

2014 | BOLLORE

CORPORATE SOCIAL RESPONSIBILITY
REPORT

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MESSAGE FROM THE CHAIRMAN

2014 was dominated by the launch of a major rail project in West Africa. A 2,700 km railroad line will link the cities of Abidjan, Ouagadougou, Niamey and Cotonou, helping spur economic development in the region. This project is more than a simple railroad. Our Group is also installing clean and renewable electricity generation and storage facilities along the route: the Bolloré Group's LMP® batteries coupled to solar panels will bring electricity to off-grid locations and create Bluezones, living spaces where the population can access not just electricity, but also clean drinking water, the internet and other services.

We have also continued to develop car-sharing solutions for electric vehicles in France and internationally, including the launch of a service in Indianapolis in 2014.

As you will see, energy access and the development of car-sharing solutions have been a big part of the story this year, but our traditional activities, transportation and logistics, are also at the forefront of developments in the field.

Like all our competitors, we have to anticipate the impact of not only technological advances, but also the effects of climate change on our activities.

We have decided to reorganize our transportation activities to develop synergies among our subsidiaries, optimize service to our clients and reduce our environmental footprint to the maximum possible extent.

I would like to finish by thanking all of our employees, throughout the world, for their courage in rising to meet new challenges, in France and internationally, and for helping to bring people closer together through their commitment.



“OUR STRATEGY IS BASED ON RESPECT AND SHARED VALUES, THE TRANSMISSION OF OUR SKILLS AND A CONTINUOUS COMMITMENT TO INNOVATE AND CREATE SUSTAINABLE LOCALLY-EMBEDDED BUSINESSES.”

VINCENT BOLLORÉ

THE GROUP'S CORPORATE SOCIAL RESPONSIBILITY STRATEGY

FOUR STRATEGIC DRIVERS

SHARING THE SAME BUSINESS ETHICS

A COMMITMENT TO AND FOR EMPLOYEES

PRODUCING AND INNOVATING SUSTAINABLY

TAKING ACTION FOR LOCAL DEVELOPMENT



The CSR report details the specific commitments made by the divisions as well as the associated action plans. This report illustrates the diversity of the Group's business lines. The Group's CSR policy is set out in detail in chapter 17 of the registration document.

In 2014, the Bolloré Group developed a structure for its corporate social responsibility strategy by establishing common social, environmental and societal commitments to each one of the Group's activities.

SOCIAL

- Ensuring safety and looking after the health of all employees.
- Anticipating changes in the business lines, developing skills and promoting local talent.
- Supporting organizational changes and encouraging mobility within the Group.
- Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers.
- Encouraging social dialog with the workforce, employee involvement and engagement.

ENVIRONMENT

- Integrating environmental performance in the Group's overall strategy.
- Preventing and reducing the impact of our activities.
- Innovating to anticipate new environmental requirements.

SOCIETAL

- Establishing a relationship built on trust with stakeholders.
- Strengthening the local presence of the Group's activities.
- Promoting the social commitment of employees.

2015 FOCUS AREAS:

- extension of the ISO 26000 certification process, begun in 2014 at nine Bolloré Logistics pilot sites;
- promotion of the environmental best practices put in place by QHSE departments in each division, in coordination with the global climate change conference (COP 21);
- development of a specific human rights policy;
- continuation of work begun in 2013 on measuring the Group's social and economic footprint;
- mapping local stakeholders;
- and evaluating sub-contractors and labeling schemes for suppliers.

GROUP GOVERNANCE

The Group's internal control system is based on the following principles:

- separation of the operating and finance functions to ensure independent control;
- independent divisions which have established an appropriate control and risk management system for their specific needs;
- a reference framework with clear accounting, financial and control procedures, available to all operating divisions on the Group intranet.

The Board of Directors and senior management of the Group's parent company ensure the effectiveness of the internal control and management systems implemented within the various divisions. They are supported by the results, audit and risk committees (see registration document for details on the governance bodies and for Board member profiles).

MILESTONES IN OUR CSR STRATEGY

2000

Group Ethics Charter.

2003

Membership of the Global Compact.

2005

Creation of the network of sustainable development correspondents.

2008

Code of Business Conduct for the companies in the two Transport divisions.

2009

Group Values Charter.

2010

Introduction of CSR action plans by the divisions.

2012

Mapping of the issues and challenges facing each division.

| GROUP PROFILE

**FOUNDED IN 1822, THE BOLLORÉ GROUP IS AMONG
THE 500 LARGEST COMPANIES IN THE WORLD.**

—

A publicly-traded company, it is still majority-
controlled by the Bolloré family.

The stability of its shareholding structure allows
it to make investments for the long term.

Due to its diversification strategy based
on innovation and international development,
it currently holds strong positions in its three
activities: transportation and logistics, media
and communications, and electricity
storage solutions.

TRANSPORTATION AND LOGISTICS

Bolloré is one of the world's leading transportation groups, with a significant presence in Europe, Asia and Africa where it conducts its activities in ports, in freight forwarding and in railroads. It is also a major player in oil logistics in France and Europe.

COMMUNICATIONS

The Bolloré Group's Communications division comprises Havas, one of the leading worldwide groups in advertising and communications consultancy, of which it owned 60% of share capital at the end of March 2015 (36% at the end of 2014). It also owns the free daily French newspaper *Direct Matin*, and has a stake in Gaumont. It also has