solutions that are essential to the development of renewable energies. Developed by Blue Solutions' subsidiary Bluestorage since 2014, these applications rely on the new performances of its Lithium Metal Polymer (LMP<sup>®</sup>) batteries. Connected to the power grid, they store power to cover the grid's energy requirements while incorporating renewable energies into the process. Off-grid, the batteries store electrical energy from renewable sources (solar panels in particular) to supply electricity in areas off the power grid.

In 2019, Blue Solutions signed a baseline agreement with RTE to supply an LMP<sup>®</sup> battery storage system for its experimental Ventavon site (Hautes-Alpes) as part of the Ringo project. This experiment – the very first of its kind – will test the automated management of surplus renewable electricity as it is fed into the power transmission grid. The Ventavon site was selected to receive a battery with a storage capacity of 10 MW – enough power for approximately 10,000 homes – and was upgraded and connected to the existing power grid between 2020 and 2021. At the end of 2021, RTE began the installation of the first batteries and the technical test phase before the commissioning scheduled for June 2022. 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.

**Ecodesign at the heart of packaging solutions:** the Bretagne division also includes the activity which produces ultra-thin shrink films, and is recognized as one of the world's leading manufacturers. These films are characterized by their extreme thinness, high performance and recyclability. For the protection and promotion of industrial products and consumer goods, Bolphane R<sup>3</sup> films (reduce, recycle, reuse) are particularly well suited to the issues of source reduction:

- 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 R<sup>3</sup> 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 made of biosourced resins and recycled materials.

In 2020, the division developed two new ecodesigned Bolphane film products:

- Bolphane BRi, 30% composed of recycled materials: this secondary material is directly derived from the manufacturing waste of the Quimper plant;
- Bolphane B-Nat<sup>®</sup> 20% to 40% composed of biosourced materials: the polyethylene used comes from ethanol derived from sugar cane crops.

In 2021, Bolloré developed the first recyclable barrier shrink film containing recycled circular polymers and suitable for food contact. The OXBTEC\_RCB<sup>®</sup> (Recyclable Circular-Based) shrink film is made with polymers from post-consumer plastic waste. The range is aimed at offering ever more efficient products to reduce food waste, encourage recyclability and promote the circular economy while reducing the carbon footprint.

#### Blue Systems

Through its solutions to optimize the flow of people, equipment and data, Blue Systems provides a solution to new issues faced by companies and cities and supports the energy transition.

**Clean public transport solutions:** along with its subsidiary Bluestation, the Bolloré Group offers an electric shuttle service (six-meter Bluebus) to its employees in Île-de-France. Bluestation also runs a regular shuttle service for external companies, such as the Louis Vuitton Foundation, and an occasional service for special events, such as Paris Fashion Week<sup>®</sup> for the Fédération de la haute couture et de la mode or the Paris Motor Show with Engie.

**Innovative solutions to support the mobility of tomorrow:** to meet the new challenges (environmental challenges and population and infrastructure flows) related in particular to the rapid development of new mobility solutions in cities, Blue Systems has developed an innovative software platform: Smart Mobility Platform. By offering services related to smart data management in real time regarding mobility and the infrastructures used, the Smart Mobility BU is positioning itself as a trusted player and supporting its partners in the shift towards more connected and more sustainable mobility. For instance, when pollution levels peak, the city can easily cut off access to certain areas by car. It can also decide to give priority to soft and zero-emissions mobility solutions over combustion-engine vehicles.

Developed with Bolloré 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 an ever-changing environment.

The Smart Mobility solution is now rolled out in nine cities and was launched in 2021 in London and New York City. A project is also underway in Santa Monica (Los Angeles) for the supervision of urban deliveries via autonomous vehicles in order to reduce carbon emissions in the city as a result of fewer deliveries made by carrier (more than 9,400 delivery trips made using autonomous vehicles in 2021, i.e. 35,751 miles traveled).

#### Smart Mobility: key figures in 2021

- Number of vehicles supervised: 50,000 (bikes, scooters, shared cars, autonomous vehicles).
- Number of trips analyzed: 30 million.

**The ecodesign of products:** from design to end-of-life, Blue Systems subsidiaries IER and Automatic Systems are looking to design their products sustainably and reduce their environmental impact throughout their life cycle. IER, for example, promotes the use of locally-produced parts (nearly 50% of the parts produced), thus significantly reducing the carbon footprint associated with transport. To date, IER has conducted three life cycle assessments (on an airport self-service kiosk and two charging terminals), in order to measure the quantity in kg of CO<sub>2</sub> equivalent emitted by the products over its lifetime. As such, in accordance with the Ademe calculator, a self-service airport check-in kiosk represents 2,489.3 kg of CO<sub>2</sub> equivalent over five years. A vehicle charging terminal represents 776,435 kg of CO<sub>2</sub> equivalent over seven years.

Automatic Systems requires R&D to design products with a recycling rate of more than 80% (according to IEC standard 62635). The materials and manufacturing techniques selected (surface treatment, paint, welding, gluing, etc.) are critical to guarantee this minimum rate and provide products whose environmental impact is optimized throughout their life cycle (until dismantled). Furthermore, targets regarding the energy consumption of the equipment and its noise level both at rest and while operational are provided in the specifications.

#### Innovative solutions to reduce customers' carbon emissions throughout the supply chain:

IER helps its customers optimize their supply chain (warehouses, vehicles, transport, points of sale, public places and road network) with traceability solutions through its Track & Trace BU. 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 seven million plastic cages are traced per year, making for less than 0.5% losses and optimized truck loading.

It has taken concrete measures to improve for its customers which facilitate the operator's work while respecting the environment, such as:

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

In 2021, the Polyconseil business unit established a CSR charter that sets out its CSR policy and commitments. As a signatory of the Planet TechCare initiative, Polyconseil is committed to making digital technology more environmentally friendly, which is why it participated in the GreenTech Forum in December 2021. Polyconseil is using its "Tech for Good" approach to promote the energy transition, particularly through the work initiated in 2019 to overhaul a tool enabling companies to declare their pollution emissions as part of an assignment for the Ministry of the Ecological and Solidarity Transition. Work was also carried out with the BRGM (Bureau de recherches géologiques et minières – the geological and mining research agency) on the development of a database centralizing all waste reporting in France to promote the circular economy.



### 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 policy based on:

- energy sobriety: optimization of consumption, fight against energy waste, ecofriendly actions, etc.;
- energy efficiency: investments in energy optimization (LEDs, presence detectors, renovation of heating/air conditioning systems, etc.), vehicle fleet renewal, electrification solutions, etc.;
- the promotion of 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 expenses and reduce the impact of their 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. The sustainable management of its real-estate portfolio and infrastructures is also a priority for the Group, which has adopted proactive measures to help meet the broadest challenges, such as climate change. Of the entities covered by a management system including environmental considerations, 76% have at least one site certified by a recognized environmental standard (HQE, LEED, EDGE, ISO 14001, ISO 50001, Green Terminal or Biodiversity Commitment).

#### Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Reduction of GHG emissions</b>	Implement an energy consumption management policy based on: <ul style="list-style-type: none"> <li>• energy sobriety (consumption, ecofriendly actions, etc.)</li> <li>• energy efficiency (investments in the energy performance of equipment)</li> </ul>	2022	Continued roll-out of various programs dedicated to the optimization of consumption: AcTogether challenge rolled out at Bolloré Transport & Logistics, roll-out of a dedicated "carbon sobriety" roadmap in countries in which Bolloré Logistics has the highest scope 1 and 2 emissions, continued roll-out of Green Terminal certification at Bolloré Ports	Implementation of various programs dedicated to the optimization of consumption: the Bolloré Transport & Logistics' AcTogether challenge, the "carbon sobriety" roadmap for the 14 countries in which Bolloré Logistics has the highest scope 1 and 2 emissions, the Bolloré Ports Green Terminal certification, etc.
<b>Renewable energies</b>	Increase the share of electricity consumption from renewable energy sources (certificate of origin)	2022	Share of electricity consumed from renewable sources: 37%, vs 20% in 2020 (excl. Communications)	Share of electricity consumed from renewable sources: 20%, vs 12.5% in 2019 (excl. Communications)

#### Initiatives adopted within each of the activities to reduce their impact on climate change

##### • Transportation and logistics

##### Bolloré Ports

Representing 39% of the Group's GHG emissions (scopes 1 and 2), and in line with Bolloré Transport & Logistics' global approach in Africa to reduce the impact of its activities on climate change, Bolloré Ports launched an exercise in 2020 across all of its activities. In 2021, Bolloré Ports calculated its carbon footprint with the support of a specialized firm whose work is continuing in 2022 to formalize its low-carbon trajectory and set a reduction target by 2030 (based on 2019).

Many measures are already being implemented to achieve this reduction target, such as the "MAPS" project, the aim of which is to identify ways to reduce carbon emissions in light of the specific characteristics of each terminal. Carried out under the supervision of the Technical director of Sierra Leone and in coordination with Bolloré Ports' QHSE Department and the Group CSR Department, this involves establishing an inventory of the amount and types of equipment at each terminal and analyzing the breakdown of energy consumption by equipment type as well as the energy sources used. Moreover, in 2021, Bolloré Ports implemented a Green Terminal certification process for its facilities to reduce the carbon footprint of its port activities.

##### Green Terminal: the environmental certification process for Bolloré Ports terminals

Developed in collaboration with Bureau Veritas, this approach aims to roll out a reinforced environmental management system, whose management consists of optimizing (voluntarily exceeding) ISO 14001. The certification is based on eight fundamental pillars, including: environmental impact assessments in the context of projects, the construction of infrastructure in line with international environmental standards, the roll-out of environmentally-friendly handling solutions and equipment promoting the energy transition, the implementation of digital solutions to facilitate data

exchange, the optimization of waste management (collection, recovery, recycling) with approved partners, water treatment and air quality improvement, and lastly, training and awareness of best practices related to environmental issues. Applicable to all port terminals, five terminals are now Green Terminal certified, and the certification of five more terminals is planned for 2022 (including the container terminals of Dili [East Timor] and CIT [Republic of Côte d'Ivoire] under construction, which included the Green Terminal certification requirements from the design phase). All of the terminals are committed to this process.

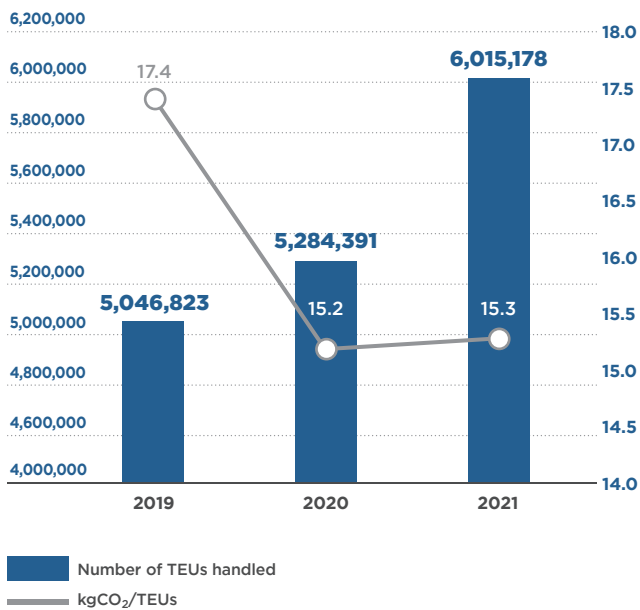
Bolloré Ports invests in the construction and development of port infrastructure every year. These investments and its environmental commitment meet strict sustainable development criteria (Green Terminal) and local environmental standards, and help reduce its carbon footprint and greenhouse gas emissions.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

Moreover, the increasing number of environmental technical initiatives underway to improve the energy performance of ports is a testament to Bolloré Ports' efforts in recent years to reduce the impact of its activities on the environment. The measures implemented include the systematic connection of ports to public power grids (when the grid is reliable) and investments made to acquire new electric handling equipment. With a fully-electric fleet of ship-to-shore (STS) gantries, Bolloré Ports has begun to gradually swap its fleet of rubber-tired gantries (RTGs) for electric rubber-tired gantries (eRTGs), which now account for 32% of the total number of RTGs. The share of Gaussin electric tractors powered by Blue Solutions LMP® batteries represents 10% of the total number of tractors.

Since 2019, greenhouse gas emissions limited to volumes handled by handling equipment, auxiliary power units and power stations across all port terminals have fallen 12% due to the acquisition of new electric machinery and mainly their connection to the public power grid, thereby significantly reducing the use of auxiliary power units and power plants.



kgCO<sub>2</sub> emitted by TEUs handled (Scope 1: power generators/plants + handling machinery)



**Environmental impact studies:** As part of the projects, technical studies are conducted for any new built structure, which results in a rating for the quality of construction and consideration of the issues associated with water, air, soil 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 carried out systematically.

**Bolloré Railways**

Representing 20% of the Group's GHG emissions (scopes 1 and 2), Bolloré Railways adopted the same approach as Bolloré Ports to reduce the GHG emissions of its activities, and calculated its carbon footprint with the support of a specialized firm whose work is continuing in 2022 to formalize its low-carbon trajectory and set a reduction target by 2030 (based on 2019). Bolloré Railways is contributing to the optimization of its energy performance and regularly invests in the replacement of its locomotives with more efficient, less fossil-fuel-intensive models that reduce their impact on the environment. Since 2015, two deliveries of new locomotives have been made at Sitarail, reducing consumption from 1.43 L/Tkm for the old locomotives to 0.69 L/Tkm for the latest generation locomotives. As a result, Sitarail prefers new locomotives for freight transport to the extent possible (more than 45% to date). In 2020, Camrail did a major overhaul of its engines to ensure their efficiency. In 2021, the specifications for the purchase of four new locomotives expected at end-2022/early 2023 were finalized.

Another 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 power grid, the production of electricity by solar energy is constantly being studied and promoted all along the railway line (small bush stations, railroad crossings, etc.) when the environment lends itself to the cause. Ecofriendly measures, such as switching off locomotive engines in the event of prolonged stops, contribute to the reduction of GHG emissions.

**Bolloré Logistics**

Representing 34% of Bolloré Group's GHG emissions (scopes 1 and 2), and as part of the roll-out of its "Powering Sustainable Logistics" CSR program, Bolloré Logistics has committed to reducing the GHG emissions of its own activities. Based on the methodological approach of the Science-Based Targets initiative, the target was calculated using the absolute contraction approach and is in line with the 1.5° trajectory. This approach sets the target at a 43% reduction in GHG emissions on scopes 1 and 2 in absolute terms by 2027 for the entire network (based on 2017). In 2022, in order to strengthen its commitments, Bolloré Logistics will submit its carbon reduction targets to the Science-Based Targets initiative, and will therefore adjust all of its

objectives with the latest sector recommendations and methodological approaches.

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

- for all Bolloré Logistics sites: annual ecofriendly campaigns, "Green IT" reviews, annual intercountry CSR Actogether challenges, reinforcement of the sustainable real-estate policy, guidelines for the replacement of vehicle fleets (transport vehicles, handling vehicles, service vehicles, company cars) with more environmentally efficient solutions, and budget guidelines for investments and expenses contributing to carbon reduction targets;
- for the countries with the highest scope 1 and 2 emissions: conducting energy diagnostics at key sites, monitoring and optimizing warehouse and office electricity consumption using steering and AI solutions, optimizing air conditioning, using low-carbon equipment and vehicles, insulating windows, installing equipment using renewable energies, purchasing green energy (REC/GO).

Initially, in order to support priority countries for scopes 1 et 2 – which represent 86% and 74% respectively of the GHG emissions of Bolloré Logistics' activities over the reference year of the carbon reduction target – personalized support was provided by a firm specializing in carbon strategy to local teams in order to establish action plans to reduce carbon emissions that are adapted to the country's profile and activities. Three central themes were included – building/heating, air conditioning, vehicle fleets and machinery – for which three main factors were analyzed – energy sobriety, energy efficiency and renewable energy. The goal of the exercise was to measure the carbon savings generated by around twenty potential reduction measures and assess whether the current climate strategy and planned reduction measures were in line with the trajectory established. In 2021, the action plans were defined and were subject to numerous discussions with the local teams within the network. An initial climate plan management tool was set up to consolidate all planned investments and measures, establish scenarios and measure the impact with regard to the defined trajectory. In mid-2021, it was decided to gradually extend the exercise to all network entities.

In addition to this work, the Bolloré Logistics network accelerated the development of energy efficiency initiatives in 2021, particularly regarding the lighting of warehouses and tertiary buildings, which accounts for up to 30% of the energy bill. In Asia-Pacific, nearly 30 initiatives were carried out to swap conventional lighting for LEDs, saving more than 400 tons of CO<sub>2</sub> per year, and generating up to 10% financial savings for some sites. In Europe, fifteen such initiatives are in progress or ready to be launched. With regard to the air conditioning systems in buildings, a particularly significant initiative was carried out in Singapore at the Blue Hub site (Green Mark Platinum and LEED® Gold certified) with the implementation of standard operating procedures (SOPs) and a monitoring system to analyze the use of energy in the building and identify inappropriate uses. The health environment created by the Covid-19 pandemic has led to a change in employee flows, leading to difficulties adapting and optimizing the use of the building's air conditioning system. Furthermore, the performance of refrigerated logistics equipment has also been optimized, e.g. at Rungis, where the two refrigeration units of the 5,600-m<sup>2</sup> refrigerated warehouse were replaced in early 2022, resulting in energy savings of nearly 400 MWh. Finally, ecodriving courses have been rolled out in several regions of the world (France and overseas departments and territories, Australia and in the Greater China region) for drivers of their own vehicles, company vehicles and service vehicles.

In terms of renewable energies, Bolloré Logistics Singapore completed the project to install solar panels on the Green Hub roof in early 2020. With more than 2,400 solar panels, the system has produced 2,284 MWh since its installation at the end of December 2021 and accounted for 27% of the hub's electricity consumption in 2021. Nearly 10 solar panel installation studies are currently underway, mainly in Africa, Asia Pacific and France. In addition to producing renewable energy, some sites procure "green" power by purchasing Energy Attribute Certificates (EACs), including International Renewable Energy Certificates (iRECs) and Guarantee of Origin (GO) certificates. This is the case in Singapore, where in addition to the solar energy produced, 32% of the electricity consumption in 2021 was covered by iREC certificate purchases with a requirement to source from local projects (biomass and solar energy projects). In France, this applied to 20% of branches in 2021, accounting for 45% of national electricity consumption. In order to ensure best practices within the Bolloré Logistics network for the purchase of green electricity, a handbook was started in the fourth quarter with the support of an expert consulting firm to provide guidelines on processes, rules and EAC selection. It will be rolled out internally in early 2022 to the local departments.

Lastly, the annual AcTogether challenge – an intercountry competition which encourages employees to undertake local CSR initiatives – helped Bolloré Logistics reduce its environmental impact. Energy efficiency for buildings and equipment and the reduction of GHG emissions are featured prominently in this project. Through AcTogether, nearly 100 initiatives worldwide were recorded in 2021 to raise employee awareness of the environment (excluding QHSE initiatives) (see section 1.2.4.2.3. Building and maintaining a dialogue with stakeholders).

With respect to real estate, Bolloré Logistics adopted a sustainable real-estate policy in 2012 with eight buildings ranking high for environmental performance. This policy was enhanced through a Bolloré Logistics Responsible Building Charter signed in 2019 by the Chairman and Chief Executive Officer and the director of Real Estate and Infrastructure. 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 well-being, creativity and performance;
- building stronger buildings that are more resilient to climate risk.

To demonstrate its compliance, Bolloré Logistics made a formal commitment to systematically obtaining environmental certification at the construction phase, regardless of the size and location of new buildings. For example, with regard to the construction of major logistics hubs, the construction will always be subject to dual LEED® and BiodiverCity® certification.

#### **The Bolloré Logistics real-estate portfolio, featuring certified environmental performance**

- Singapore (2012): 42,000-m<sup>2</sup> logistics platform certified LEED® "Gold" and BCA Green Mark "Platinum" +20,000 m<sup>2</sup> operational in 2017;
- Nantes (2015): 2,700-m<sup>2</sup> tertiary building certified HQE® "Exceptional" and certified BiodiverCity®, by Ecocert;
- Roissy (2015): 30,000-m<sup>2</sup> air freight logistics platform certified HQE® "Exceptional", LEED® "Gold" and "Biosourced building" and 7,500-m<sup>2</sup> tertiary building certified HQE® "Excellent" and "Biosourced building", certified BiodiverCity®, by Ecocert;
- Le Havre (2016): 24,000-m<sup>2</sup> logistics platform, certified LEED® 4 "Silver" and certified BiodiverCity®, by Ecocert;
- Melbourne (2016): 10,000-m<sup>2</sup> logistics platform certified 5 Star Green – Australian excellence;
- Heathrow (2017): 6,400-m<sup>2</sup> air freight logistics platform with EPC A-Energy performance certification and ranked in the top 25 of the BREEAM® environmental standard;
- Miami (2018): 25,000-m<sup>2</sup> logistics platform, certified LEED® "Gold";
- Singapore (2019): 50,000-m<sup>2</sup> "Blue Hub" logistics platform certified LEED® "Gold", BCA Green Mark "Platinum" and certified BiodiverCity® (first certified site in Asia-Pacific), by Ecocert. Many environmental efficiency systems were incorporated into this warehouse: an advanced energy management system based on the Internet of Things (IoT) for the predictive analysis of buildings, a smart lighting control system, a rainwater recycling system, a system to manage consumption of energy and water, solar panels and a food disposal unit for a waste-free canteen;
- Lyon (2021): 1,400-m<sup>2</sup> tertiary building certified BREEAM® "Good" and named "Site engagé pour la nature" by the French Ministry of Ecological Transition;
- Fos-sur-Mer (2021): 4,680-m<sup>2</sup> green hub certified BREEAM®, temperature-controlled warehouse and certified for organic products, site benefiting from the Bolloré Logistics Interior Upgrade Charter;
- Mexico (2021): 800-m<sup>2</sup> tertiary building certified LEED® "Gold", an autonomous and sustainable building with state-of-the-art technology

including HVAC facilities (heating, ventilation and air conditioning) and wastewater treatment;

- Strasbourg (2022): 10,000-m<sup>2</sup> green hub and 400-m<sup>2</sup> tertiary building certified BREEAM® "Very Good" and BREEAM In Use, temperature-controlled warehouse, site benefiting from the Bolloré Logistics Interior Upgrade Charter.

#### **Oil logistics**

Bolloré Energy works daily on the environmental performance of its sites, from a standpoint of both pollution-risk control (ISO 14001 certification, end-of-life rehabilitation of oil depots, etc.) and site energy performance (ISO 50001 certification [for SFDM], energy optimization of its vehicle fleet, 5% to 8% of which is replaced 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, SFDM has been committed to reducing its energy consumption since 2015 by limiting the use of thermal energy during pumping on the pipeline in order to move towards a 90% use rate of electric motors. Note: 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 Tkm transported. This approach, linked to a continuous improvement of pumping flows on the line, enables SFDM to better control its energy consumption and reduce environmental impacts and costs associated with its transport activity. Information campaigns on greenhouse gas emission were based on the "rational driving" training, which trained 39 drivers in 2021.

Following the 2015 energy audit, Bolloré Energy continued to replace the oil vehicle fleet in 2021: 14 trucks were ordered (Euro-6 standard), amounting to approximately 2 million euros. In 2021, 80% of the fleet met the Euro-5 or Euro-6 standard.

#### **Electricity storage and systems**

##### **Division Bretagne**

Since 2021, the French plants of the Bretagne division have been supplied with electricity that is 97% renewably sourced. Blue Solutions Canada consumes electricity from the Hydro-Québec network, which is almost 100% renewable. With the production activities of the division Bretagne accounting for nearly 33% of Bolloré Group's total electricity consumption, incorporating Certificates of Origin (COs) into contracts has had a significant impact on the share of the Group's electricity consumption that is derived from renewable sources.

In 2021, LED lighting was also installed at several sites within the Bretagne division (the Odet plant, the Bolloré Films diélectriques production facility and the Blue Solutions Canada logistics building).

##### **Blue Systems**

In 2020, the ERI (a Blue Systems subsidiary) energy action plan which was launched in 2016 and more than 80% completed was renewed until 2025. It will focus on the energy performance of buildings and transport activities (internal, vehicle fleet). However, the heating control measures and the installation of LED lighting, which have been underway since 2016, are ongoing. In 2021, Automatic Systems Belgium invested heavily to optimize the energy performance of buildings at the Mercator site in Belgium (LED lighting controlled by motion sensors, acoustic carpets, better distribution of air conditioners and local material suppliers).

Energy consumption is monitored monthly to detect anything unusual. Automatic Systems Belgium has also signed a contract guaranteeing the share of renewable energy consumed.

1.2.3.1.5. INDICATORS TO MEASURE CLIMATE CHANGE RISKS AND OPPORTUNITIES

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

- changes in scope 1 and 2 GHG emissions (including measuring its consumption of fuel, electricity, heating, etc.);
- scope 3 GHG emissions (including measuring GHG emissions from waste, the transport of people and the Group's products and services);
- share of energy consumed from renewable sources.

**Bolloré Group GHG emission monitoring indicators<sup>(1)</sup>**

(in tons of CO <sub>2</sub> e)	Transportation and logistics	Oil logistics	Electricity storage and systems	Others	2021	2020	2020 pro forma	2019	Change 2020-2021	Coverage rate
GHG emissions associated with energy consumption – scope 1 <sup>(2)</sup>	257,987	7,106	5,071	440	270,605	256,317	255,888	275,098	6%	100%
GHG emissions associated with energy consumption – scope 2 <sup>(3)</sup>	61,307	734	6,855	109	69,006	72,664	72,332	71,574	-5%	100%
GHG emissions associated with energy consumption – scope 2 <sup>(3)</sup> – Market-Based	57,718	1,077	1,265	176	60,236	66,279	67,046	-	-9%	100%
GHG emissions associated with energy consumption – scopes 1 and 2	319,295	7,840	11,926	550	339,610	328,981	328,220	346,672	3%	100%
GHG emissions – scope 3 <sup>(4)</sup>	4,175,847	6,530,079	10,460	315	10,716,700	7,242,202	86,661	7,844,817	48%	100%
<b>TOTAL GHG EMISSIONS – SCOPES 1, 2 AND 3</b>	<b>4,495,142</b>	<b>6,537,919</b>	<b>22,386</b>	<b>865</b>	<b>11,056,311</b>	<b>7,571,183</b>		<b>8,191,489</b>	<b>46%</b>	<b>100%</b>

(1) These indicators cover the Bolloré Group scope excluding 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 – section 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 2021 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 the transport of goods in the provision of freight forwarding services 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 January 4, 2022.

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% to 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-three emission items are variable: while the rates related to upstream energy are approximately 5%, other rates, such as work-related travel and transport services, can reach 70%.

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

**Indicators for monitoring the share of electricity from renewable sources consumed by the Bolloré Group<sup>(1)</sup>**

	2021	2020
Total electricity consumption (in MWh)	278,604	282,765
Renewable electricity consumption (in MWh) <sup>(2)</sup>	101,734	56,426
Share of renewable electricity consumption (in %)	37%	20%

(1) These indicators cover the Bolloré Group scope excluding the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter. Consolidated Group data, including the Communications division, are nevertheless available in chapter 2 – section 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, Bolloré Logistics UK, Bolloré Logistics Italy, Bolloré Logistics France, Blue Solutions, Bolloré Bretagne, Blue Solutions Canada, Bolloré 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 stay on top of priority risks.

#### 1.2.3.2.1. RISKS OF LOCAL POLLUTION, INDUSTRIAL ACCIDENTS AND HAZARDOUS MATERIALS MANAGEMENT<sup>(1)</sup>

##### *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	Bretagne division	Blue Systems	Vivendi

(1) Priority non-financial risk.  
 In blue: priority non-financial risk at the business unit and/or division level.  
 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 from industrial accidents as a priority. The transport and storage of hazardous products and the occurrence of industrial accidents or fires represent major environmental risks whose prevention is a top priority. These risks have not been identified among the priority risks of the

Communications division given the nature of its activities. For more information on the management of priority CSR risks for the Communications division (see Vivendi's 2021 universal registration document – chapter 2 – section 2.2. Main non-financial risks and opportunities).

#### 1.2.3.2.2. PREVENTING THE RISKS OF LOCAL POLLUTION AND INDUSTRIAL ACCIDENTS

##### Group policy

Controlling the environmental footprint of the Group's sites requires the roll-out 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. The sites are subject to industrial and environmental risk analyses that act as a decision-making tool to identify preventive or corrective measures to be implemented (e.g. prevention measures in the event of the transport or storage of hazardous materials, inventory of sources of hazardous waste or the measurement and analysis of emissions to air, water and soil). This continuous improvement is at the heart of the environmental duty-of-care cycle implemented within the Group's entities in order to prevent the risks of local pollution and industrial accidents. Moreover, 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 non-compliance that can lead to pollution. 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 and activity. Each business unit implements emergency response plans based on their risk mapping. To ensure environmental performance monitoring, the Executive 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. The achievement of targets is monitored at Executive Committee meetings and/or the annual QHSE Department review.

##### Objectives and progress

In order to standardize the monitoring policies and indicators of the Group's various business units, a set of indicators relating to environmental risks, shared by all divisions (excluding Vivendi), has been rolled out since 2019 (see Indicators for monitoring the Bolloré Group's environmental management and Indicators for monitoring the Bolloré Group's environmental incidents). This work was further reinforced by the setting of reasonable targets, validated in early 2021 by the Executive Management (members of the Ethics, CSR and Anticorruption Committee) and consistent with the continued improvement approach at the heart of existing policies.

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Commitment of management bodies to monitor the Group's performance to preserve the environment</b>	<ul style="list-style-type: none"> <li>100% of business units must have an environmental policy signed by Management</li> </ul>	2022-2025	<ul style="list-style-type: none"> <li>82% of legal entities included in the CSR reporting<sup>(1)</sup> report that they have an environmental policy</li> </ul>	<ul style="list-style-type: none"> <li>79% of legal entities included in the CSR reporting<sup>(1)</sup> declared that they have an environmental policy</li> </ul>
<b>Implementation of environmental management systems</b>	<ul style="list-style-type: none"> <li>100% of the workforce of legal entities included in the CSR reporting scope<sup>(1)</sup> covered by an environmental management system</li> </ul>	2022	<ul style="list-style-type: none"> <li>99% of the workforce covered by an environmental management system<sup>(1)</sup></li> </ul>	<ul style="list-style-type: none"> <li>97% of the workforce was covered by an environmental management system<sup>(1)</sup></li> </ul>
<b>Certification of management systems</b>	<ul style="list-style-type: none"> <li>70% of legal entities<sup>(1)</sup> covered by an environmental management system have at least one site certified by an environmental standard (e.g. ISO 14001, ISO 50001, Green Terminal, etc.)</li> </ul>	2022	<ul style="list-style-type: none"> <li>76% of legal entities<sup>(1)</sup> covered by an environmental management system have at least one site certified by an environmental standard (e.g., ISO 14001, ISO 50001, Green Terminal, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>50% of legal entities<sup>(1)</sup> covered by an environmental management system had at least one site certified by an environmental standard (e.g., ISO 14001, ISO 50001, Green Terminal, etc.)</li> </ul>
<b>Prevention of pollution and management of hazardous materials</b>	<ul style="list-style-type: none"> <li>100% of legal entities required to store or transport hazardous materials equipped with pollution prevention systems</li> </ul>	2022	<ul style="list-style-type: none"> <li>50% of entities report that they are required to handle and/or store hazardous materials</li> <li>81% of which report that they are equipped with a pollution prevention system</li> </ul>	<ul style="list-style-type: none"> <li>48% of entities declared that they are required to handle and/or store hazardous materials</li> <li>78% of which declared that they are equipped with a pollution prevention system</li> </ul>
	<ul style="list-style-type: none"> <li>Mapping and/or assessment of environmental risks to be carried out on at least 100% of entities reporting industrial sites (updated every two years)</li> </ul>	2022	<ul style="list-style-type: none"> <li>51% of entities that specified that they have industrial sites report that they have mapped their environmental risks or conducted an environmental analysis (assessment of significant environmental aspects), of which 97% declared that it had been updated within the past two years</li> </ul>	<ul style="list-style-type: none"> <li>49% of entities that specified that they have industrial sites reported that they have mapped their environmental risks or conducted an environmental analysis (assessment of significant environmental aspects), of which 93% declared that it had been updated within the past two years</li> </ul>

(1) See chapter 2 – section 1.3.2.1. Methodology note on CSR reporting.

### Prevention measures adapted for each activity

#### • Transportation and logistics

The transportation and logistics activities are especially exposed to risks related to local pollution and the transport and storage of hazardous goods. 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 transportation and logistics activities:

- oil transport 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".

In 2020, the hazardous materials management processes of the Bolloré Ports and Bolloré Railways entities were restructured in light of regulatory updates to classifications and based on recognized international standards.

Emergency response plans are prepared in accordance with Executive Management directives. The entities implement performance monitoring processes, as well as corrective measures and objectives linked to those of the division. Each business unit ensures that employees, including subcontractors working on site, are properly informed of the emergency response procedure.

#### Bolloré Ports

The port entities are managed in compliance with the main environmental management criteria specific to ISO 14001. A total of 7 container terminals out of 13 are ISO 14001 certified (53%), including the certification of two

additional terminals in 2021 (Benin Terminal and Congo Terminal, Pointe-Noire). Furthermore, in its ISO 14001 certification plan, Bolloré Ports provides for the certification of two terminals in 2022 which are currently under construction (Côte d'Ivoire Terminal and the Tibar Bay Project in East Timor). In 2020, as a result of its drive to go beyond the requirements of ISO 14001, Bolloré Ports also implemented the Green Terminal approach, which aims to account for key environmental factors such as processing plants, construction methods resulting from social and environmental impact studies, and controlled discharge into the sea or into networks after treatment in order to limit the impact on neighboring communities of terminal construction and/or operation.

Upstream of each implementation, development plan or modifications of port facilities, the port and railway entities carry out environmental impact studies in consultation with the stakeholders. These studies, which are submitted to the competent local authorities and stakeholders (e.g. banks), allow the local populations and environment to be taken into account at the earliest stage of the development process to ensure the preservation of their environment (biodiversity, soil pollution, etc.) and the well-being of 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 spills, leaks or emissions of polluting substances or hazardous materials present on site, the transport and handling of hazardous products and the waste generated by their activities. To reduce the impact on the environment where activities are prone to accidental spills (oil and other industrial products) are carried out, the terminals have containment systems. In accordance with local laws and regulations and the QHSE rules established by the entities, all new port installations are equipped with rainwater, wastewater and polluted water networks that empty into decanting systems before discharge into city networks or the sea after inspection. For example, in Congo (Congo Terminal), Cameroon (Kribi Terminal) and Ghana (MPS), wastewater is analyzed after treatment by a lab approved by the supervisory authorities and waste oil is recovered by a company specializing in the treatment of this type of waste.

The accidental collapse of a gantry represents a major industrial accident risk for port activities. Non-compliance with the navigation and berthing rules for vessels arriving at the terminals are responsible for major equipment accident rates. In the event of a major accident, a crisis management plan is steered from the Bolloré Ports head office and may result in an emergency plan that leads to the business continuity plan rolled out by the entity concerned.

In 2021, Bolloré Ports increased 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 container management must follow a specific process clearly defined by the Bolloré Group and communicated to third parties.

#### Bolloré Railways

Due to the very nature of the railway activity and the type of waste generated (used oil, soiled rags, plastic waste, oil and gas filters, smoke emissions, etc.) (see section 1.2.3.2.3. Optimizing waste management and promoting the circular economy), railway activities have an impact on the environment. The risk of oil spill when oil is transported by tank car is highlighted on the 2019 risk map as a major risk.

All Bolloré Railways entities are equipped with pollution prevention systems for use in the event of accidental oil spills on the railway, such as antipollution kits, motor pumps, geotextile tarpaulins, tanks, etc. To reduce the impact on the environment where activities are prone to accidental spills (oil and other industrial products) are carried out, rail concessions have containment systems. The operations and safety teams are trained regularly in emergency response techniques for oil-related train incidents, such as fires and oil spills, and in the use of antipollution kits. Lastly, since 2018, Camrail has had a partnership protocol with the HYDRAC (Hydrocarbures Analyses Contrôles) research center for the physical and chemical analysis of wastewater and oil-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.

#### Preventive measures in place for handling creosoted sleepers

Historically, Bolloré Railways has operated networks that may still contain creosoted railway sleepers: a mixture of oils from the distillation of tar from coal or wood, used in particular as a preservative wood treatment. In view of the risk involved in being exposed to and handling these sleepers, Bolloré Railways has set up a specific action plan to avoid any contamination of staff or third parties with this product. One of the main initiatives of this plan is to replace creosoted sleepers with concrete sleepers. Furthermore, the issue of managing creosoted wood sleepers is taken into account in the first feasibility studies of railway line renewal projects. As part of the project to renew the railway line between Douala and Yaoundé, an Environmental and Social Impact Study was carried out and a plan to manage creosoted wood sleepers was proposed. In July 2020, Camrail also appealed to the Cameroon Network of Human Rights Organizations (RECODH), an NGO, to establish an inventory of the use of creosoted wood sleepers by nearby populations and to inform them and raise awareness of the dangers of the use of creosoted wood for domestic purposes. Information and awareness campaigns were organized in 173 locations.

In addition, Camrail agents and subcontractors are regularly made aware of these issues and the environmental and health risks they pose. Two spaces have been built or refurbished for the storage of used creosoted wood sleepers under the best conditions, and a decanter was built for the collection of water from the storage area. A medical program was set up to monitor current and former agents.

#### Bolloré Logistics

At Bolloré Logistics, environmental management is governed by the QHSE policy, in accordance with ISO 14001. The achievement in 2020 of the triple SMI (including ISO 14001, ISO 9001 and ISO 45001) multi-site certification for all entities in the Americas, Europe, the Middle East and Asia-Pacific regions has strengthened its commitment even further. In 2021, this global SMI certification process will be extended to Africa, where 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 oil, cyanide and other hazardous materials throughout its entire supply chain in Africa. The management of hazardous goods is strictly governed by the division's QHSE policies and manual, which integrate risk assessment, risk prevention and control strategies, regulatory authorizations, reception procedures, segregation, the control and handling of goods, as well as instruction and employee training. Bolloré Logistics implements spill prevention and control measures 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, region of operation or specific features of the site, specific measures may be introduced. For example, chemical storage areas have spill containment equipment to control accidental leaks and spill kits that include absorbent products (such as absorbent granules, sheets and rolls) are available. Contaminated materials are safely and adequately treated by a service provider specialized in hazardous waste disposal. Retention trays are available to hold containers with leaks.

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

- fire protection resources (extinguishers, armed fire valves, smoke removal, etc.) based on the level of risk presented by the activities;
- procedures to ensure the overall condition and maintenance of the facilities;
- regular internal inspections to verify the good condition and accessibility of fire-fighting tools and emergency systems, compliance with safety rules, etc.;
- specific procedures such as the issuance of work permits before performing certain risky operations (e.g., hot-spot work);
- procedures to secure facilities against the risk of malicious acts;
- specific certifications issued for the transport of high-risk chemical products, such as the ICMI (International Cyanide Management Code) certification held by entities that transport sodium cyanide.

In addition, Bolloré Logistics has formalized its basic QHSE requirements for warehouse design as well as yards: a manual lists the QHSE and safety standards that should be followed when new warehouses are built, when facilities are extended or modified or when warehouses are rented. Training on the handling and transport of hazardous goods is also provided to staff (IMDG, IATA, ADR, CFR 49, etc.).

Intervention drills are conducted by the entities to test the effectiveness of the procedures, the emergency equipment available and proper knowledge of the rules to be followed by employees. Crisis management drills with spill simulation are also carried out. Members of the local crisis-management unit worked in concert with the highest civil, administrative, police and specialized military authorities.

For subcontractors responsible for transporting hazardous goods, they are selected according to the list of qualified suppliers registered on the Link Partner platform. Selection for the list is based on several criteria according to the Vendor Management procedure (compliance with regulations, quality of service, staff qualifications, equipment made available is in good condition, appropriate, properly maintained, etc.). Depending on the sensitivity of the hazardous goods transported, a pre-qualification audit may be carried out to verify the information provided by the subcontractor.

#### • 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 oil spills during loading or unloading, as well as the risk of fire on the premises and the risks that come with storing hazardous products. These challenges are governed by Bolloré Energy's general environmental, health and safety policy, which is backed by ISO 14001 certification. In 2021, four internal auditors were trained on ISO 14001 certification.

Since 2017, Bolloré Energy has voluntarily undertaken an ISO 14001:2015 certification process for 100% of its Seveso oil deposits, going beyond the minimum regulatory requirements. As such, 100% of the massive deposits are covered by an environmental management system and a specific environmental policy.

These strategic procedures have enabled Bolloré Energy to reduce its environmental impact, providing accountability for environmental issues as well as a measure of 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 drills are carried out every year in addition to the drills linked to the Seveso internal operation plan, enabling employees to gain technical experience with best practices. These drills mobilize operational staff on site as well as third parties (firemen, etc.). "Crisis-unit" drills are also organized, notably involving head office personnel. In 2021, two crisis-unit drills were organized at the Gerzat site, involving the prefecture for one of them (scenario: fire in the secondary containment system).

#### • Electricity storage and systems

##### Bretagne division

All plants in Brittany are covered by a common environmental management system, and Blue Solutions Canada has implemented its own environmental system. Blue Solutions France (2019), Blue Solutions Canada (2020), Bluebus (2020) and Bolloré Films diélectriques (2011) are ISO 14001 certified. Bolloré Films Packaging is expected to be certified in 2022. In 2021, 14 internal ISO 14001 audits were carried out at the Bretagne division's sites.

Three main risks were identified for the activities of the Bretagne division and are subject to dedicated mitigation measures:

- fire risks: extinguishing and detection systems, training and fire drills including accidental spill scenarios (14 drills carried out in 2021);
- water pollution risks: storm basins recover oil 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, which involve the treatment of VOC (volatile organic compounds) discharges with thermal oxidation on the Batteries site;

Every year, the sites are subject to substantial investments to control environmental risks (e.g., installation of an explosion-proof enclosure and purchase of safety cabinets to store chemicals for factories in Brittany in 2021).

It should also be noted that "all-solid" LMP® battery manufacturing technology has the advantage of avoiding the environmental risks associated with the

leakage of hazardous liquids or the formation of explosive atmospheres in confined spaces. Furthermore, LMP® batteries are exempt from SVHC (Substance of Very High Concern) status according to REACH regulations and from CMR (carcinogenic, mutagenic or toxic for reproduction) status according to CLP regulations.

Periodic inspections of facilities are carried out in accordance with the regulations in force; Service providers and carriers on our sites are subject to prevention plans and security protocols.

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 2021, 32 people were trained in the transport of hazardous materials.

Sessions to raise awareness of environmental issues are regularly held at the division Bretagne sites (dashboard distribution, news flashes, etc.).

##### Blue Systems

All of the entities of IER and Automatic Systems – subsidiaries of Blue Systems – roll out an environmental management system. The main Automatic Systems Belgium production sites are ISO 14001:2015 certified. In 2019, Automatic Systems Belgium was audited as part of the renewal of ISO 14001 certification. In 2021, sites in France and Canada began planning for a certification over the 2023-2024 period. Safety audits are carried out regularly (monthly at the Besançon site and quarterly for Automatic Systems France). An internal audit was also carried out at Automatic Systems Belgium as part of the roll-out of the "BLED" solution (noise, light, energy, waste) where each process manager is responsible for their assessment vis-à-vis certain environmental issues.

Automatic Systems 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 future ISO 14001 certification in mind. The main risks are:

- production of hazardous waste: soiled rags, EEEW, 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, aerosols, deicing agents, etc.). In addition to the health and safety measures rolled out for employees, IER and EASIER have taken measures to reduce risks by issuing specific instructions for the management of chemicals and rules tailored to the businesses for the management of occupational risks.

Internal information campaigns are carried out to make employees aware of the environmental approach: ecofriendly habits, waste sorting, distribution of the IER environmental charter, the 5S project, citizens' days and the EEEW (electrical and electronic equipment waste) campaign. In addition, at the end of 2021, a working group dedicated to sustainable development was set up at Automatic Systems to define a three-year action plan. A materiality analysis is currently being carried out. An internal communication plan is also underway and will focus on the four pillars defined by the Group as well as the priority SDGs identified (first activity report planned for the end of 2022).

## Indicators for monitoring the Bolloré Group's environmental management

### Indicators<sup>(1)</sup> for monitoring the Bolloré Group's environmental management systems<sup>(2)</sup>

(as a percentage)	2021				2021 Total	2020 Total	Change 2021-2020
	Transportation and logistics	Oil logistics	Electricity storage and systems	Others			
Share of the workforce covered by an environmental management system	100	100	88	78	99	97	+2
Share of entities having implemented an environmental management system	100	100	90	33	97	95	+2
Of which the share of entities having at least one site certified by an environmental standard (e.g. ISO 14001, ISO 50001, Green Terminal, etc.)	80	40	56	0	76	50	+26

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

(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.

### Indicators<sup>(1)</sup> for monitoring the Bolloré Group's environmental incidents<sup>(2)</sup>

	Transportation and logistics <sup>(3)</sup>	Oil logistics <sup>(4)</sup>	Electricity storage and systems <sup>(5)</sup>	Others	2021 Total	2020 Total
Number of environmental incidents	113	0	1	ND	114	116

ND: not disclosed.

(1) These indicators cover the scope of CSR reporting (see section 1.3.2.1. – Methodology note on CSR reporting).

(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.

(3) Gradual (Ports and Rail scope), incidental and/or accidental (product spillage, emissions of vapor or gas from products, 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 that caused pollution.

## 1.2.3.2.3. OPTIMIZING WASTE MANAGEMENT AND PROMOTING 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 reporting are used to monitor the production of hazardous and non-hazardous waste of the industrial sites of the entities included in the CSR reporting (see 1.3.2.1. – CSR reporting methodology note) and identify the recovered or recycled

portion. These results have been included in the calculation of the Bolloré Group's scope 3 emissions since 2020.

Hazardous waste is generated by the Transportation & Logistics division (particularly in Africa, where a specific treatment is applied to used oils), the Electricity and Storage Systems division (battery production plants, and EEEW at IER) and Bolloré Energy (oil depots where residual hydrocarbons are either treated via thermal regeneration or buried).

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.

### Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Waste management and circular economy</b>	<ul style="list-style-type: none"> <li>Implement 4R strategies: reduce, repair, recycle, reuse</li> <li>Increase the share of recycled/recovered waste</li> </ul>	2022	<ul style="list-style-type: none"> <li>31% of hazardous waste recovered or recycled in 2021, vs 38% in 2020<sup>(1)</sup></li> <li>55% of non-hazardous waste recovered or recycled in 2021, vs 48% in 2020<sup>(1)</sup></li> </ul>	<ul style="list-style-type: none"> <li>38% of hazardous waste recovered or recycled in 2020, vs 31% in 2019<sup>(1)</sup></li> <li>48% of non-hazardous waste recovered or recycled in 2020, vs 41% in 2019<sup>(1)</sup></li> </ul>

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

## Specificities related to waste management as part of the Group's business activities

### • Transportation and logistics

The entities of Bolloré Transport & Logistics 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

At 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. In 2021, the production of used oils decreased 9% compared with the previous year. Bolloré Ports is also contributing to a continuous increase in the share of recovered waste. Nearly 83% of the used oil generated by Bolloré Ports business activities was recycled in 2021, up 14% from 2020. Waste management is largely based on ISO 14001.

The implementation of the Green Terminal certification process approved by Bureau Veritas has also helped to optimize waste monitoring by promoting best practices at terminals, including the establishment of waste plans, investments in equipment favoring the optimal treatment of waste, the optimization of waste treatment delivered by terminal users (ships, tenants and operators), and by integrating specific criteria in concession and lease agreement tender offers. In Republic of Côte d'Ivoire, the waste management approach implemented at the Carena shipyard is an exemplary best practice. As part of construction projects, a system for monitoring construction-related waste has been put in place (for CIT, Dili and Haiti).

#### 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. In addition to its QHSE management system, the two railway networks Camrail and Sitarail apply specific waste management procedures, including special waste and hazardous waste (muds, saws, hydrocarbon-soiled land), as well as waste from railway facilities and used equipment (for example, at Camrail, the provision for a symbolic franc of waste oils to approved waste recovery structures) (see 1.2.3.2.2. Preventing local pollution risks and industrial accidents/Bolloré Railways – Focus on the treatment of creosoted railway ties). In a further plus, the frequency of manufacturer-recommended maintenance cycles for new-generation locomotives has been reduced (compared with old locomotives), which decreases the production of waste (used oil, etc.) from maintenance operations and, hence, the environmental impact.

#### Bolloré Logistics

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

The improvement of waste monitoring, sorting and recovery processes at the entities, as well as increased employee awareness, has led to an increase in the share of recovered or recycled hazardous and non-hazardous waste. For example, Bolloré Logistics France increased its hazardous waste recycling or recovery rate from 78% in 2020 to 89% in 2021; the recycling or recovery rate of non-hazardous waste rose from 59% in 2020 to 71% in 2021.

As part of the enhancement of its range of sustainable supply chain solutions, Bolloré Logistics continues to optimize packaging and develop circular

economy projects with the aim of reducing cardboard and plastic packaging and supplying more environmentally friendly consumables. Through the "REcycle" project, Bolloré Logistics is promoting the reuse of packaging and consumables used for transport and logistics, including airplane pallet covers and ecowraps used on pallets before and after shipping, as well as isothermal kits inside containers. The teams have also developed a digital app for managing these consumables, which can be used to reserve packaging according to needs, check the stock of reusable packaging around the world, and manage customs formalities. In Canada, reusable isothermal kits were rolled out in winter for a customer's containerized exports from France. In the United States, ecowrap solutions (reusable pallet packaging replacing plastic film) were used between several collection points at the customer's premises and Bolloré Logistics' operational centers. These initiatives served to avoid the use of nearly three metric tons of plastic in just six months.

Bolloré Logistics also uses reusable folding plastic bins for urban deliveries and calls on external service providers to repair and even reuse wooden pallets. In Singapore, home to considerable contractual logistics activity, all these solutions related to packaging and the supply of durable consumables have been implemented. More than 400 consumable references are now monitored using a special tool and sustainable development is one of the six criteria subject to an annual performance review of the main suppliers. A full 78% of the total weight of purchased consumables comes from recycled or reused sources. A sustainable development road map was rolled out for the contractual logistics activity in 2021, covering 80% of major accounts and 100% of tenders.

As part of the annual AcTogether challenge in 2021, Bolloré Logistics finalized over 180 initiatives on waste management at offices and warehouses, promoting the implementation of the 4-R policy (reduce, reuse, repair, recycle) or fostering ecoresponsible packaging. These initiatives, driven strongly by employees, helped to avoid the emission of 1,200 metric tons of eq. CO<sub>2</sub>. The diverse array of initiatives included the improvement of the waste management process following an audit at two main sites in Australia, where several metric tons of cardboard and plastics are now recycled rather than sent to a landfill. In Bangladesh, Bolloré Logistics is promoting the reuse of PCs and laptops by organizing an auction for employees. By making this equipment more affordable, the initiative is increasing its lifespan. Other actions consisted of the disposal of plastic waste in the offices, the improvement of sorting and recycling rates, the nature of consumables at warehouses and the office supplies used, the shredding of used cardboard for protecting products in parcels, the use and materials of adhesive paper, and the second life of equipment.

#### Packaging: promoting eco-design and eco-responsible sourcing

At the logistics platforms of Roissy-CDG and Le Havre, Bolloré Logistics teams are now using a protective film to film pallets with over 80% recycled plastic for all charters. Since first-quarter 2021, all the traditional plastic films for pallets used for contractual logistics activities at the Miami logistics platform have been replaced by a biodegradable film. This solution was subsequently rolled out at another warehouse in Dallas. The new film is made from natural, plant and renewable resources and is certified 100% USDA. In Singapore in early 2020, the company introduced a stretchable film of 12 microns of thickness, versus 23 microns previously; testing has demonstrated the effectiveness of this film in protecting pallets. The new solution saved on the use of nearly six metric tons of plastic in 2021, and also served to reduce costs.

### • Electricity storage and systems

#### Bretagne division

Waste from the Bretagne 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);
  - the use of returns by the Bluebus activity in order to limit packaging waste;
- the waste generated is sorted and sent primarily to recycling channels;
- non-recyclable waste from plants in Brittany is directed towards energy recovery channels. No waste goes into landfills.

Furthermore, the recycling of LMP® batteries is a priority for Blue Solutions, which is committed to creating a sustainable value chain in which more than 80% of its metal raw materials are reused or recycled. All battery packs are disassembled to recover recyclable materials (such as aluminum, copper and electronic maps), which are then processed via the standard recycling process. Since 2020, Blue Solutions has developed an innovative and patented solution to extract, recycle and reuse lithium-metal from used and end-of-life batteries. The objective is to recover lithium in a form that can be reused in battery manufacturing after purification. The results obtained on this prototype are very promising. Up to 90% of the lithium-metal can now be extracted and the purity rate achieved makes recovery possible. More than 440,000 euros have been invested thus far and Blue Solutions continues to improve and develop this process with a view to industrial deployment.

#### Blue Systems

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 ecofriendly 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 ecoorganization 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.

#### Bolloré Group<sup>(2)</sup> waste monitoring indicators<sup>(1)</sup>

	2021				2021 Total	2020 Total	2019 Total	2021 coverage rate <sup>(3)</sup>
	Transportation and logistics	Oil logistics	Electricity storage and systems	Others				
Total amount of hazardous waste (in metric tons)	8,858	1,971	974	0	11,802	9,442	9,079	100%
Of which proportion of hazardous waste recycled or recovered (as %)	15	81	74	0	31	38	31	100%
Total amount of hazardous (or non-hazardous) waste (in metric tons)	19,196	161	4,664	1	24,021	22,268	21,183	100%
Of which proportion of non-hazardous waste recycled or recovered (as %)	45	92	96	100	55	48	41	100%

(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. 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 2021 non-financial performance report.

#### 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 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.

#### Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Water management</b>	<ul style="list-style-type: none"> <li>Implement actions to reduce water consumption and/or prevent leaks/losses in water networks</li> </ul>	2022	<ul style="list-style-type: none"> <li>Introduction of systems to continuously monitor flow variations in order to identify potential leaks and implement effective management systems to control water consumption at Bolloré Ports, Bolloré Railways and Bolloré Logistics</li> <li>Local actions through the network as part of the Green Terminal at Bolloré Ports and the AcTogether program at Bolloré Logistics (reduction of consumption, recovery and reprocessing of rainwater, etc.)</li> </ul>	To be implemented



**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 is making the protection of water resources and the control of their consumption a cornerstone of its strategy for promoting ecofriendly logistics. To that end, it is rolling out water management plans at the infrastructures it operates. These plans are based on specific systems for continuously monitoring flow variations in order to identify any leaks and effective management systems to control water consumption (continuous monitoring of water demand to identify leaks, spray nozzles on water taps, sensor-controlled flows, dry basins, etc.) and ensure staff awareness.

As part of new projects, and to meet the most stringent environmental requirements, all new port facilities, including 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 applies 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 Kihoan in the Republic of Côte d'Ivoire and Siby and Béréga in Burkina Faso. The functioning of the drilling sites is monitored monthly and physical and chemical analyses are carried out to ensure drinking water quality. Accordingly, Sitarail has rehabilitated buildings equipped with water collection wells. Finally, at Camrail, any soil that is contaminated is recovered and stored in a treatment area, where physical and chemical treatment is carried out. Once treated, the water is taken to a separator and skimmed to separate the pollutant from the clean water, which is then released into the natural environment.

**Bolloré Logistics**

Water risk has not been identified as material for Bolloré Logistics business activities as water use is mainly linked to sanitary facilities and cleaning. Water consumption is monitored at 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 ecofriendly campaigns with employees.

In 2021, the Remire-Montjoly branch in Guiana rolled out an innovative initiative to transform air humidity into drinking water, winning the award for the best action in the AcTogether challenge. The Remire-Montjoly teams tested a water fountain connected to the electricity grid and without a water network connection, thereby saving a total of 4,800 liters of water for the year.

**Indicator for monitoring water consumption<sup>(1)</sup>**

(in m <sup>3</sup> )	2021 <sup>(3)</sup>				2021 Total	2020 Total	2019 Total
	Transportation and logistics	Oil logistics	Electricity storage and systems	Others			
Water consumption <sup>(2)</sup>	1,546,905	67,360	19,539	7,310	1,641,115	1,484,073	1,636,558

(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 2021 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 collaboration of Bolloré Transport & Logistics Congo Brazzaville 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 business activities**

**• Transportation and logistics**

**Bolloré Ports**

Before undertaking any project for the construction or modernization of its port infrastructure, Bolloré Ports calls on independent bodies to carry out technical and environmental studies which are then sent to the national environmental authority. These studies, which take into account biodiversity, reflect Bolloré Ports' desire to strike a balance between its operational needs and the conservation of the biological diversity of the environments in which it operates.

In East Timor, where in early 2022 Bolloré Ports commenced operations at the Tibar Bay deepwater port, environmental studies launched with the contribution of the World Bank have served to determine the offsetting measures to be implemented in reconstituting a mangrove area and safeguarding marine fauna through the establishment of a hatchery to protect turtles. In Ghana, Meridian Port Services (MPS) has since 2018 implemented a program for the conservation of marine turtles. The initiative consists of the safe transfer of turtle eggs that are threatened in their natural environment to a closed hatchery replicating their environment. The program also includes the

training of eight patrol staff, with volunteers, on the 9 km beach stretching from Old Ningo to Prampram. Meanwhile, since March 2021, Congo Terminal has launched a series of days to raise families' awareness of preserving biodiversity. In partnership with Écocentre Renatura, an NGO, Congo Terminal is raising awareness of hundreds of Pointe-Noire families about the key issues in the protection of marine turtles, the harm inflicted by poaching, and what water means to the planet.

Lastly, as part of World Biodiversity Day, Bolloré Transport & Logistics Benin signed a partnership agreement with several NGOs to protect and preserve mangroves. It also signed an agreement with an organization of women salt producers in Togbin-Adouanko, providing financial support for the implementation of maintenance, monitoring and conservation actions and encouraging the women of the organization to protect the mangrove forest – vital to the survival of numerous animal and plant species – through their business activities.

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

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

Bolloré Railways controls the use of pesticides on tracks for weeding, while only pesticides approved by the government administration in charge of environmental protection are permitted at Camrail. At Sitarail, weeding is done manually.

#### Bolloré Logistics

To reduce its environmental footprint, Bolloré Logistics has for eight years been committed, in partnership with an environmental consultancy firm, to an active biodiversity policy. These efforts are underpinned by a Biodiversity Charter, part of Bolloré Logistics' Powering Sustainable Logistics CSR program since 2018. The policy has been implemented in France at pilot sites, namely the logistics hubs in Roissy, Le Havre and the Nantes site, all of which are BiodiverCity® certified by the CIBI (International Biodiversity and Real Estate Council), as well as the head office in Puteaux. The policy has been rolled out internationally since 2019 with the Singapore Blue Hub, the first location in Asia to obtain the BiodiverCity® label, and the Bolloré Logistics Responsible Building Charter, which specifies that any major new construction, such as a major logistics hub, must be certified with an environmental standard and the BiodiverCity® label.

A founding member and administrator of the CIBI, Bolloré Logistics is one of the first companies in France to have implemented a biodiversity management system (BMS). The BMS, which obtained "Engagement Biodiversité" certification from Ecocert in 2015, tracks the implementation of local biodiversity initiatives at BiodiverCity®-certified sites with the production of flora and fauna inventories every five years. A biodiversity policy steering committee, led by an ecologist and bringing together over 50 representatives, including 16 biodiversity ambassadors, is held every six months to implement the BMS's 15 actions and monitor their development as closely as possible.

Since 2016, Bolloré Logistics has worked on an ecological database of its land holdings around the world to establish appropriate local action plans in partnership with ecologists. Eighty-two per cent of Bolloré Logistics sites have been analyzed and 100% of sites recognized as having ecological potential (81 sites) have been subject to a specific diagnosis (environment, surface area, footprint, land use, protected areas, etc.). The adaptation and monitoring of Bolloré Logistics' biodiversity policy at its Ecocert-certified sites served to identify actions that can be replicated in its international network, notably via the internal challenge AcTogether. In 2021, more than 370 biodiversity initiatives were led in 41 countries. A total of 47,500 m<sup>2</sup> of green spaces was managed without pesticides, 7,493 trees were planted, 31 shelters for wildlife and hives were installed and the emission of 1,215 metric tons of eq. CO<sub>2</sub> was avoided through a range of actions in favour of soft mobility, the purchase of

environmentally friendly products, and the reduction and recycling of waste (decrease in paper consumption, single-use plastic objects in offices, reuse and optimization of cardboard, plastic and wood consumables in the supply chain, etc.).

At the end of 2020, Bolloré Logistics launched an assessment of its biodiversity impacts – and those of its customers and suppliers – according to a life-cycle assessment approach based on the ISO 14001 experience of the sites. To that end, it signed a partnership early 2022 with a research laboratory at Le Havre Normandie University to study its impact and progress potential throughout its value chain.

The company committed in 2018 to the Act4nature initiative promoted by Entreprises pour l'environnement, an environmental organization, and published the results of its biodiversity initiatives carried out for two years, notably through the first edition of the AcTogether challenge, on the Act4nature international site. Bolstered by this experience, the company is furthering its objectives by joining the "Entreprises engagées pour la Nature – Act4nature France" initiative and strengthening its biodiversity policy with voluntary commitments made internationally for 2025. Bolloré Logistics sites implementing an action plan covering the three axes of the Biodiversity Charter now receive an internal "Site Committed to Nature" certificate. In 2021, Bolloré Logistics was recognized by the French Office for Biodiversity as an "Entreprise engagée pour la Nature" (business committed to nature) for its specific objectives for 2025 in France and French overseas territories via Act4nature France.

Bolloré Logistics' 12 individual commitments for 2025 are published on the Act4nature France platform. The biodiversity commitments of the Powering Sustainable Logistics CSR program are:

- the implementation of a biodiversity action plan at 35 international sites by 2025 (15 "Sites Committed to Nature" designated at the end of 2021);
- 100% of new logistics hub construction certified with a sustainable construction standard and a BiodiverCity® label with a flora and fauna inventory every five years;
- the commitment to double biophilic office space in 2025 compared with 2019, the aim being to foster well-being at work (150,000 m<sup>2</sup> of office space benefits from the interior layout charter, incorporating quality of life at work and the greening of premises, for an increase of 13% in 2021);
- 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;
- an environmental analysis for 100% of French sites with an action plan to prevent soil, water and air pollution by 2025;
- raising the awareness of 50% of employees about biodiversity and climate change by end-2022 (13,400 at end-2021).

### 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<sup>(1)</sup>

##### Prioritization of 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	Bretagne division	Blue Systems	Vivendi

(1) Priority risks and opportunities.

In blue: priority non-financial risk for business units and/or divisions.

In gray: non-priority non-financial risk for business units and/or divisions.

With business sites in 111 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.

These risks have not been identified as one of the priority risks of the Communications division, given the nature of its activities. For more information on the management of priority CSR risks for the Communications division, see Vivendi universal registration document 2021 – chapter 2 – 2.2. The main non-financial risks and opportunities.

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

#### Group Policy

In all of its business activities, the Group's priority is to contribute to the development of the regions in which it operates, notably through the recruitment and training of local employees, investments, and dialogue with local communities. The Group contributes directly or indirectly to the growth of the local economy and the development of public services, mainly in Africa, where the Group plays a leading role in the logistics and industrial transformation with Bolloré Transport & Logistics. Through its relationships with local communities and players, the Group is able to better contribute to regional dynamics and be more closely involved in the 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 dialogue with stakeholders;
- undertaking societal actions for the benefit of local populations.

#### Objectives and Progress

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. To assess the positive impacts on African countries of the Group's businesses, and the Bolloré Transport & Logistics division in particular, the Group has since 2018 carried out socioeconomic impact studies. These are to be gradually extended to other African countries, particularly through the integration in 2021 of the diagnostic questionnaire into the Group's CSR reporting tool, which will facilitate their deployment and regular updates (see 1.2.2.2. Promoting human rights in our value chain and 1.2.4.2.2. Boosting the regions).

To better monitor this indicator, reasonable targets were set and approved in early 2021 by the Executive Management (members of the Ethics, CSR and Anticorruption Committee).

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Social, economic and environmental impact studies</b>	• Systematic implementation of social and environmental impact studies upstream of construction projects for which this type of study is relevant	2022	• All of the construction projects initiated in 2021 were subject to a social and environmental impact study where relevant	• Monitoring of the indicator and achievement of the objective to be deployed across all Group subsidiaries
	• Deployment of country socio-economic impact studies in regions where the Group operates in Africa	2022	• Integration of the questionnaire into the Group reporting tool and deployment in Guinea-Conakry in 2021	• Integration of ongoing questionnaires into the Group reporting tool

#### 1.2.4.2.1. CONTRIBUTING TO AND PROMOTING LOCAL EMPLOYMENT

In 2021, the Group measured its impact in terms of local employment and observed that the representativeness of local employees remained stable. Of Bolloré Group's 37,496 employees at December 31, 2021, 99.1% were local employees, compared with 99% in 2020.

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

The representation of local managers remains high for both men (91%) and women (95%).

#### Workforce monitoring indicators<sup>(1)</sup> by geographic area<sup>(2)</sup>

	2021				2020		
	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	37,496	31%	16%	15%	36,681	30%	15%
Workforce in Africa	20,158	18%	15%	14%	20,230	17%	14%
Workforce in France and French overseas departments and territories	7,676	43%	19%	19%	7,408	42%	20%
Workforce in Asia-Pacific	5,830	50%	17%	15%	5,645	49%	16%
Workforce in Europe excluding France	2,101	43%	15%	13%	1,907	42%	14%
Workforce in the Americas	1,731	48%	18%	17%	1,491	46%	15%

(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 excluding the Communications division, as the risk related to relations with local communities has not been identified as a priority in relation to 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.

### 1.2.4.2.2. 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 in all the countries in which it operates. It engages in direct employment and has an indirect impact through purchases from local suppliers and service providers (see 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). Over 150 million euros of investments in Africa in 2021.

#### Impacts of the investments of the Group's activities on the regional development

##### • Transportation and logistics

Through Bolloré Transport & Logistics, the Bolloré Group has been present in Africa for many years and devotes the majority of its investments to the continent. All the logistics, industrial and commercial facilities operated with leading partners and with countries are driving job creation (54% of the Group's 37,496 employees are in Africa) and promoting the logistics flow necessary for the development of industrial activities in countries.

In 2021, Bolloré Transport & Logistics joined the VIVE program aimed at creating fully sustainable supply chains through continuous improvement with a view to better ensuring the region's development. Led by its local supply chain services partner Czarnikow, Bolloré Transport & Logistics in East Africa will benefit from a sustainability audit and a three-year improvement plan to address the current and future concerns of its customers and stakeholders.

Bolloré Transport & Logistics' Kenyan and Tanzanian subsidiaries will take part in this initiative.

The results of the socioeconomic impact studies carried out in 2018 (Cameroon, Gabon, Congo), 2019 (Comoros, Sierra Leone, Kenya, Tanzania, Uganda) and 2021 (Guinea-Conakry) attest to the Group's territorial presence through its positive impact on:

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

The social and societal initiatives led by subsidiaries in health and education also contribute to the creation of local value, for example by supporting the entrepreneurship of young people (see 1.2.4.3. Sponsorship policy).

In 2021, Bolloré Transport & Logistics conducted a socioeconomic footprint study in Guinea-Conakry. Bolloré Transport & Logistics has been present in the country since 2011 through stevedoring (Conakry Terminal) and logistics (Bolloré Transport & Logistics Guinea). Thanks to the division's integrated vision in Guinea-Conakry, we are developing a global approach to promote the logistics flow necessary for the development of the country's industrial activities. All logistics, industrial and commercial facilities operated with leading partners and countries are driving the creation of jobs and wealth for Guinea-Conakry.

#### Results of the 2021 socio-economic footprint study of Guinea-Conakry

Jobs <sup>(1)</sup>	Of which women	Indirect jobs <sup>(2)</sup>	Jobs generated <sup>(3)</sup>	Health insurance (in euros) <sup>(4)</sup>	Investments in infrastructure and equipment (in millions of euros)	Contributions to public services (in millions of euros)	Goods and services purchased on the domestic market (in millions of euros)	Number of societal actions	Amount of societal actions (in euros)
637	69	37,491	9,298	494,000	31.8	17	33.2	5	693,000

(1) Direct jobs generated in one year by the Bolloré Logistics, Bolloré Ports and Bolloré Railways business units (including dockers and day workers).

(2) Indirect jobs generated in one year at service providers and in the local supplier chain.

(3) Jobs generated in one year in the Guinean trade economy through the consumption of the households of employees and local service providers.

(4) Health coverage of direct employees and their beneficiaries.

#### Bolloré Ports

As the leading port operator with 21 operating concessions, and with its unique know-how in the management of logistics corridors and systems adapted to the countries in question, Bolloré Ports facilitates import and export operations in even the most isolated areas.

In addition, strategic purchases such as quayside gantry cranes, terminal gantry cranes, terminal tractors and Terminal Operating System generate import customs duties and taxes for local communities. 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 Ports also makes its expertise available to local institutions to contribute to the technical and professional training of young people and thus facilitate their professional integration, thus taking part in the socioeconomic development of countries (see 1.2.4.3. Patronage Policy – B'Excellence: the new international academic scholarship program certified Earthtalent by Bolloré).

#### Bolloré Railways

Through its two railway concessions in West Africa, Bolloré Railways is an essential link to the development of the countries through which its rails travel and provides 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). An ecological alternative to road, it enables smoother flows of goods and people between the border countries and contributes to giving landlocked hinterland countries access to the sea. In 2021, Camrail launched its express train between Douala and Yaoundé with more than 500 seats available. Rail transport also reduces congestion, in a context of urbanization and development of African cities.

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 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 tracks) play a significant role in boosting local economies. Railways call on a large number of local companies to carry out their maintenance operations for lines and facilities (65 million m<sup>2</sup> for the 2,000 km of the two networks), generating nearly 3,000 indirect sub-contracting jobs. Sitarail works with 200 local companies and requires the businesses responsible for implementing certain work to recruit local labor, and young people in particular. In 2021, Camrail recruited 119 young graduates selected as part of the recruitment competition organized by the entity in partnership with the Professional and Adult Training Centre in Douala. Launched in 2017, this initiative has enabled more than 347 young Cameroonians to be trained and recruited at Camrail.

#### Bolloré Logistics

At Bolloré Logistics, purchases mainly consist of subcontracting costs (security, guards, rent, etc.), equipment rental and the purchase of fuel. All the logistics, industrial and commercial facilities operated with benchmark partners and governments drive job and wealth creation in the company's operating countries and contribute to opening up countries and bolstering their economic momentum (local purchases and taxes).

Bolloré Logistics also contributes to the creation of indirect and generated jobs by promoting the supply of goods and equipment in its operating countries and the outsourcing of appropriate tasks to local companies. In addition to job creation, the company contributes to improving the employability of local populations through the:

- transfer of knowledge and training;
- development of the skills of local citizens (training employees, solidarity-based initiatives to promote education and training for young people);
- the improvement of performance and the capacity of local companies to support economic growth (implementation of business standards throughout its value chain, solidarity actions for local companies in this area, promotion of cooperation on education, training and R&D of companies).

In 2021, Bolloré Logistics partnered with Business France, a founding member of the France Export Team, as an expert partner of its practical guide to exports, "Carnet de l'eXPORT", with a view to supporting the development of SMEs internationally. Bolloré Logistics and the France Export Team provide specific support and market advice from experts to identify the best solutions for any company seeking to develop internationally or raise the professional standards of their export processes.

Since 2012, Bolloré Transport & Logistics Senegal has benefited from a partnership with CFMPL, a training center for the port and logistics professions that constitutes a recruitment pool, particularly for driver profiles for Senegal, where drivers are certified by the center. Through its presence in Dakar and Suzhou, KEDGE Business School is also a privileged partner of Bolloré Logistics in the recruitment of supply chain, logistics and purchasing professionals. Bolloré Logistics Singapore was the Gold Sponsor of the sole TEDxUniversity event to be organized in the country in 2021. Through this partnership, the numerous students in the network of ESSEC's 48,000 graduates have been able to dialogue with the subsidiary and respond to the company's internship offers.

• **Electricity storage and systems**

**Bretagne division**

Attentive to its impact on the environment and the development of the local economic fabric, the Bretagne 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. In 2021, more than 13,000 euros was paid by Blue Solutions as part of partnerships with CATs. In addition, the production sites of Bluebus 6-meter and 12-meter electric buses and LMP® Blue Solutions batteries have obtained Origine France Garantie certification. The latter ensures the traceability of a product by giving a clear and objective indication of origin and thus certifies that the Bluebuses built in the Quimper plant acquire their essential characteristics in France. The strategy of constantly improving these 100% French vehicles also serves to boost the manufacturing segment, which currently employs 150 people in Ergué-Gabéric, Brittany for bus production and 300 people for battery production. Lastly, as part of the Ringo project carried out with RTE on the automated management of large-scale electricity storage at the Ventavon site (Hautes-Alpes) (see 1.2.3.1.3. The resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services), Blue Solutions contributes to the local economic fabric with 90% of the companies involved from the Hautes-Alpes and Alpes-de-Haute-Provence departments, and local economic benefits of 500,000 euros.

**1.2.4.2.3. BUILDING AND MAINTAINING DIALOGUE WITH STAKEHOLDERS**

Although dialogue with stakeholders is not consistently organized at Group level, the divisions and subsidiaries maintain constant dialogue with their stakeholders. The impacts inherent to their activities are indeed a fundamental aspect of the relationships.

**Objectives and progress**

Area of action	Group objectives	Horizon	Progress at 12/31/2021	Progress at 12/31/2020
<b>Building and maintaining dialogue with stakeholders</b>	• Launch of a policy on dialogue with a selection of representative stakeholders at the Bolloré Group level	2022	• Development of a method for identifying internal and external stakeholders at the Bolloré Group level (meetings involving internal stakeholders to collect their perception of external stakeholder perceptions)	Not carried out
	• Identification of existing best practices and areas of attention in the context of industrial projects carried out by the subsidiaries	2022	• Systematic study of the main national/local content requirements during a call for tender for an industrial project at Bolloré Logistics (e.g. national legislation on national/local content requirements; community/site content; local employment; local training; local procurement; local outsourcing)	In progress in 2020, to be formalized
	• Deployment of the methodology in subsidiaries	2024	Not carried out	Not carried out

**Illustration of dialogue with stakeholders within business activities**

• **Transportation and logistics**

To enhance business performance and ranks as an appreciated partner that contributes to its host communities, Bolloré Transport & Logistics maintains daily dialogue with stakeholders in the territories in which it operates.

**Bolloré Ports**

At Bolloré Ports, dialogue with stakeholders relative to business activities is illustrated in monitoring committees put in place with local communities according to the location of the terminals (e.g. Freetown, Haiti, Dili). These meetings are established beforehand and may be held more or less often depending on current topics, activities, and issues. Monitoring committees are managed by the Executive Management, which guarantees the quality of dialogue and can be mobilized to prepare an overview or identify the needs encountered by the stakeholders neighboring the sites. Local communities are consulted prior to each project to extend or modify the sites, particularly as part of impact studies.

In 2021, Bolloré Ports also participated in several round tables with the French Ministry for the Ecological Transition, European port directors and Bureau Veritas to provide them with feedback on the Green Terminal label and share best practices with a view to creating a European green label.

**Bolloré Railways**

Like Bolloré Ports, Bolloré Railways organizes monitoring committee meetings with local communities to identify their needs and concerns. In addition, a stakeholder information and consultation process is implemented before each site extension or modification project, particularly as part of impact

studies. For example, for the environmental and social impact assessment of the infrastructure rehabilitation program, Sitarail organized public consultation sessions with local authorities and elected representatives, local organizations (village chiefs and community leaders, agricultural cooperative chairmen, etc.), NGOs and any person likely to be impacted by the project.

In 2020, Camrail recruited 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. Four two-day training sessions were organized to train more than 360 community leaders (chiefs, correspondents, women's contact points) in 135 villages. Camrail's staff (mainly QHSE managers) and subcontractors were also trained on these issues (over 250 people through eight one-day sessions) and contact points were identified in the various departments and at subcontractors.

**Bolloré Logistics**

Bolloré Logistics is customer-focused. It maintains daily dialogue with customers to meet their current and future needs and support them in their sustainable growth. Every year, Bolloré Logistics conducts a satisfaction survey for customers in which they can share their feedback, helping the division to identify areas for improvement for each region, country and industry. In 2021, more than 1,300 clients responded to the satisfaction survey. Regular business reviews with customers and suppliers also serve to discuss and drive environmental action plans. Innovation workshops with customers, based on a design-thinking approach and focused on sustainable transport and logistics, are held at the B.Lab innovation centers at the head office in Puteaux and in Singapore (see 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).



In parallel, Bolloré Logistics is continuing its work in the transport and logistics sector. For example, the teams in France are participating in workshops organized by the Sustainable Development Commission of the French Federation of Transport and Logistics (TLF) and the SupplyChain4Good initiative overseen by France Supply Chain by Aslog. The company also took part in "ACT", a recent joint initiative by CDP and Ademe, contributing its sector-specific knowledge of methodological aspects. Internationally, as well as contributing to local initiatives, Bolloré Logistics participates in various international sector initiatives aimed at the common goal of fighting against climate change, including EcoTransIT, Clean Cargo Working Group, Sustainable Air Freight Alliance, Getting to Zero Coalition and Global Logistics Emissions Council.

**The AcTogether challenge, an intercountry competition that strengthens dialogue with internal stakeholders**

Bolloré Logistics has stepped up dialogue with its internal stakeholders with the introduction in early 2020 of an intercountry challenge, AcTogether, aimed at engaging and uniting employees in a quest to meet shared sustainable development targets directly linked to its "Powering Sustainable Logistics" CSR program. The collective dynamic invites employees to undertake CSR 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 111 operating regions. For the second edition of the challenge, 807 actions were carried out around the world, of which 62% environmental (waste management, energy efficiency and CO<sub>2</sub> with building performance, low-carbon transport plan, sustainable packaging solutions, and the circular economy) and 35% social (well-being at work, health prevention, diversity and inclusion). The 2021 challenge made strong headway, with a 62% increase in completed actions compared with 2020, eight more countries taking part (out of a total of 55), and nearly three times more metric tons of carbon were avoided by rolling out the initiatives.

**Oil logistics**

At Bolloré Energy, site monitoring commissions involving the residents' organizations and government departments, as part of the prefecture, are organized every year in accordance with the regulations applying to "High Threshold" Seveso sites. Two site monitoring commission meetings were held in 2021 for the Chasseneuil-du-Poitou and Strasbourg sites, providing an opportunity to meet all stakeholders. A PPI exercise was also organized at the Gerzat site.

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. In 2021, 260 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 dialogue with its stakeholders such as local authorities, as its solution, the Smart Mobility, is designed to support them in the management of mobility services and infrastructure. 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. Underpinned by the relationship of trust between Blue Systems and New York City, the Smart Mobility platform was rolled out in 2021 in the territory. With the Smart Mobility solution, launched by the City Transport Department, the city is able to support operators by facilitating their connection to the platform and ensuring the real-time monitoring, regulation and ticketing of shared mobility operators (bikes, scooters and kick-scooters). Discussions are under way to round out the system with the monitoring of four-wheeler vehicles such as taxis and VTCS.

**1.2.4.2.4. UNDERTAKING SOCIETAL ACTIONS FOR THE BENEFIT OF LOCAL POPULATIONS**

Solidarity is one of the Group's core values. Bolloré Group's solidarity policy and the initiatives carried out each year in this respect are centered around Fondation de la 2<sup>e</sup> chance, the Jean-Bosco home, targeted societal actions and the Group's International Solidarity Commitment and Patronage Department (see 1.2.4.3. Sponsorship policy).

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

Set up in June 1998 at the initiative of Vincent Bolloré, Fondation de la 2<sup>e</sup> chance has been recognized for its public utility since 2006. Chaired by Marie Bolloré, the Foundation 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 Foundation at the head office, hosted by the Bolloré Group. A network of 1,000 active volunteers acts as on-site representatives, instructors and sponsors throughout France.

Over the past two decades, Fondation de la 2<sup>e</sup> chance has helped over 8,800 people to bounce back. In 2021, 246 new candidates were given support, with average aid per case of 2,869 euros. Seventy-five per cent of candidates received aid for training and 25% for creating a company. Successful beneficiaries aged between 25 and 44 years old represented 54% of the projects supported.

Bolloré Group employees in Brittany (Nantes/Quimper/Rennes) are committed to Fondation de la 2<sup>e</sup> chance, supporting the social re-integration of people suffering hardship. In 2021, 20 people with projects were assisted with professional training and/or retraining. The Covid-19 pandemic has further weakened the social and financial balance of candidates and winners of Fondation de la 2<sup>e</sup> chance.

**Foyer Jean-Bosco**

The Group has acquired a building belonging to the Petites Sœurs des Pauvres order built in 1896, located in the 16<sup>th</sup> arrondissement of Paris on rue de Varize, and fully restored between 2012 and November 2015. Today, the building 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 100 students and 10 resident seniors 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 Jean-Bosco home 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.

**Flagship societal actions in 2021**

Employees at all Bolloré Group divisions support causes and engage in projects consistent with the Group's values, the first and most important of which is solidarity.

**Marathon Day, the Bolloré Group's solidarity race**

Given the health situation, the sixth edition of Marathon Day, the Bolloré Group's solidarity race, was organized in a hybrid digital-physical format. More than 12,000 employees in 91 countries joined forces to cover as many miles as possible by walking, running, biking or dancing. Employees committed substantially to the 6<sup>th</sup> Marathon Day and community initiatives were carried out locally in Senegal, Cameroon, Congo and Brazil. Bolloré Transport & Logistics Senegal supported Pouponnière Lamine Coulibaly de Kaolack, a center that has welcomed orphaned children aged 0 to 18 months since 2011. The subsidiary is helping the center to take care of the infants in the context of the Covid-19 crisis. In Cameroon, eight classrooms and six latrines at the bilingual municipal school in Mambanda (Douala) were renovated; the students benefited from school materials and anti-Covid-19 kits were distributed to teachers. In Congo, a multimedia room equipped with a dozen computers with high-speed Internet connection was made available free of charge to students of the École supérieure de commerce et de gestion Congo business management school to facilitate their learning. In Brazil, a children's library was installed on the premises of an NGO in São Paulo. Consistent with its patronage policy in favor of young people, the Group made donations to organizations supporting young adults and vulnerable individuals in countries with the highest number of participants.

• **Other solidarity events**

To bring employees together 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, March 8.** In the ASPAC region, Bolloré Logistics organized two virtual sessions of the Women's Leadership Forum with their women's leadership. Over 500 employees took part in the sessions. In the Central African Republic, Bolloré Transport & Logistics organized a discussion on women's leadership. At BTL Mali, employees gathered for a day to talk about gender inequalities and violence against women, the special guest being the director of AMALDEME, a Malian organization that fights against mental deficiencies among children. Also in 2021, Bolloré Transport & Logistics entities participated in the global #ChooseToChallenge campaign to call for gender equality, as evidenced by photos received from a host of cities, including Pakistan, Congo, Tanzania, Dubai and Miami;
- **Earth Hour, March 26.** For the third year in a row, Bolloré Group partnered with the WWF Global Initiative Earth Hour and asked employees around the world to turn off their lights symbolically for an hour. The initiative reasserted the company's commitment to environmental issues;
- **Pink October.** Throughout October 2021, Bolloré Transport & Logistics employees rolled out numerous awareness-raising and prevention initiatives in more than 25 countries to support the fight against breast cancer. On October 21, head-office employees were able to wear the colors of Pink October and received an awareness-raising kit to better understand the challenges of the initiative. Bolloré Transport & Logistics and the Occupational Health Department partnered with the health professionals of Saint-Joseph Hospital to offer women employees a prevention workshop on breast self-examinations. Informative videos on "learning and understanding breast self-examinations" and "preventing disease through physical activity" were also distributed to all employees. Bolloré Logistics USA and Bolloré Logistics South Africa benefited from on-site screening;
- **the fight against HIV/AIDS.** Every year, the entities also implement various prevention measures, notably through the organization of vaccination, screening and awareness campaigns to fight against sexually transmitted

infections and HIV/AIDS (see 1.2.1.1.5. Protecting health). In 2021, Bolloré Transport & Logistics in Benin partnered with RACINES, a non-governmental organization, to provide financial support for children with the AIDS virus. This initiative provides these children with an education or learning support program, appropriate medical and psychological follow-up, and adequate nutritional support. Ultimately, it also aims to support the mothers of these young children to promote their empowerment. In Congo, more than 500 college students were educated on AIDS and offered voluntary screening, for AIDS as well as other sexually transmitted diseases. Bolloré Transport & Logistics Côte d'Ivoire donated a playground for children with AIDS in the town of Daloa in western Côte d'Ivoire. This initiative was led in partnership with SEV-CI, a NGO involved for nearly ten years in HIV/AIDS prevention, care and treatment;

- **solidarity drive.** In December, Bolloré Transport & Logistics organized a solidarity drive at its Puteaux, Suresnes and Vaucresson sites to help students in vulnerable situations. Nearly 30 boxes of foodstuffs and basic hygiene products were collected and donated to the student branch of the local branch of Secours Populaire, a charity organization, to be distributed directly to the most needy students on the Nanterre campus.

In touch with the needs of local communities and schools close to their sites, the subsidiaries of Bolloré Transport & Logistics continue to roll out numerous solidarity initiatives. To facilitate access to education for as many people as possible, kits with school supplies and educational materials are regularly distributed, supplementing work on refurbishing school buildings.

One of the highlights in 2021 was the construction by Sitarail of a drill at the Béréba railway station in Burkina Faso to distribute drinking water to nearby residents and thus improve the living conditions of the local population and station agents. As part of its youth solidarity efforts, Bolloré Transport & Logistics in Sierra Leone donated financial, material and food donations to the 180 children of the Don Bosco organization that works for the safety and development of vulnerable children.

Lastly, as part of the dismantling of the photovoltaic panels of Canal Olympia venues, Bluestorage donated panels to the Électriciens sans Frontières organization based in Yaoundé, Cameroon for the electrical renovation of the Sainte-Thérèse Hospital in Moutourwa and the Midjivin school complex, both managed by the Filles de la Charité order.

1.2.4.3. SPONSORSHIP POLICY

In 2018, Bolloré Group harmonized its international patronage policy under the Earthtalent by Bolloré label. The latter guarantees the financial transparency and societal impact generated by non-profit projects supported by the Group in favor of local communities. Being able to give back some of what we have been fortunate to receive is a value deeply rooted in the Bolloré Group's DNA. As a priority, the Group has chosen to support the empowerment of young people while remaining extremely committed to responding to the humanitarian and health emergency.

In 2021, the Group's human, financial and material support benefited more than 55,000 people in 49 countries, including 30,000 young people through organizations working mainly in education, vocational training, and entrepreneurship.

• **Be Earthtalent: the community of committed employees**

Developed on an experimental basis in 2021 with more than 5,800 employees, the Be Earthtalent community of committed employees offers Bolloré Group employees in France and Singapore the opportunity to work with local organizations. One year after launch, more than 300 employees are members of the program and more than 90 fully active members of the 56 partner

organizations offer more than 100 volunteer assignments, either remotely or in the field.

***B'Excellence: the new Earthtalent international academic scholarship program by Bolloré***

In 2021, the Bolloré Group launched the creation of an international program of "B'Excellence" academic scholarships. Having obtained the Earthtalent by Bolloré label, the project aims to provide financial support to students (aged 15 to 26) with an excellent academic background but lacking the financial resources for pursuing their studies.

In 2021, the program notably enabled Ange-Paola Ouanhi, a first-year student at the San Pedro vocational training center in Republic of Côte d'Ivoire, to benefit from a scholarship and to start a two-year occupational training course in metalwork at the IFTO technical training school in Cholet, France in September.

In Niger, thanks to the initiative by the Yara LNC organization, two high-school students from disadvantaged backgrounds were able to pursue their academic careers at the French high school in Niamey. Sponsored by BTL Niger employees, the scholarships cover all of their living costs, tuition and extracurricular support (sport, culture, health).

KEY FIGURES

- 366 societal-impact projects in 49 countries, nearly 70% of which in Africa.
- More than 55,000 beneficiaries, including nearly 30,000 young people.
- 113 projects supported in 2021 contribute to SDG 4 "Quality education".
- 55 projects supported in 2021 contribute to SDG 3 "Good health and well-being".
- 29 projects in favor of women.

HIGHLIGHTS IN 2021

Earthtalent by Bolloré and Terminal Varreux Bolloré (TVB) took part in the emergency plan initiated by the NGO ACTED in Haiti to help the populations affected by the August 2021 earthquake, providing material support to the Bernard-Mevis Hospital and contributing to the emergency plan for water supply and hygiene products.

Notable Earthtalent by Bolloré initiatives in 2021 included the launch of the water-stabilizing project at four schools in Grande Comore. The project was

financed by Moroni Terminal, a subsidiary of Bolloré Ports. With the support of the NGO Mains, Moroni Terminal has committed, along with the government, to improve access to drinking water and to raise children's awareness of hygiene rules to reduce the spread of waterborne diseases. The project aims to provide nearly 4,000 students with an autonomous and sustainable solution for the treatment of water intended for human consumption.

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

### 1.3.1. SOCIAL INDICATOR SUMMARY TABLES

#### 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, approval 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 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 data are published in consolidated format for 2021 and include data from the Vivendi group. Certain indicators are detailed by activity.

The collection scope applies to all fully-consolidated companies, from the moment that the company takes on staff.

##### 1.3.1.1.4. INDICATORS

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 particular:

- new entities, which joined the reporting scope during the financial year, appear only in the workforce tables;
- for Vivendi, from 2021, entities with a total headcount at December 31 of less than 15 report data on headcount and workforce changes only (i.e., not data on training, absenteeism, health and safety and collective bargaining agreements).

To ensure the comparability of indicators with 2021 data:

- the social security data on the 2019 and 2020 financial years have been restated, excluding Universal Music Group, which was no longer part of the reporting scope at December 31, 2021;
- the restated version of Vivendi's 2019 and 2020 social data concerning training, absenteeism, health and safety and collective bargaining agreements (i.e., all data other than headcount and workforce changes) also excludes entities whose total headcount was less than 15 at December 31, 2020, in accordance with the procedures put in place for Vivendi's social reporting as of 2021.

**1.3.1.1.5. CONTROL AND APPROVAL**

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 approval objectives are as follows:

- to detect discrepancies recorded in the reporting tool;
- to ensure the reliability of data by two-level approval (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 approved, or an explanatory note may be required before the data can be approved.

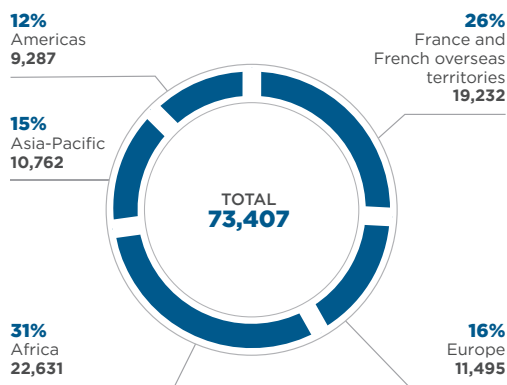
**1.3.1.2. SOCIAL DATA**

**1.3.1.2.1. BOLLORÉ GROUP HEADCOUNT AT DECEMBER 31, 2021**

**Workforce by business and geographic area**

	France and French overseas departments, regions and local authorities	Europe	Africa	Asia-Pacific	Americas	Total
Transportation and logistics	5,122	1,807	20,158	5,812	1,346	34,245
Oil logistics	833	47	–	–	–	880
Communications	11,556	9,394	2,473	4,932	7,556	35,911
Electricity storage and systems	1,407	245	–	18	372	2,042
Other (agricultural assets, holding companies)	314	2	–	–	13	329
<b>TOTAL</b>	<b>19,232</b>	<b>11,495</b>	<b>22,631</b>	<b>10,762</b>	<b>9,287</b>	<b>73,407</b>
<b>AS A PERCENTAGE</b>	<b>26.2</b>	<b>15.7</b>	<b>30.8</b>	<b>14.7</b>	<b>12.7</b>	<b>100.0</b>

**Distribution of workforce by geographic area**



**Workforce by gender**

	Men	Women	Total
Transportation and logistics	23,496	10,749	34,245
Oil logistics	616	264	880
Communications	16,959	18,952	35,911
Electricity storage and systems	1,663	379	2,042
Other (agricultural assets, holding companies)	172	157	329
<b>TOTAL</b>	<b>42,906</b>	<b>30,501</b>	<b>73,407</b>
<b>AS A PERCENTAGE</b>	<b>58.4</b>	<b>41.6</b>	<b>100.0</b>

**Workforce by type of contract**

	Permanent contracts	Fixed-term contracts	Total
Transportation and logistics	30,612	3,633	34,245
Oil logistics	853	27	880
Communications	32,094	3,817	35,911
Electricity storage and systems	1,993	49	2,042
Other (agricultural assets, holding companies)	309	20	329
<b>TOTAL</b>	<b>65,861</b>	<b>7,546</b>	<b>73,407</b>
<b>AS A PERCENTAGE</b>	<b>89.7</b>	<b>10.3</b>	<b>100.0</b>

### Distribution of workforce by gender



### Distribution of workforce by contract type



### Workforce by category

	Managers	Of which women	Non-managers	Total
Transportation and logistics	5,661	1,724	28,584	34,245
Oil logistics	103	28	777	880
Communications	14,704	7,597	21,207	35,911
Electricity storage and systems	315	54	1,727	2,042
Other (agricultural assets, holding companies)	83	32	246	329
<b>TOTAL</b>	<b>20,866</b>	<b>9,435</b>	<b>52,541</b>	<b>73,407</b>
<b>AS A PERCENTAGE</b>	<b>28.4</b>	<b>45.2<sup>(1)</sup></b>	<b>71.6</b>	<b>100.0</b>

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

### Workforce by age

	Under 25	25-34	35-44	45-54	55 and over	Total
Transportation and logistics	1,509	8,334	11,802	8,866	3,734	34,245
Oil logistics	17	121	223	272	247	880
Communications	3,293	14,387	9,895	5,779	2,557	35,911
Electricity storage and systems	101	451	563	579	348	2,042
Other (agricultural assets, holding companies)	17	79	100	71	62	329
<b>TOTAL</b>	<b>4,937</b>	<b>23,372</b>	<b>22,583</b>	<b>15,567</b>	<b>6,948</b>	<b>73,407</b>
<b>AS A PERCENTAGE</b>	<b>6.7</b>	<b>31.8</b>	<b>30.8</b>	<b>21.2</b>	<b>9.5</b>	<b>100.0</b>

### Recruitments and departures

In 2021, the Bolloré Group took on 15,487 new employees, 63.8% of whom on permanent contracts.

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

Recruitment	Workforce	%
Permanent contracts (CDI)	9,885	63.8
Fixed-term contracts (CDD)	5,602	36.2
<b>TOTAL</b>	<b>15,487</b>	<b>100.0</b>

In 2021, a total of 14,019 people left the company. Scope effects and internal transfers are not taken into account in departures.

Departures	Workforce	%
Resignations (including terminations by mutual agreement)	8,325	59.4
End of fixed-term contracts (CDD)	3,094	22.1
Redundancies for economic reasons	901	6.4
Dismissals for non-economic reasons	959	6.8
Retirements	549	3.9
Other	191	1.4
<b>TOTAL</b>	<b>14,019</b>	<b>100.0</b>



### 1.3.1.2.2. TRAINING

#### Workforce trained

At the Bolloré Group, 52,545 employees attended at least one training course in 2021.

	Total	%
Transportation and logistics	25,512	48.5
Oil logistics	816	1.6
Communications	24,327	46.3
Electricity storage and systems	1,764	3.4
Other (agricultural assets, holding companies)	126	0.2
<b>TOTAL</b>	<b>52,545</b>	<b>100.0</b>

#### Hours of training

Overall, 769,429 hours of training were provided.

	Total	%
Transportation and logistics	417,382	54.2
Oil logistics	15,145	2.0
Communications	300,009	39.0
Electricity storage and systems	33,347	4.3
Other (agricultural assets, holding companies)	3,545	0.5
<b>TOTAL</b>	<b>769,429</b>	<b>100.0</b>

### 1.3.1.2.3. SOCIAL INDICATORS

	2021*	% of Group workforce	2020 <sup>(1)</sup>	% of Group workforce	% change 2020-2021	2019 <sup>(1)</sup>	% of Group workforce	% change 2019-2020
<b>Workforce by type of contract</b>								
Workforce on permanent contract (CDI)	65,861	89.7	63,728	91.0	3.3	67,191	89.7	-5.2
Workforce on fixed-term contract (CDD)	7,546	10.3	6,296	9.0	19.9	7,745	10.3	-18.7
<b>Workforce by gender</b>								
Male workforce	42,906	58.4	41,952	59.9	2.3	45,298	60.4	-7.4
Female workforce	30,501	41.6	28,072	40.1	8.7	29,638	39.6	-5.3
<b>Workforce by age</b>								
Employees under 25 years old	4,937	6.7	3,886	5.5	27.0	5,141	6.9	-24.4
25 to 34 years old	23,372	31.8	22,752	32.5	2.7	25,279	33.7	-10.0
35 to 44 years old	22,583	30.8	22,099	31.6	2.2	22,784	30.4	-3.0
45 to 54 years old	15,567	21.2	14,777	21.1	5.3	15,045	20.1	-1.8
55 years old and over	6,948	9.5	6,510	9.3	6.7	6,687	8.9	-2.6
<b>Hires</b>								
New employees hired <sup>(2)</sup>	15,487	-	10,389	-	49.1	14,515	-	-28.4
Including hires on open-ended contracts (CDI)	9,885	63.8	5,662	54.5	74.6	9,242	63.7	-38.7
<b>Departures</b>								
Number of departures <sup>(3)</sup>	14,019	-	13,470	-	4.1	15,464	-	-12.9
Including number of redundancies for economic reasons	901	6.4	2,399	17.8	-62.4	1,052	6.8	128.0
Including number of individual dismissals	959	6.8	1,012	7.5	-5.2	1,241	8.0	-18.5
<b>Professional training</b>								
Number of employees <sup>(4)</sup> having benefited from training actions	52,545	74.9	40,002	58.4	31.4	43,830	62.8	-8.7
Number of training hours given	769,429	-	627,446	-	22.6	806,461	-	-22.2
Average number of training hours given per participant	14.6	-	15.7	-	-6.6	18.4	-	-14.8
<b>Absenteeism</b>								
Number of employees <sup>(4)</sup> having at least one day of absence	35,142	50.1	34,981	51.1	0.5	36,454	52.2	-4.0
Total number of days' absence	514,873	-	571,188	-	-9.9	519,950	-	9.9
Sick leave	298,362	57.9	323,591	56.7	-7.8	282,320	54.3	14.6
Maternity/paternity leave	148,588	28.9	144,254	25.3	3.0	148,978	28.7	-3.2
<b>Professional relations and report on collective bargaining agreements</b>								
Number of collective agreements signed (France only) <sup>(4)</sup>	126	-	137	-	-8.0	177	-	-22.6
Number of collective agreements signed (countries other than France) <sup>(5)</sup>	84	-	71	-	18.3	81	-	-12.3
<b>Organization of working time</b>								
Full-time workforce	70,917	96.6	67,535	96.4	5.0	72,931	97.3	-7.4
Part-time workforce	2,490	3.4	2,489	3.6	0.0	2,005	2.7	24.1
<b>Professional integration and people with disabilities</b>								
Number of people with a disability	701	1.0	669	1.0	4.8	628	0.8	6.5

\* As from 2021, for Vivendi, entities with a total headcount at December 31 of less than 15 report data on headcount and workforce changes only (i.e. not data on training, absenteeism, health and safety and collective bargaining agreements). Data relating to previous financial years have been restated to ensure their comparability with 2021 data.

(1) To ensure comparability with 2021 data, data on 2019 and 2020 have been restated, excluding Universal Music Group, which was no longer part of the reporting scope at December 31, 2021 (see the methodology note on non-financial reporting, section 1.3.1.1.).

(2) External hires with open-ended + fixed-term contracts, excluding internal mobility, transitions from fixed-term to permanent contracts, and scope effects.

(3) Excluding internal transfers, from fixed-term to permanent contracts, and scope effects.

(4) Of the Group's total headcount excluding entities having entered the scope in 2021 and, for Vivendi, excluding entities whose headcount at December 31, 2021 was less than 15 (see the methodology note on non-financial reporting, section 1.3.1.1.).

(5) Bolloré SE scope excluding Vivendi.

## 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 extra-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 extra-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 Thursday, December 31, 2020. For 2021, the scope of reporting includes companies that have:

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

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

- 114 Group entities (versus 237 entities in HR Reporting);
- 90% of the Group's total workforce 2020 (excluding communications);
- 89% of the Group's 2020 revenue (excluding communications).

With regard to the integration thresholds relating to Bolloré's CSR reporting and Vivendi's environmental reporting (see Vivendi 2021 universal registration document, chapter 2 – 7.1.4.3. Environmental reporting scope), the environmental indicators consolidating the Communications division published

in 1.3.2.2. Environmental data cover more than 90% of Bolloré Group's total headcount (Vivendi included) in 2020.

The Bolloré Group has installed specialist CSR reporting software enabling decentralized collection and centralized consolidation of extra-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 Group and Vivendi, which are specific to their activities, are collected in a single tool which is, however, specific to them.

Data is consolidated 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 2021, the data collection period was brought forward and took place from November 15 to January 15 N+1. For missing data, estimates can be made.

(1) The consolidation scope may be adjusted by the divisions, with the exclusion of companies that were closed during the year, or for which data was not available, or the inclusion of companies below thresholds.

### 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 Group and Vivendi. The calculation method used is the carbon-base method issued on January 4, 2022 by the French ecological transition agency, Ademe. Internationally, where the emissions 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 second time, for 2021 data, the Bolloré Group reported its emissions under scope 2 according to the market-based method. Nine entities reported that they used electricity from renewable sources. The Renewable Energy Certificates (iRECs) and Guarantee of Origin (GO) certificates 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, Bolloré Logistics Italy, 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 report information for customers about its CO<sub>2</sub> 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 emission factor for the Diesel TER regional express trains in the Ademe carbon database. 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.

Bolloré Logistics' scope 3 emissions, relating to outsourced transport services, are calculated with a single emissions factor per mode of transport allocated to real metric tons/kilometers from the business unit's management systems. In 2022, the methodology will be updated to take into account emissions factors in more detail.

### 1.3.2.2. ENVIRONMENTAL DATA

#### 1.3.2.2.1. GREENHOUSE GAS EMISSIONS

##### Greenhouse gas emissions by scope

(in metric tons of eq. CO <sub>2</sub> )	Transportation and logistics	Oil logistics	Electricity storage and systems	Communications	Other	2021	2020	2019	Change 2020/2021
GHG emissions associated with energy consumption – scope 1 <sup>(1)</sup>	257,987	7,106	5,071	14,764	440	285,369	271,580	289,283	+5%
GHG emissions associated with energy consumption – scope 2 <sup>(2)</sup>	61,307	734	6,855	23,430	109	92,436	104,439	106,785	-11%
GHG emissions associated with energy consumption – scope 1 and scope 2	319,295	7,840	11,926	38,194	550	377,804	376,019	396,069	0%
GHG emissions – scope 3 <sup>(3)</sup>	4,175,847	6,530,079	10,460	111,622	315	10,828,322	7,374,288	8,024,932	+47%
<b>TOTAL SCOPE 1, 2 AND 3 GHG EMISSIONS</b>	<b>4,495,142</b>	<b>6,537,919</b>	<b>22,386</b>	<b>149,816</b>	<b>865</b>	<b>11,206,127</b>	<b>7,750,307</b>	<b>8,421,001</b>	<b>+45%</b>

(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 included in scopes 1 and 2 but are linked to the entire value chain. These include purchases of raw materials (paper, cardboard, plastics, etc.), the management of the waste generated by Vivendi's subsidiaries, and employee business travel. Greenhouse gas emissions from purchases of services and content as well as emissions generated by the use of products and services sold are not included in the figures mentioned above, owing to a high degree of uncertainty in 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 with 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 January 4, 2022. 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 in the Ademe carbon base.

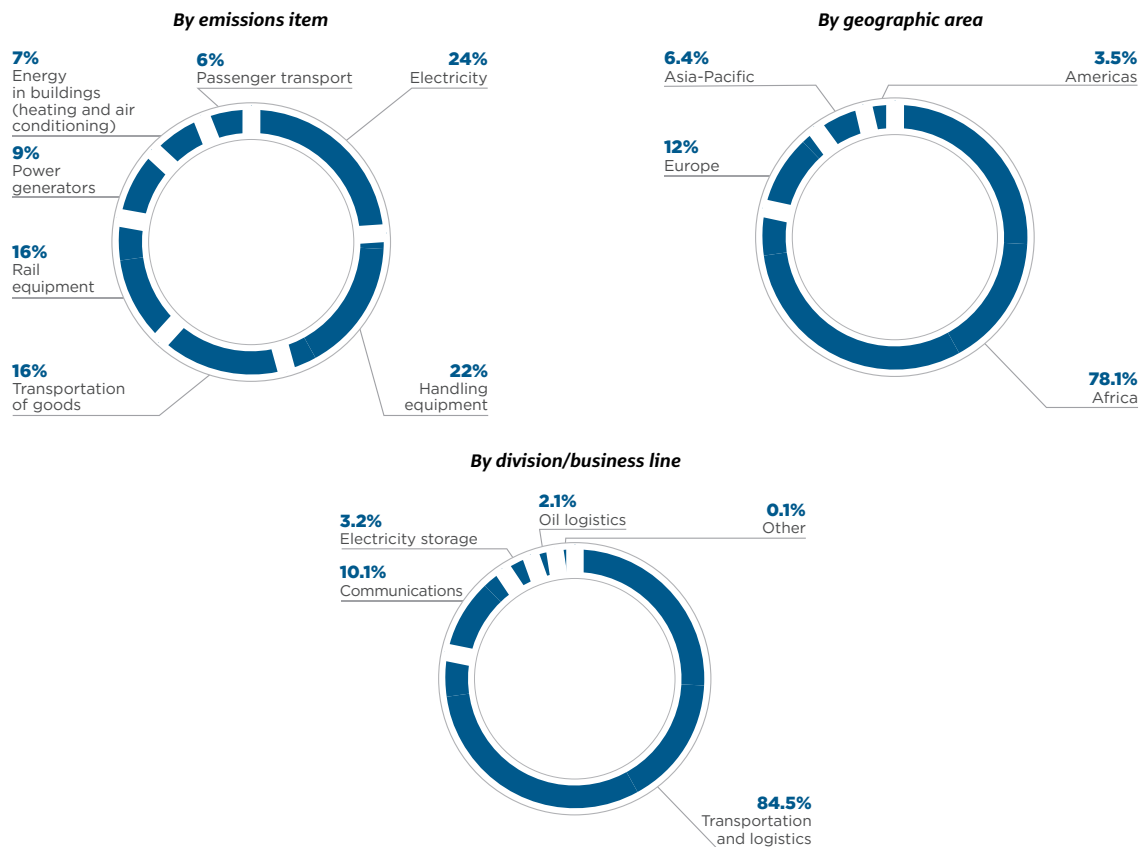
While the Group continuously refines the reliability and accuracy of its data, the uncertainty rates related to scope 3 emission positions are variable: while the rates related to the upstream of energy are around 5%, other rates, such as business travel and transport services, can reach 70%.

Scope 3 details

(in metric tons of eq. CO <sub>2</sub> )	Transportation and logistics	Oil logistics	Electricity storage and systems	Communications	Other	2021	2020
Upstream energy	69,538	2,086	2,091	-	135	73,851	71,965
Waste	3,962	853	8,111	2,024	0	14,950	13,947
Combustion of petroleum products	-	6,527,129	-	-	-	6,527,129	3,928,985
Emissions from the transportation of goods in the course of freight forwarding	4,098,654	-	-	-	-	4,098,654	3,226,368
Business travel	3,693	11	257	11,277	180	15,418	32,548
<b>Total</b>	<b>4,175,847</b>	<b>6,530,079</b>	<b>10,460</b>	<b>13,301</b>	<b>315</b>	<b>10,730,001</b>	<b>7,273,814</b>

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 in 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 Vivendi scope 3 items presented in this table are the items shared by Bolloré and Vivendi.

Breakdown of Scope 1 and 2 greenhouse gas emissions of Bolloré Group





### 1.3.2.2.2. ENERGY CONSUMPTION

	Unit of measure	2021 data	2020 data	2019 data	% total Group workforce covered by the indicator in 2021
<b>Electricity</b>					
Electricity consumption in buildings (offices, warehouses, factories, etc.) <sup>(2)</sup>	MWh	374,545	272,370	388,640	100
Electricity consumption from renewable sources <sup>(2)(4)</sup>	MWh	119,272	128,687	–	100
<b>Energy in buildings (heating and air conditioning)</b>					
Total urban heating or heating network consumption <sup>(2)</sup>	MWh	9,168	9,957	9,751	100
Total heating oil consumed <sup>(2)</sup>	m <sup>3</sup>	1,152	639	884	100
Total natural gas consumed <sup>(2)</sup>	m <sup>3</sup>	1,931,630	1,750,137	2,303,548	100
<b>Power generators</b>					
Total diesel (generators, etc.) consumed <sup>(1)</sup>	m <sup>3</sup>	13,345	12,869	13,061	100
Total gasoline (generators, etc.) consumed <sup>(1)</sup>	m <sup>3</sup>	11	11	252	100
<b>Transportation of goods</b>					
Total heavy fuel oil and distillate diesel oil (DDO) consumed by the goods transportation fleet <sup>(1)</sup>	m <sup>3</sup>	38	61	208	100
Total diesel consumed by the goods transportation fleet <sup>(1)</sup>	m <sup>3</sup>	23,934	19,983	21,893	100
Total gasoline consumed by the goods transportation fleet <sup>(1)</sup>	m <sup>3</sup>	123	119	78	100
Total biodiesel consumed by the goods transportation fleet <sup>(1)</sup>	m <sup>3</sup>	64	–	–	100
<b>Passenger transport</b>					
Total diesel consumed by the passenger transportation fleet <sup>(2)</sup>	m <sup>3</sup>	5,526	5,616	5,798	100
Total gasoline consumed by the passenger transportation fleet <sup>(2)</sup>	m <sup>3</sup>	2,933	2,643	2,629	100
Total liquefied petroleum gas (LPG) consumed by the passenger transportation fleet <sup>(3)</sup>	m <sup>3</sup>	2	0	1	100
Total bioethanol consumed by the passenger transportation fleet <sup>(1)</sup>	m <sup>3</sup>	11	–	–	100
<b>Handling equipment</b>					
Total diesel or non-road diesel consumed by handling equipment <sup>(1)</sup>	m <sup>3</sup>	31,281	29,590	31,010	100
Total liquefied petroleum gas (LPG) consumed by handling equipment <sup>(1)</sup>	m <sup>3</sup>	1,111	991	1,202	100
Total natural gas consumed by handling equipment <sup>(1)</sup>	m <sup>3</sup>	1,171	5	1	100
<b>Rail equipment</b>					
Total DDO (distillate diesel oil) consumed by traction units <sup>(1)</sup>	m <sup>3</sup>	10,703	10,533	12,715	100
Total diesel consumed by traction units <sup>(1)</sup>	m <sup>3</sup>	12,123	14,699	15,165	100
Total diesel or non-road diesel consumed by heavy vehicles <sup>(1)</sup>	m <sup>3</sup>	486	658	515	100
Total DDO (distillate diesel oil) consumed by heavy vehicles <sup>(1)</sup>	m <sup>3</sup>	87	20	126	100
<b>Other equipment</b>					
Total diesel or non-road diesel consumed by public works equipment <sup>(1)</sup>	m <sup>3</sup>	160	139	36	100
Total diesel or non-road diesel consumed by miscellaneous equipment <sup>(1)</sup>	m <sup>3</sup>	323	314	146	100
Quantity of gasoline consumed by miscellaneous equipment <sup>(1)</sup>	m <sup>3</sup>	13	13	–	100

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

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

(3) Only Vivendi Group entities are included in this indicator.

(4) 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, Bolloré Logistics Italy and Bluebus.

**1.3.2.2.3. WASTE TABLES**

Consolidated waste<sup>(1)(2)</sup>

	2021					2021 Total	2020 Total	2019 Total	Total 2021 coverage rate
	Transportation and logistics	Oil logistics	Electricity storage and systems	Communications	Other				
Total amount of hazardous waste (in metric tons)	8,858	1,971	974	681	0	<b>12,483</b>	9,442	9,079	100%
Of which proportion of hazardous waste recycled or recovered (as %)	15	81	74	53		<b>32</b>	38	31	100%
Total amount of hazardous (or non-hazardous) waste (in metric tons)	19,196	161	4,664	20,237	1	<b>44,259</b>	22,268	21,183	100%
Of which proportion of non-hazardous waste recycled or recovered (as %)	45	92	96	91	100%	<b>71</b>	48	41	100%

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

(2) In 2020 and 2019, these indicators relate to the Bolloré Group scope excluding Vivendi. The data for 2021 include waste generated by Vivendi group, which explains the increase in reported values.

Bolloré Group waste<sup>(1)</sup>

(in metric tons)	2021			2020		2019	
	Total weight	% recycled or recovered	Emissions in metric tons of eq. CO <sub>2</sub>	Total weight	% recycled or recovered	Total weight	% recycled or recovered
<b>Hazardous waste</b>							
Treated or contaminated wood	10	1	0.1	1	0	1	66
Soiled rubber	24	0	17	78	100	-	-
Empty contaminated packaging	55	86	147	55	91	29	98
Other contaminated waste (rags, sawdust, filters)	266	39	188	201	44	122	25
Contaminated water	7,361	16	2	4,983	20	6,268	13
Spent hydrocarbons and oils	1,706	78	1,205	1,825	84	1,954	86
Paints and solvents	101	17	71	13	20	3	36
Chemical residues	126	2	89	126	26	135	44
Batteries	245	58	16	101	35	98	31
Waste electrical and electronic equipment (WEEE)	51	75	1	42	84	40	94
Aerosols	5	71	3	3	44	2	32
Infectious infirmity material	93	95	87	141	99	49	87
Office supplies (printer/toner cartridges)	7	39	0.1	10	32	7	30
Sludge and soiled earth	876	1	619	204	7	-	-
Other hazardous waste	878	75	620	1,660	54	372	20
<b>Non-hazardous waste</b>							
Untreated wood/pallets	1,492	94	8	1,292	91	1,430	96
Cardboard	2,672	97	433	2,230	96	1,523	98
Paper	554	71	564	869	80	479	62
Plastics (bottles, packaging, bags, film, etc.)	3,124	99	8,360	2,228	95	2,075	93
Food leftovers	325	97	211	249	90	269	1
Green waste	14	53	0	17	31	12	25
Ferrous scrap metal	3,356	94	14	1,251	82	1,475	85
Other metals	112	99	0.5	91	84	52	100
Rubble and ballast	1	100	0.04	179	100	197	65
Brake shoes	53	97	0.2	65	98	57	79
Rubber	482	41	11	844	60	915	65
Textiles and nylon	2	0	0.1	2	0	15	0
Glasses	4	7	0.2	19	19	12	50
NHIW (unsorted waste)	11,700	16	257	12,753	19	11,830	6
Other non-hazardous waste	129	10	3	180	14	842	98
<b>Total</b>							
Total hazardous waste	11,802	31	3,064	9,442	38	9,079	31
Total non-hazardous waste	24,021	55	9,862	22,268	48	21,183	41

(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**

Priority non-financial risks	Information required by decree no. 2017-1265	Information published in the 2021 statement of non-financial performance	Global Compact	GRI
<b>Health and safety of employees and third parties</b>	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			
<b>Working conditions and social dialogue</b>	Organization of social dialogue (in particular the procedures for informing and consulting staff as well as negotiation procedures)	1.2.1.2.2. Promoting social dialogue 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 dialogue and respect for the freedom of association and the right to collective bargaining	1.2.1.2.2. Promoting social dialogue and quality working conditions	#3	GRI 407
<b>Attracting and retaining skills</b>	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 geographic 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			
<b>Human rights</b>	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			GRI 409
	Compliance with the provisions of the ILO core conventions on the elimination of child labor			GRI 408
	Other human rights initiatives			GRI 103, 406, 411
	Information on combating corruption: initiatives to prevent corruption			1.2.2.1.1. Sharing the same business ethics

Priority non-financial risks	Information required by decree no. 2017-1265	Information published in the 2021 statement of non-financial performance	Global Compact	GRI
<b>Local pollution, industrial accidents and management of hazardous materials</b>	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. Contributing to climate change mitigation 1.3.2.2. Environmental data	#7-8-9	GRI 302	
<b>Climate change risks and opportunities</b>	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. Contributing to climate change mitigation 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 GRI 201, 302 and 305
	Measures taken to adapt to the consequences of climate change		#7-8-9	GRI 305
	Voluntary medium-and long-term targets to reduce greenhouse gas emissions and the means used to achieve them		-	GRI 201
	The amount of provisions and guarantees for environmental risks	Note 11, "Provisions and litigation" table		
<b>Risks and opportunities related to relations with local communities</b>	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 dialogue 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	-	

Given its business activities, the fight against food waste, the fight against food insecurity and respect for animal welfare and responsible, fair and sustainable food are not one of the priority CSR risks for the Bolloré Group.



**1.3.3.2. TCFD CROSS-REFERENCE TABLE**

Bolloré Group supports the recommendations of the task force on climate-related financial disclosures (TCFD). The TCFD is a working group focused on climate-related financial disclosures and created as part of the G20's Financial Stability Board at COP21. This TCFD has structured its recommendations around four thematic areas, representing the essential aspects of corporate operations: governance, strategy, risk management, and 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) <sup>(1)</sup>
<b>Governance</b>		
Disclose the organization's governance relative to climate-related risks and opportunities	a) Describe the oversight of climate-related risks and opportunities by the Board of Directors	a) URD 2021 – chapter 2 – 1.2.3.1.2. Towards the implementation of a Group climate strategy, "Group governance relative to climate risks and opportunities" CDP Climate Change C1.1, C1.1a, C1.1b
	b) Describe the management's role in assessing and managing climate-related risks and opportunities	b) URD 2021 – chapter 2 – 1.2.3.1.2. Towards the implementation of a Group climate strategy, "Group governance relative to climate risks and opportunities" CDP Climate Change C1.2, C1.2a
<b>Strategy</b>		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	a) URD 2021 – chapter 2 – 1.2.3.1.1. 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 2021 – chapter 2 – 1.2.3.1.1. Climate change risks and opportunities CDP Climate Change C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.1d, C3.1e, C3.1f
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario	c) URD 2021 – chapter 2 – 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 CDP Climate Change C3.1a, C3.1b, C3.1c, C3.1d
<b>Risk management</b>		
Disclose how the organization identifies, assesses, and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risk	a) URD 2021 – chapter 2 – 1.2.3.1.1. Climate change risks and opportunities CDP Climate Change C2.2
	b) Describe the organization's processes for managing climate-related risks	b) URD 2021 – chapter 2 – 1.2.3.1.4. 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 2021 – chapter 2 – 1.2.3.1.1. Climate change risks and opportunities CDP Climate Change C3.1
<b>Metrics and targets</b>		
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) URD 2021 – chapter 2 – 1.2.3.1.5. 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 2021 – chapter 2 – 1.2.3.1.5. Indicators to measure climate change risks and opportunities, "Bolloré Group GHG emissions 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 2021 – chapter 2 – 1.2.3.1.2, 1.2.3.1.3, 1.2.3.1.4, "Objectives and progress" CDP Climate Change C4.1, C4.2

(1) URD = Bolloré Group's 2021 universal registration document.  
 CDP = Bolloré Group's 2021 responses to the CDP Climate Change questionnaire (available at <https://www.cdp.net/fr>).

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

To the General Shareholders' Meeting,

In our capacity as an independent third party ("Third party") of your company (hereinafter "Entity"), accredited by Cofrac (Cofrac inspection accreditation, no. 3-1681, available at [www.cofrac.fr](http://www.cofrac.fr)), we conducted work to formulate a reasoned opinion expressing a conclusion of moderate assurance on the compliance of the consolidated non-financial performance statement for the financial year ended December 31, 2021 (hereinafter the "Statement") to the provisions of article R. 225-105 of the French commercial code (*Code de*

*commerce*) and on the fair presentation of historical information (recorded or extrapolated) provided pursuant to paragraph 3 of I and II of article R. 225-105 of the French commercial code (*Code de commerce*) (hereinafter the "Information") prepared in accordance with the Entity's procedures (hereinafter the "Repository"), presented in the management report in accordance with the provisions of articles L. 225102-1, R.225-105 and R. 225-105-1 of the French commercial code (*Code de commerce*).

### CONCLUSION

Based on the procedures that we have implemented, as described in the "Nature and scope of work" section, and the information we have collected, we have not found any material misstatements likely to call into question the fact

that the consolidated non-financial performance statement complies with the applicable regulatory provisions and that the Information, taken as a whole, is presented, truthfully, in accordance with the Repository.

### PREPARATION OF THE NON-FINANCIAL PERFORMANCE STATEMENT

The absence of generally accepted and commonly used terms of reference or established practices used to assess and measure the Information makes it possible to use different but acceptable measurement techniques that may affect comparability between entities and over time.

Consequently, the Information must be read and understood by referring to the Repository, the material elements of which are presented in the Statement.

### LIMITATIONS INHERENT IN THE PREPARATION OF THE INFORMATION

The Information may be subject to uncertainties inherent in current scientific or economic knowledge and the quality of the external data used. Some

information is sensitive to the methodological choices, assumptions and estimates used for their establishment and presented in the Statement.

### RESPONSIBILITY OF THE ENTITY

It is the responsibility of the Board of Directors to:

- select or establish appropriate criteria for the preparation of the Information;
- 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,

and the information provided for by article 8 of Regulation (EU) 2020/852 (Green Taxonomy);

- implement the internal control that it deems necessary for the preparation of Information free of material misstatements, whether due to fraud or error.
- The Statement was prepared by applying the Entity's Repository as mentioned above.

### 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 historical information (observed or extrapolated) 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.

As it is our responsibility to make an independent conclusion on the Information as prepared by the Management, we are not permitted to be involved in the preparation of such Information, as this could compromise our independence.

It is not our role to comment on:

- the Entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the information provided for in article 8 of Regulation [EU] 2020/852 [Green Taxonomy], the vigilance plan and the fight against corruption and tax evasion);
- the fairness of the information provided for in article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- compliance of products and services with applicable regulations.

### APPLICABLE REGULATORY PROVISIONS AND PROFESSIONAL GUIDELINES

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 (French National Institute of Auditors) relating to this intervention, constituting a program of verification, and the international standard ISAE 3000<sup>(1)</sup>.

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

## INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of article L. 822-11 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 the professional guidelines of the Compagnie nationale des commissaires aux comptes (French National Institute of Auditors).

## MEANS AND RESOURCES

Our work involved six people and took place between September 2021 and April 2022 over a total period of eight weeks.

To assist us in our work, we referred to our corporate social responsibility and sustainable development experts. We conducted five interviews with the persons responsible for preparing the Statement, notably representing the CSR, Human Resources and Compliance Departments.

## NATURE AND SCOPE OF OUR WORK

We planned and performed our work taking into account the risk of material misstatement of the Information.

We believe that the procedures that we conducted in exercising our professional judgment allow us to formulate a conclusion of moderate assurance:

- we familiarized ourselves with 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 governing social and environmental affairs, the respect for human rights and the fight against corruption and tax evasion;
- we verified that the Statement provides the information required under article R. 225-105 II of the French commercial code (*Code de commerce*), where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French commercial code (*Code de commerce*);
- we verified that the Statement presents the business model and a description of principal risks associated with 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, risks and opportunities related to

relations with local communities, risks related to attracting and retaining external talent, risks related to the cultural relevance of content, risks related to dialogue with customers and users and their satisfaction with products and services), 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 at a selection of entities listed below: Bolloré Energy, Owendo Container Terminal, Polyconseil, Conakry Terminal, Sitarail, Bolloré Transport & Logistics Cameroon, Bolloré Logistics France, Blue Solutions Canada, Bolloré Transport & Logistics Gabon, Bolloré Logistics Singapore;

- we verified that the Statement covers the consolidated scope, i.e., all entities within the consolidation scope in accordance with article L. 233-16, with the limits specified in the Statement;
- we obtained an understanding of internal control and risk management procedures and assessed the data collection process to ensure the completeness and fairness of the Information;
- we carried out, for the key performance indicators and other quantitative outcomes presented in appendix 1 that in our judgment were of most significance:
  - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto,
  - substantive tests, on the basis of sampling, or other selection methods, 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 15% and 27% of the consolidated data selected for these tests (23% network water consumption, 27% electricity consumption, 15% workforce);
- we assessed the overall consistency of the Statement with respect to our knowledge of all the entities included in the consolidation scope. The procedures implemented as part of a moderate assurance mission are less extensive than those required for a reasonable assurance mission carried out according to professional guidelines; a higher level of assurance would have required more extensive verification work.

Paris-la Défense, March 23, 2022

The independent third party,  
EY & Associés

Philippe Aubain,  
Partner, Sustainable Development

## 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 changes (number of permanent hires, departures and dismissals) (nbr)	<ul style="list-style-type: none"> <li>- Actions to attract and retain skills</li> <li>- Measures to promote working conditions and social dialogue</li> <li>- Prevention actions for the health and safety of employees, users and third parties</li> <li>- Measures related to attracting and retaining external talent</li> </ul>
Number of employees trained (nbr)	
Number of training hours given (nbr)	
Number of workplace accidents with lost-time (nbr)	
Frequency rate	
Severity rate	

### 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 (t)	<ul style="list-style-type: none"> <li>- Pollution forecasting and hazardous materials management measures</li> <li>- Actions to combat climate change (own activities and low-carbon products)</li> <li>- The identification of the main items of scope 3 GHG emissions</li> <li>- Water management</li> </ul>
Total quantity of non-hazardous waste and recycled or recovered portion (t)	
Water consumption (m <sup>3</sup> )	
Energy consumption by type of energy and by use (MWh or m <sup>3</sup> )	
Breakdown of Scope 1 and 2 greenhouse gas emissions (teq. CO <sub>2</sub> )	
Scope 3 greenhouse gas emissions related to the transport of goods during freight forwarding services (teq. CO <sub>2</sub> )	
Scope 3 greenhouse gas emissions related to the combustion of petroleum products sold (teq. CO <sub>2</sub> )	

### 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 (%)	<ul style="list-style-type: none"> <li>- Measures for local communities</li> <li>- Actions concerning the cultural relevance of content</li> <li>- Measures related to dialogue with customers and users and their satisfaction with products and services</li> <li>- Actions to promote human rights, in particular compliance with ILO fundamental conventions</li> <li>- Initiatives to prevent corruption and tax evasion</li> </ul>

## 2. Bolloré Group duty of care plan

### 2.1. Introduction

#### 2.1.1. LEGAL CONTEXT

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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

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With an historical, long-term presence 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 Transportation 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 and systems solutions, Bolloré Group develops innovative and sustainable solutions to offer a response that is coherent vis-à-vis the challenges posed by climate change, particularly in terms of access to energy.

- Its Communication 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

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

- the subsidiaries of the Transportation and logistics activities, covered by the Bolloré Transport & Logistics division, which covers four business units (Bolloré Energy, Bolloré Ports, Bolloré Logistics, Bolloré Railways);
- the subsidiaries of the Electricity storage and systems activities, including the division Bretagne, 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 ethical measures 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 holdings: note that the Bolloré Group's duty of care plan does not apply to companies in which it holds a shareholding that does not give control within the meaning of article L. 233-16 of the 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 having all of its African plantations certified under 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, whose information is verified and audited annually by an independent third party. More than a reporting exercise, the Bolloré Group's non-financial performance statement 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.
- **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 whistleblowing system (developed below).

The ethical measures are 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 international conventions;
- the recommendations of the French Anticorruption 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 vigilance concerning working conditions and high standards of health and safety for all;
- preserving the environment through measurement of the impact of its activities and those of its business relationships as well as setting up actions to protect against and mitigate environmental risks;

- applying particular vigilance to safety conditions and respect for the fundamental rights of the users of the Group's products and services and people living near our sites of activity.

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. The Bolloré Group has identified its priorities for concentrating efforts in terms of action plans, geographic 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 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.

Since more than 96% of the Group's revenues represent B-to-B services (excluding communications) and not production activities intended for consumers, the issues of traceability of raw materials appear 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 required by the non-financial performance report and proposing a more detailed classification (see chapter 2 – 1.1.2. The Bolloré Group's non-financial risk mapping). Duty of care risks have been incorporated into the Group CSR risk

universe, listed by the members of the management 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 NFPS RISKS AND DUTY OF CARE CROSS-REFERENCE TABLE**

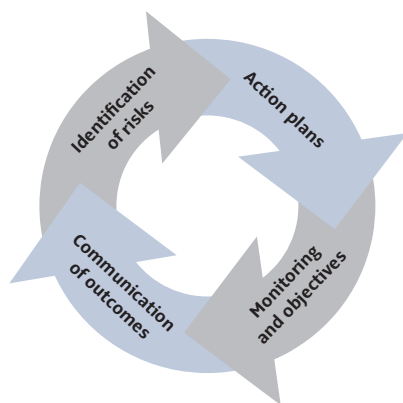
Categories of duty of care risks (duty of care plan)	Description of the risk	Risks identified in the Bolloré Group's non-financial risk mapping (NFPS)	Risk governance
<b>Health and safety</b>	These risks refer to issues relating to safe and decent working conditions: accident prevention, provision of appropriate equipment and training to perform work safely, and guarantee a working environment based on health and safety standards. 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 handling 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	Executive Management
		Attracting and retaining skills	QHSE Departments
		Working conditions and social dialogue	HR Departments
<b>Environment</b>	Group activities can have multiple impacts on the environment: water, ground and air, and sound and light pollution, direct or indirect greenhouse gas emissions. Since the Transportation 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	Executive Management QHSE Departments CSR Departments
		Climate change risks and opportunities	
<b>Human rights and fundamental freedoms</b>	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 dialogue, 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 will also to formalize a procedure for refining the identification of these risks for its entities and identify a priority framework, detailed in the duty of care plan. (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	Executive Management QHSE Departments HR Departments CSR Departments Compliance Department and Ethics contacts
		Health and safety of employees and third parties	Human Rights Steering Committee

**2.2.2.2. ASSESSMENT PROCEDURES, MONITORING OF PERFORMANCE AND OF THE 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 studied internally with a view to constant improvement and performance monitoring, the most relevant data are published in the NFPS, which presents the risk control

frameworks (description, policies and action plans implemented, indicators) in detail. The collection process, updated by the integration of additional indicators, is optimized each year. Annual external audits related to the NFPS 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.

**IMPLEMENTATION OF DUTY OF CARE CYCLES**



When it built its duty of care system, 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 the four phases of implementing duty of care: identifying the risks, developing associated action plans, monitoring these action plans and setting targets, and reporting the outcomes of the procedures in use. This methodology is reflected in the management of CSR risks presented in the NFPS (description of risks, policies implemented, indicators, etc.).

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 below, using various examples. In addition, the preparation, implementation and roll-out of its whistleblowing system equip the Group with new tools to manage its duty of care approach and measure the performance of its approach.

### ESTABLISHING A WHISTLEBLOWING AND REPORTING SYSTEM

In 2018, the Compliance Department, 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 alert system has been the subject of consultations with the employee representative bodies to adapt to the CNIL reference standard relating to the processing of personal data intended for the implementation of a professional whistleblowing alerts system.

Its deployment and the processes for collecting and handling alerts are explained in the alert procedure, available on the Group's website.

Whistleblowers' alerts are processed at the head office level and overseen by the Chairman of the Ethics, CSR and Anticorruption Committee, which carries

out its mission independently. Submitting an alert is available to everyone. The mechanism allows any Bolloré Group employee, commercial partner or any person 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 GEOGRAPHIC 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 geographic area on which it concentrates its actions for the exercise of its duty of care. Historically focused on 25 countries in Sub-Saharan African, this area was defined based on representativeness criteria (staff, Group activities) and on the basis of the human development index of the countries concerned.

In 2021, the human rights risk mapping approach made it possible to update this geographic area, and to identify a priority scope of 48 entities and a reinforced duty of care scope of 13 entities, spread across 29 countries, 22 African and Middle Eastern countries (Angola, Benin, Cameroon, Nigeria, Gabon, Guinea, Sierra Leone, Madagascar, Uganda, Central African Republic, Malawi, Mali, Angola, Chad, Morocco, Niger, Republic of Côte d'Ivoire, Burundi, Republic of Congo, Zimbabwe, Gambia, Lebanon, Sudan), 6 Asia-Pacific countries (Malaysia, Indonesia, Vietnam, Philippines, Timor, Cambodia) and Mexico.



## 2.3. Report on implementation of the duty of care plan

The report on the Bolloré Group's 2021 duty of care plan is divided into several areas:

- infographic on the implementation of the Bolloré Group duty of care plan;
- duty of care approach on human rights issues within our activities;
- duty of care approach in the supply chain;
- illustration of the Group's duty of care cycle approach;
- table of duty of care indicators.

### 2.3.1. INFOGRAPHIC ON THE IMPLEMENTATION OF THE BOLLORÉ GROUP'S DUTY OF CARE PLAN

	2017 to 2020	2021
<b>Risk mapping</b>	<p><b>In 2017:</b> 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)</p> <p><b>In 2019:</b> Bolloré Transport &amp; Logistics (BTL) pilot mission in Republic of Côte d'Ivoire. Interviews were organized with local teams to raise awareness among the departments on duty of care issues, and gather information on practices and processes deployed in the field</p> <p><b>In 2020:</b> establishment of a Steering Committee. Drawing up a map of BTL human rights risks through a questionnaire, including an analysis by geographic criteria</p>	<p><b>On direct activities</b></p> <ul style="list-style-type: none"> <li>Finalization of Bolloré Transport &amp; Logistics human rights risk mapping following the launch of the human rights questionnaire announced in 2020. This exercise resulted in the identification of a priority scope, including a number of entities requiring enhanced vigilance</li> </ul> <p><b>Within the supply chain</b></p> <ul style="list-style-type: none"> <li>Development and configuration of an assessment tool to evaluate the degree of care to be provided for suppliers and subcontractors. The approach has been completed on ethical and anticorruption issues: work is expected to continue in 2022-2023 on other duty of care issues</li> </ul>
<b>Actions implemented</b>	<p>Formalization of CSR risk management frameworks (policies, action plans and indicators) within the NFPS and organization of control workshops with risk bearers to ensure monitoring</p> <ul style="list-style-type: none"> <li><b>In 2017:</b> development of the duty of care cycle approach</li> <li><b>In 2019:</b> formalization of the Group's ethical measures and alert system</li> <li><b>In 2020:</b> development of Group objectives by risk, validated by the Ethics, CSR and Anti-corruption Committee</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>Group environmental risk management framework (see chapter 2 – 1.2.3. Innovating in response to major environmental challenges)</li> <li>Development of the climate strategy and carbon review in 2021</li> </ul> <p><b>Health and safety</b></p> <ul style="list-style-type: none"> <li>Group health and safety risk management framework (see chapter 2 – 1.2.1. Uniting and protecting people, the company's greatest strength), applicable to both direct employees and employees of subcontractors</li> <li>Development and enhancement of certifications for our activities</li> </ul> <p><b>Ethics and human rights</b></p> <ul style="list-style-type: none"> <li>Group social risk management framework</li> <li>Group human rights risk management framework</li> <li>Societal risk management framework</li> <li>In 2019: Fformalization of the Human Rights Charter and a Group 2019-2020 action plan; awareness-raising conference for head office management</li> <li>In 2020: alidation and deployment of the Group's ethical measures (Ethics &amp; CSR Charter, Code of Conduct, Human Rights Charter, Diversity &amp; Inclusion Charter and Responsible Purchasing Charter) accompanied by an awareness-raising plan (including human rights e-learning)</li> </ul>	<p><b>E-learning awareness modules</b></p> <ul style="list-style-type: none"> <li>Translation of the human rights e-learning module (French, English, Spanish)</li> <li>Formalization and roll-out of an awareness module on the Group's Code of Conduct</li> </ul> <p><b>Risk mapping carried out within the scope of BTL</b></p> <ul style="list-style-type: none"> <li>Definition of a scope of 48 entities, across 29 countries, mainly in Africa, with particular duty of care for a panel of 13 entities</li> <li>Launch of the first corrective actions (strengthening the communication of charters and raising awareness of Group commitments, integration of commitments into HR processes, awareness campaigns, etc.)</li> <li>Identification of long-term actions in collaboration with the CSR and HR Departments of the subsidiaries</li> <li>These actions will be key areas of a new human rights action plan</li> </ul> <p><b>Continuation of a duty of care purchasing approach</b></p> <ul style="list-style-type: none"> <li>Creation of a "responsible purchasing" team</li> <li>Translation of the charters into Spanish, Italian and Portuguese</li> <li>Transposition of the Responsible Purchasing Charter and a CSR clause in the legal and procurement teams' processes</li> <li>Continued raising awareness of buyers in order to achieve the objectives set (see below)</li> <li>Continued work on risk mapping within the supply chain</li> </ul> <p>Illustration of the Group's approach through examples of 2021 duty of care cycles</p> <p><b>Enhanced duty of care indicators</b> (see 2.3.5. Table of duty of care indicators)</p>

<b>STATEMENT OF 2021 OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Continue to improve the ethical measures and develop coherent and shared commitments and tools</li> <li>• Publish an Ethics &amp; CSR Charter and a reinforced Code of Conduct in terms of human rights                             <ul style="list-style-type: none"> <li>→ These objectives have been achieved: the publication of the Ethics &amp; CSR Charter and the Code of Conduct, which sets out commitments that are aligned with the Group's CSR strategy, particularly with regard to human rights aspects and commitments, has strengthened the Group's ethical measures, which have been rolled out via a number of tools (newsletter, intranet, posters, awareness modules, etc.).</li> </ul> </li> <li>• Develop aligned initiatives in the field and relevant indicators                             <ul style="list-style-type: none"> <li>→ Objective partially achieved: new duty of care indicators have been identified (see table of indicators at the end of the plan), initiatives in the field have remained limited due to the public health situation.</li> </ul> </li> <li>• Continue campaigns to raise awareness and to train the teams of all the entities in the priority area                             <ul style="list-style-type: none"> <li>→ Objective partially achieved: 77% of Group employees followed the human rights module. As announced, an e-learning module addressing "duty of care" issues through the commitments of the Bolloré Group's Code of Conduct was rolled out in 2021 (93% of employees were made aware of this specific Code of Conduct module). These modules have been included in the mandatory training courses to be followed for all new arrivals with an email address.</li> </ul> </li> <li>• Implement a responsible purchasing strategy:                             <ul style="list-style-type: none"> <li>→ Objective achieved for central purchasing: preparation of a responsible purchasing charter, 100% of purchasing teams made aware of CSR and duty of care issues, formalization of a CSR clause. The approach was structured throughout 2021 and enabled the implementation of monitoring indicators concerning the deployment of the Responsible Purchasing Charter and the CSR clause.</li> </ul> </li> </ul>
<b>2022-2024 OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Extend the duty of care mechanism to external stakeholders</li> <li>• Work is underway and will continue in 2023.</li> <li>• Define an objective long-term trajectory                             <ul style="list-style-type: none"> <li>→ Objective partially achieved: short-term objectives have been set for each of the risks and a CSR roadmap has been formalized. The long-term trajectory will be developed after finalizing the climate strategy and updating the CSR risk mapping.</li> </ul> </li> <li>• Develop appropriate and objective action plans based on the results of the BTL human rights risk mapping                             <ul style="list-style-type: none"> <li>→ A new human rights action plan is being drawn up, based on the results of the BTL human rights risk mapping. It will be validated by the human rights Steering Committee in 2022.</li> <li>→ Work will continue to structure an approach adapted to local purchasing issues.</li> </ul> </li> <li>• Update the shared Group CSR and duty of care risk mapping</li> <li>• Strengthen the integration of socio-environmental issues in the mapping of supply chain risks</li> </ul>
<b>LONG-TERM OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Deploy a duty of care culture adapted to all business lines, responsibilities and potential risks</li> <li>• Formalize a stakeholder identification and dialogue approach</li> </ul>

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 APPROACH ON HUMAN RIGHTS ISSUES WITHIN OUR ACTIVITIES

The 2021 financial year was an opportunity for the Group to reinforce several aspects of its duty of care approach on human rights issues:

- raising awareness among all employees about human rights issues: through the Code of Conduct module, addressing human rights and presenting the

operation of the alert system (93% of employees informed) and through the specific human rights module (77% of employees informed);

- finalization of the human rights risk mapping initiated for Bolloré Transport & Logistics (157 entities, representing 32,674 employees in nearly 80 countries).

#### 2.3.2.1. HUMAN RIGHTS RISK MAPPING

In order to refine the identification of human rights issues within its activities, a human rights risk mapping approach has been developed and rolled out for Bolloré Transport & Logistics entities. This campaign was launched in 2020 for Bolloré Transport & Logistics, excluding Bolloré Energy (i.e. more than 90% of the division's workforce), as the human rights issue was not identified as a priority for this business unit within the scope of the CSR risk mapping in 2018. This scope represents 157 entities in 79 countries, with more than 32,600 employees.

The panel was surveyed on six topics: forced labor & modern slavery, working conditions & well-being, harassment & discrimination, child labor, health & safety, and relations with suppliers and subcontractors. The results obtained across these six themes were weighted by an index for human rights criticality, based on international standards<sup>(1)</sup>.

In 2021, the human rights Steering Committee, including the CSR contacts of the Group's divisions and subsidiaries, as well as the support functions (legal, human resources, purchasing, compliance, communications, etc.), focused on the analysis of the data collected, from which arose a new priority area:

- the identification of 48 priority entities (75% located on the African continent), of which 13 entities must be subject to enhanced due diligence;
- a good understanding of the challenges and the robustness of HR and QHSE processes in the field, enabling good management of social issues in the company (e.g. 100% of priority entities deploy processes specifically focused on verifying the age of employees when hiring);

- confirmation of areas for improvement within the scope of local purchasing: (popularization of charters to be improved and processes to be implemented with local suppliers).

In addition to confirming the priority duty of care scope, particularly with regard to activities carried out in Africa, this mapping of BTL's human rights risks also enabled:

- the launch of corrective actions with regard to the issues identified (e.g., roll-out of the diversity and inclusion awareness module among a panel of employees associated with specific business lines [human resources and top management] – in 2021, 86% of employees included in the priority scope followed the "diversity and inclusion" module, while only 16% of entities in this scope reported that they were deploying awareness on the issues of inclusion in 2020);
- the reporting of best practices (e.g., more than 90% of the entities surveyed use processes formalizing aspects relating to the prevention of modern slavery at the hiring phase);
- the strengthening of indicators illustrating the Group's control of these issues (see 2.3.5. Table of duty of care indicators);
- the identification of long-term projects (e.g., improving knowledge of local contexts centrally or harmonizing and strengthening local purchasing processes).

(1) Average of the benchmarks of the Human Freedom Index, the UN Human Development Index, the Global Slavery Index and the Global Freedom Score from the NGO Freedom House.

### 2.3.2.2. THE FUNDAMENTAL RIGHTS OF WORKERS

The Group is focusing its efforts on the implementation and deployment of measures to enable it to exercise reasonable duty of care with regard to employees, suppliers and subcontractors, in line with the measures in place

for its own employees. 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 people, the company's greatest

strength). In regions with particularly significant health challenges, due to lack of infrastructure, for example, the Group contributes to specific responsive actions (e.g., the fight against HIV, malaria, etc.). In 2021, more than 29,000 consultations were registered in Camrail's medical centers for local communities.

#### 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.

#### WORKING TIME AND PAID LEAVE

The Bolloré Group and its subsidiaries undertake to comply with local laws, and implement systems and measures to ensure the management of working hours and paid leave (remuneration of overtime, work, respect of break times,

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

#### EMPLOYEE REPRESENTATION

The Bolloré Group and its subsidiaries are committed to respecting social dialogue: compliance with national legislation on freedom of association, the right to collective bargaining, etc. In the event of restrictive legislation, the Group undertakes to enable employees to express their views and guarantee

the absence of discrimination of workers involved in such representative structures (see chapter 2 – 1.2.1.2.2. Promoting social dialogue and quality working conditions).

#### THE FIGHT AGAINST FORCED LABOR AND CHILD LABOR

In order to take into account the challenges raised by the diversity of legislative, economic and social contexts in its countries of operation, the Group prohibits the hiring of children under 15 years of age, and young people under the age of 18 for any type of work considered as "dangerous".

Through its sponsorship actions, the Group supports various associations and involves its subsidiaries and employees in projects that improve the economic and social situation of young people, thereby increasing access to education – an essential link in the fight against child labor.

The company's contribution to the UN's Sustainable Development Goals (SDGs), including access to education and training (SDG 4), forms the foundation of the Earthtalent by Bolloré action program.

In 2021, as part of its Earthtalent by Bolloré solidarity program, the Group supported 113 projects promoting education for nearly 9,000 beneficiaries; 51% of donations in 2021 were dedicated to young people.

These include the Anandan project in India, which gives 500 children in very precarious situations access to a quality educational program each year. More specifically, within the countries of the priority scope (see 2.3.2.1. Human rights risk mapping) there are a few examples that we would like to highlight:

- for the sixth year running, Bolloré Transport & Logistics Congo is supporting the NGO Action Solidarité Internationale (ASI), which provides care for highly vulnerable young girls in Brazzaville, and Pointe-Noire. Every year, the NGO supports more than 250 young girls with their social and professional reintegration, allowing them to gradually get off the streets;
- freetown Terminal supported 30 youth from the Seaside and Moa Wharf (shanty towns) communities by awarding them scholarships for further education at university;
- for the past two years, Bolloré Transport & Logistics Mozambique has been supporting Essor, an NGO helping nearly 600 young people from underprivileged areas of Beira and Maputo, offering them professional training combining technical skills, particularly in mechanics, and know-how, in order to facilitate their socio-economic integration.

#### THE FIGHT AGAINST ALL FORMS OF DISCRIMINATION<sup>(1)</sup>

The Bolloré Group prohibits any discrimination against workers on grounds such as ethnicity, sex, religion, political opinion, sexual orientation, national or social origin harming collective cohesion. In particular, gender equality in the workplace is identified as a lever for transformation, with the potential for change across all of the Group's divisions: in 2021, the percentage of female managers increased by 11% compared to 2020, and the rate of women trained rose by 67%.

• **Development of a dedicated tool:** in order to disseminate best practices and ensure compliance with the principles of diversity and inclusion, a special tool was developed in 2020. Initially designed as a tool designed to help with recruitment, the approach was restarted and enhanced in 2021 to produce a more comprehensive tool, including all internal processes and guidelines as well as the Group Charters. Launched in the first half of 2021, this tool is now intended for the entire HR network and will enable the

relaying and proper appropriation of Group commitments and processes to be improved.

- **Roll-out of a diversity awareness campaign:** the fight against discrimination relies, in particular, on raising awareness among all employees. A diversity e-learning module was developed in 2020, consisting of several modules on various topics, aimed in particular at HR Department employees, and all managers and departments. In 2021, this initiative was extended to the Group scope (holding company, Bretagne division, Blue Systems) (see 2.3.5. Table of duty of care indicators). These modules will continue to be rolled out in 2022.
- 69% of employees registered followed the diversity and inclusion awareness module.
- 74% of employees registered, associated with the human resources business lines, followed the diversity and inclusion awareness module.

(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).



### 2.3.3. DUTY OF CARE APPROACH 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, efforts to refine risk mapping within the supply chain in collaboration with the CSR officers of the purchasing teams are continuing, supervised by the responsible Purchasing Department, created in 2021.

#### 2.3.3.1. STRUCTURING OF THE DUTY OF CARE APPROACH WITHIN THE BOLLORÉ GROUP PURCHASING DEPARTMENT

In accordance with the commitments expressed in the last duty of care plan, the CSR Department has organized a project to formalize its "duty of care purchasing" approach, jointly with the Compliance Department and the Group 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.

#### THE GROUP RESPONSIBLE PURCHASING CHARTER

Developed and signed by the Group Purchasing director in 2020, the Responsible Purchasing Charter forms the basis of the duty of care approach to be rolled out across the supply chain. This charter is part of the Group's ethical measures 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 dialogue,

reciprocity and support with its suppliers and subcontractors. Available on the website, this charter – which was translated into several languages (Spanish in 2020, and Italian and Portuguese in 2021) – is systematically transmitted in the context of new commercial relations.

Distribution indicators:

- the Responsible Purchasing Charter was sent to the entire supplier database and all new suppliers;
- more than half of the charters sent were returned signed as part of the new 2021 contracting phase.

#### DEPLOYMENT OF THE 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 measures 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.

In the context of contractualization with all new suppliers, the transmission of our commitments (Charters, etc.) and the integration of our CSR clause is systematically addressed and integrated into the processes.

In order to optimize the smoothest and most efficient implementation of the Group's commitments, projects continued in 2021, in collaboration with the purchasing teams and in-house lawyers to ensure that these tools are used properly, and resulted in the development of guidelines to support the teams in charge of negotiating the inclusion of the CSR clause.

In 2021, 82%<sup>(1)</sup> of new supplier contracts included a CSR clause and a compliance clause. In order to target suppliers for which the business relationship is not formalized by means of a contract, the Group uses a document platform tool. Contributing to the referencing, this tool facilitates the management of all documents relating to purchasing processes and the transmission of specific conditions incorporating aspects of the compliance and CSR clauses to this category of suppliers. The tool has been rolled out for all central purchasing, excluding road freight purchasing, and is currently being implemented for production purchasing related to battery activities.

#### GROUP PURCHASING RISK MAPPING

Since 2017, the Compliance Department has been working on the implementation of a dedicated methodology for mapping corruption risks in the supply chain. In 2021, a policy for assessing the integrity of suppliers and subcontractors was formalized and rolled out. This policy describes 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 Transportation and logistics activities initially. This thus enables classification into four types of risk: minor, moderate, high and major, and details the actions and procedures to be applied according to the risk category.

While it focuses specifically on responding to corruption issues, it is a shared approach under theegis of ethics and human rights. As it can lead to circumvention of or disregard for laws and regulations protecting social or environmental rights, corruption can have a significant impact on people's ability to exercise their fundamental rights. Combating corruption thus contributes to safeguarding human rights.

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.

#### 2.3.3.2. REPORT ON THE DUTY OF CARE APPROACH WITHIN THE GROUP SUPPLY CHAIN

While adhering to Group values and the commitments in its ethical measures 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 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.

(1) Indicator on new supplier contracts based on the "moderate" classification of the anticorruption risk mapping.

## 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

Digital Infra and Applications, service & facilities, Mobility (vehicles, business travel, telephony), and MICE (meeting, incentives, conferencing, exhibitions).

### 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 20 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.

### Indicators

(in percentage)	2021	2020
Percentage of employees in the general purchasing team who have followed the human rights module	100	62
Percentage of employees in the general purchasing team who have followed the code of conduct module	100	NA
Percentage of suppliers who received the compliance pack (Charters + Code of Conduct)	100	NA
Percentage of new suppliers who have returned the signed purchasing charter	73	NA
Percentage of new suppliers whose contract includes the CSR and compliance clause <sup>(1)</sup>	47	NA
Percentage of strategic suppliers who have undergone an EcoVadis assessment	82	NA
Percentage of suppliers who have received a corrective action plan from among the identified panel	50	NA

(1) This indicator includes suppliers without a contractual relationship but one that is formalized through specific processes such as mutual recognition agreements, including the commitments specified in the clauses.  
 NA: not applicable.

### Actions completed in 2021

- Awareness and training of all buyers on the issues surrounding duty of care: the responsible Purchasing Department deploys monitoring processes to ensure that employees are trained in compliance and CSR as soon as they are integrated.
- Identification and referencing of strategic suppliers on the EcoVadis assessment platform:
  - 76% of listed strategic suppliers were assessed;
  - 34% of the strategic suppliers assessed have a rating above 64/100 (a rating of 65/100 corresponding to an advanced level of performance);
  - suppliers with a rating of less than 45 are sent a CAP (corrective action Plan): in 2021, 26 strategic suppliers were contacted as part of this improvement process;
  - in 2021, 13 strategic suppliers did not wish to submit to the EcoVadis assessment.
- Inclusion of the CSR clause in general purchasing processes: the responsible Purchasing Department trains the teams in applying the new supplier creation procedure, which provides for the signing of the charters and the insertion of clauses systematically (both within the Bolloré and Vivendi scope).

### Actions underway

- Reminders are organized and negotiations are under way to encourage all suppliers to undergo a CSR assessment.
- On the basis of the panel identified, production of a questionnaire by subcategory, prioritizing service & facilities purchasing in the area of human rights, as well as travel in terms of environmental aspects: project planned for 2021-2022.
- Integrate CSR performance indicators in annual appraisals for non-production purchasing team employees.
- Continue efforts to have 85% of strategic suppliers assessed and 80% of responsible purchasing charters signed by EcoVadis listed suppliers.

## 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. With regard to road transport, many African territories have limited infrastructure. This is why 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, referencing difficulties, etc.).

### Specific duty of care process

Introduction of a due diligence procedure (including the provisions of the Sapin II law and the duty of care plan) for major suppliers in the sea and air transport sector: requirement of a commitment of compliance with documents setting out Group ethical measures and monthly business reviews which include contractual environmental requirements. A CSR questionnaire has also been developed specifically for the activities of the freight forwarding, including environmental criteria.

With regard to suppliers of road transportation services, the teams are continuing their efforts to reference all service providers in a dedicated tool, through a questionnaire incorporating ethical, sustainable development and QHSE aspects, as well as the submission of supporting documents.

### 2021 action and actions underway

- More than 90% of sea and air freight are subject to full compliance referencing: efforts are continuing to integrate road freight.
- Development of a sustainable offer for sea freight purchasing.
- Implementation of an SAF (sustainable aviation fuel) offer for air freight purchasing.

## Indicators

(in percentage)	2021	2020
Percentage of employees in the freight purchasing team who have followed the human rights module	100	45
Percentage of employees in the freight purchasing team who have followed the code of conduct module	100	NA
Percentage of suppliers who received the compliance pack (Charters + Code of Conduct)	100	NA
Percentage of new suppliers who have returned the signed purchasing charter	45	NA
Percentage of new suppliers whose contract includes the CSR and compliance clause <sup>(1)</sup>	87	NA

(1) This indicator includes suppliers without a contractual relationship but one that is formalized through specific processes such as mutual recognition agreements, including the commitments specified in the clauses.  
 NA: not applicable.

## 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 which may vary considerably from one territory to another.

### 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 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.).

### 2021 actions

- Training of and raising awareness of teams: organization of a webinar in January 2021 to raise awareness among local contacts (Haiti, Guinea, Senegal, Republic of Côte d'Ivoire, Ghana, Democratic Republic of the Congo, Benin, East Timor) on the human rights issues associated with construction activities.
- Systematization of social and environmental impact studies upstream of construction projects for which this type of study is relevant.
- The duty of care risk identification pilot project by territory has been put on hold and will be adapted and taken over by the responsible Purchasing Department, which was formed in 2021.
- Since construction and infrastructure purchases are associated with major human rights issues, it is particularly within this purchasing family that a specific duty of care has been deployed. For example, in 2021, as part of the construction of the new CIT terminal in Republic of Côte d'Ivoire, the working conditions of the employees of the companies providing the works were monitored daily throughout the year. Incorrect or non-application of Group requirements may lead to breach of contract and the selection of a new service provider. Various audits were carried out in the field, and led to the adoption of specific measures by the subcontractor (improvement of reception facilities, sanitary facilities, changing rooms, investments in equipment).

## Indicators

(in percentage)	2021	2020
Percentage of employees in the infrastructure & real estate purchasing team who have followed the human rights module	100	84
Percentage of employees in the infrastructure & real estate purchasing team who have followed the Code of Conduct module	100	NA
Percentage of suppliers who received the compliance pack (Charters + Code of Conduct)	100	57
Percentage of new suppliers who have returned the signed Purchasing Charter	100	NA
Percentage of new suppliers whose contract includes the CSR and compliance clause <sup>(1)</sup>	100	13

(1) This indicator includes suppliers without a contractual relationship but one that is formalized through specific processes such as mutual recognition agreements, including the commitments specified in the clauses.  
 NA: not applicable.

## 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.

### 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 Bretagne division, whose purchasing policy includes environmental criteria.

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 measures and responsible purchasing approach, special duty of care is given to the supply of lithium. The accreditation process for the selection of lithium suppliers is structured in several stages, which can take up to two years. Suppliers must complete several questionnaires, comprising non-financial aspects (human rights, environment, ethics, health and safety). The Bretagne division is sourcing from three suppliers, but more than 80% of the supply comes from one of the market leaders, guaranteeing the traceability of minerals (mostly from

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.

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.

### 2021 actions and underway

- Training and raising awareness of teams.
- Organization of working meetings to determine industrial purchasing sub-categories and refine risk mapping: work continues in 2022 to establish due diligence procedures specific to the supply of raw materials for battery activities (including the formalization of specific supplier assessment questionnaires).

### Indicator

(in percentage)	2021	2020
Percentage of employees in the industrial purchasing team who have followed the human rights module	100	53
Percentage of employees in the industrial purchasing team who have followed the Code of Conduct module	100	NA
Percentage of suppliers who received the compliance pack (Charters + Code of Conduct)	100	NA
Percentage of new suppliers who have returned the signed purchasing charter	82	NA
Percentage of new suppliers whose contract includes the CSR and compliance clause <sup>(1)</sup>	62	NA

(1) This indicator includes suppliers without a contractual relationship but one that is formalized through specific processes such as mutual recognition agreements, including the commitments specified in the clauses.  
 NA: not applicable.

## 2.3.3.3. OBJECTIVES

### FIXED OBJECTIVES IN THE 2020 DUTY OF CARE PLAN REPORT

- Continue to roll out the human rights awareness module to train 100% of the purchasing teams centrally in 2021 and ultimately with local teams.
- Objective achieved: all of the central purchasing teams were made aware of human rights and anticorruption issues. Local teams were made aware of the launch of Group modules, which are mandatory for all employees: efforts will be made to identify a specific indicator.
- 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.
- Objective partially achieved: the Responsible Purchasing Charter has been sent to all new suppliers. The inclusion of the Group CSR clause is part of the

processes and is systematically negotiated with suppliers. In 2021, more than 80% of new contractual relationships incorporated the CSR clause. The purchasing teams will continue their efforts to increase the integration rate.

- 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.
- Objective not achieved and carried over to 2022: the Group's suppliers and subcontractors are nevertheless subject to ethics and anticorruption risk mapping.

### NEW TARGETS

- Global objectives:
  - increase the inclusion rate of CSR clauses and the return of the signed responsible purchasing charter;
  - ensure that 100% of new arrivals in purchasing teams follow the human rights awareness module.
- On non-production purchases:
  - deploy CSR indicators within the annual assessment of the buyers in the non-production team;
  - achieve an evaluation rate of 85% for strategic suppliers referenced on EcoVadis;
  - continue efforts to achieve a return rate of 80% for the responsible purchasing charter for strategic suppliers assessed on EcoVadis.
- On production purchases:
  - formalize a specific duty of care approach on the supply of raw materials;
  - roll out the document collection platform tool within the scope of production purchases.

### 2.3.4. DUTY OF CARE CYCLE APPROACH

The duty of care cycle approach (see 2.2. Methodology) explains the methodology used by employees to manage identified risks. 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). Since 2017, the Bolloré Group has illustrated its duty of care through various examples of cycles:

Duty of care cycles highlighted in 2017	B-to-B health risks on port and rail activities Environmental risks at Bolloré Energy's hydrocarbon storage sites
Duty of care cycles highlighted in 2018	Management of serious accidents
Duty of care cycles highlighted in 2019	Diversity and inclusion
Duty of care cycles highlighted in 2020	Procedures for storing and transporting hazardous materials

This year, the duty of care cycles selected and updated are:

- duty of care cycle in response to the public health crisis;
- mining duty of care cycle.

#### 2.3.4.1. DUTY OF CARE CYCLE IN RESPONSE TO THE PUBLIC HEALTH CRISIS

##### RISK IDENTIFICATION

**Activities:** all Bolloré Group employees and business lines.

**Countries identified:** the entire Group scope of operation.

**Risks:** a highly localized, emerging infectious disease in the first few months of 2020, the SARS-CoV-2 coronavirus outbreak spread worldwide to become a pandemic, requiring the implementation of specific measures 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: 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.

- 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;
- roll-out of Covid-19 vaccination campaigns for employees and third parties, notably in Kenya, Ghana and Senegal (representing approximately 700 employees) and certain countries in the MESA region;
- organization of free screening campaigns.

##### 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, provision of free food routing, fundraising, etc.) (see chapter 2 – 1.2.4. Committing over the long term to regional development).

##### Bolloré Energy specificities

Bolloré Energy's mobilization during this public health crisis has made it possible to ensure the supply of non-road diesel to agricultural companies, who were particularly sought-after in order to meet the food needs of the population (see chapter 2 – 1.2.1. Uniting and protecting people, the company's greatest strength).

Implementation of PEPA bonuses (exceptional purchasing power premium) for the jobs of driver-deliverers and heating service technicians.

##### Example of flagship actions rolled out by Bolloré Transport & Logistics in 2021

- Bolloré Transport & Logistics Congo: organization of an awareness-raising session for more than 650 employees, and a vaccination campaign that targeted more than 2,500 people (direct employees, beneficiaries, subcontractors).
- Bolloré Transport & Logistics Kenya: more than 500 employees received a first dose.
- Bolloré Transport & Logistics Senegal: in partnership with the Hann-Bel-Air health center, the entity has facilitated immunization operations for the benefit of its staff, which enabled the company to target 243 employees.
- Bolloré Transport & Logistics Côte d'Ivoire: donation of a mobile dispensary for testing and equipment to the Institut national d'hygiène publique and Institut Pasteur (hand gel, masks, food) and vaccination campaign targeting more than 930 people.

##### Bolloré Ports & Railways specificities

- Large-scale vaccination campaign for employees and subcontractors, on a voluntary basis (78% of Bolloré Ports employees are vaccinated), carried out in consultation with the health authorities of the countries concerned.
- Continuation of educational work with employees: reminder of recommendations to be followed, barrier measures, wearing masks, social distancing, etc.

##### Bolloré Logistics specificities

The Group's freight forwarding 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 transportation operations management tools);



### 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 system and Touchless Solution, software that allows the use of equipment (terminals, transport ticket distributors) without having to touch them, by EASIER;
- 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);
- In 2021, the measures taken at Automatic Systems and IER enabled all sites to continue their activities without closure.

### 2.3.4.2. DUTY OF CARE CYCLE FOR BOLLORÉ LOGISTICS' MINING ACTIVITIES

The Bolloré Group does not carry out mining activities. Nevertheless, in line with its commitments, as part of its Transportation 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 part of the energy logistics sector, of which it accounted for 4.5% in 2021.

**Countries identified:** in line with the prioritization methodology set out in the duty of care plan, the countries located within the duty of care geographic area were identified as priorities (Democratic Republic of the Congo, Zambia,

#### 2021 indicators

Bolloré Transport & Logistics	81 sponsorship projects dedicated to Covid have been organized since 2020, with more than 10,000 beneficiaries
Bolloré Logistics	Mandated by the United Nations Children's Fund (Unicef), the teams transported nearly 500,000 doses of vaccines in syringes in Republic of Côte d'Ivoire
Bolloré Ports	78% of staff and 3,298 subcontractors have been vaccinated since 2020

Rwanda, Burundi, Tanzania, Senegal, Burkina Faso, Ghana, Republic of Côte d'Ivoire and Mauritania).

**Risks:** Bolloré Logistics does not carry out any ore mining activities but is required to carry out transportation 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 Transportation and logistics activities related to minerals 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 transportation activities, cover all of the issues identified:

- Charters of the Group's ethical measures: Ethics & CSR Charter, including the Human Rights Charter, the Diversity & 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 Carrier's 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's Code of Conduct;
- conflict minerals policy.

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 transportation and storage
ISO 45001	Workplace health and safety management
SQAS	Quality, safety and environment systems related to the transportation of dangerous goods
ISO 14001	Environmental management
TAPA FSR C	Warehouse security

#### 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 Transportation 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 transportation subcontracting contracts listing the minimum expected commitments from subcontractors (subcontracted road transportation requirements);
- the inclusion of the Carrier's Charter, reiterating the required and expected supporting documents from service providers, and detailing the 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 resource for strengthening processes under the duty of care/CSR.

**• 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 transportation 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 duty of care depending on the steps**

Specific duty of care is ensured at each stage of the activity, taking into account the challenges associated with the import and export phases of mining activities, respectively:

- the construction phases (import);
- the transportation phases of raw materials (exports) such as copper, mining equipment and extractive chemicals such as cyanide.

**Import phase**

**Preparation of the mineral export phase**

In line with its commitments, the Group considers that its responsibility begins once a project is identified. 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 duty of care: tantalum, tin and tungsten, grouped under the name of "3Ts 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).

**Organization of the export of minerals**

In order to guarantee and implement the highest standards of health, safety and human rights expected in its logistics activity, the Group only deals with ITSCI member partners, a traceability program that complies with the OECD Guidelines on responsible mineral supply chains, which seeks to avoid conflict financing, human rights violations or other risks such as corruption in mineral supply chains, to address the blood minerals problem – particularly in the Great Lakes region.

**Deploying due diligence vis-à-vis customers or calls for tenders in 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.

**Health, safety and environment risk reduction measure**

As part of its logistics activities, the transportation 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 2021, five Group entities (BTL Burkina, BTL Côte d'Ivoire, BTL Ghana, BTL Senegal and Sogeco Mauritanie) had ICMC certification for cyanide transportation. 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, with the most recent audit carried out in 2021. 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 transportation of cyanide are required to attend the training.

**Consultation and dialogue 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 dialogue. In the interest of continual improvement, the members of the ITSCI, of which the Bolloré Group itself is a member, meet annually at the OECD premises, as part of conferences and exchanges of best practices to control the risks associated with 3Ts ores.

**Mining duty of care cycle indicators**

	2021	2020	2019
Number of accidents related to the transportation of hydrogen cyanide	0	0	0
Number of accidental spills	0	0	3
Number of violations found in ICMC third-party inspections	0	NA	0

NA: not applicable.

### 2.3.5. TABLE OF DUTY OF CARE INDICATORS

The data presented in the table is intended to illustrate the performance of the Group's reasonable duty of care approach in the identified priority geographic area (see 2.2. Methodology) and is used to guide the choices of action plans to be implemented.

- The scope of the human rights mapping campaign includes 157 entities, in 79 countries<sup>(1)</sup>, with a workforce of 32,674 employees.
- The priority scope comprises 48 entities, located in 28 countries (75% in Africa), representing 6,503 employees.
- The enhanced due diligence scope of 13 entities representing 1,409 employees.

	Scope of the human rights mapping campaign	Priority scope	Enhanced due diligence scope
<b>Health and safety issues</b>			
Proportion of employees eligible for social security coverage	95%	97%	100%
Proportion of entities where health coverage extends to employees' beneficiaries	87%	94%	92%
Proportion of entities where health insurance is not a legal requirement	48%	42%	38%
Proportion of entities where the health coverage is more favorable than required by law <sup>(1)</sup>	95%	94%	100%
Proportion of employees eligible for regular medical check-ups provided by the company <sup>(2)</sup>	89%	94%	96%
Proportion of entities where medical services are offered to employees free of charge	76%	78%	83%
Severity rate of workplace accidents for employees (x1,000)	0.13	0.06	0.19
Frequency of workplace accidents for employees (x1,000,000)	3.45	1.42	1.97
Hours of HSE training for employees	59,336	23,572	3,505
<b>Environmental issues*</b>			
Proportion of entities having an environmental policy	85%	88%	60%
Proportion of entities having put in place environmental prevention measures after mapping environmental risks or doing an environmental analysis	86%	100%	NA
Proportion of entities that have not carried out risk mapping but are implementing environmental actions	53%	73%	20%
<b>Human rights issues</b>			
– Diversity and inclusion issues			
Proportion of women recruited/total recruitment on permanent contracts	45%	37%	28%
Proportion of women having taken at least one training course <sup>(3)</sup>	93%	86%	66%
Proportion of registered employees who followed the diversity and inclusion awareness module	74%	86%	NS
Proportion of male managers/total men	17%	14%	10%
Proportion of female managers/total women	16%	18%	15%
– Social dialogue issues			
Number of collective bargaining agreements signed	116	30	10
Proportion of employees covered by union representation and/or other employee representation	78%	81%	84%
Proportion of entities implementing measures specifically dedicated to improving employee expression**	97%	96%	92%
– Issues surrounding working conditions			
Proportion of entities implementing measures specifically dedicated to improving working conditions**	98%	98%	100%
Proportion of entities deploying processes to check the age of employees when hiring** <sup>(4)</sup>	97%	100%	100%
Proportion of entities ensuring the payment of salaries on a regular basis**	100%	100%	100%
– Local impact issues			
Proportion of managers hired locally	92%	85%	70%
Number of school partnerships	206	30	6
Number of interns and work-study program students	2,248	254	15
Proportion of employees having taken at least one training course	77%	65%	61%
Percentage of fixed-term contracts converted into permanent contracts/total recruitment on permanent contracts	19%	33%	33%
Number of societal actions implemented	339	89	29
Beneficiaries	55,901	9,273	327
Number of patronage projects dedicated to youth	149	32	12
Beneficiaries	29,960	3,799	302
Number of youth patronage projects specifically focused on education	30%	71%	100%

\* Environmental indicators are taken from the CSR reporting campaign, and relate only to the entities subject to this reporting year – see methodology note on CSR reporting.

\*\* Indicators taken from the human rights risk mapping process.

(1) Includes entities where health insurance is not a legal requirement.

(2) Includes any employee who has access to a medical check-up through the company, even if not made use of during the year.

(3) Women trained/Total women.

(4) Entities reporting that they do not have specific processes to check the age of employees when hiring are located in OECD countries where the child labor is not an issue.

(1) Angola, Argentina, Australia, Bangladesh, Belgium, Benin, Botswana, Brazil, Brunei Darussalam, Burkina Faso, Burundi, Cambodia, Cameroon, Canada, Central African Republic, Chad, Chile, China, Congo, Comoros, Republic of Côte d'Ivoire, Czech Republic, Denmark, Djibouti, Equatorial Guinea, France, Gabon, Gambia, Germany, Ghana, Guinea, India, Indonesia, Italy, Japan, Kenya, Lebanon, Liberia, Luxembourg, Madagascar, Malaysia, Malawi, Mali, Mexico, Morocco, Mozambique, Myanmar, Namibia, Niger, Nigeria, Netherlands, New Zealand, Norway, Pakistan, Philippines, Poland, Portugal, Qatar, Republic of Congo, Rwanda, Senegal, Sierra Leone, Singapore, Somalia, South Africa, South Korea, Spain, Sudan, Switzerland, Taiwan, Tanzania, Thailand, East Timor, Uganda, United Kingdom, USA, Vietnam, Zambia, Zimbabwe.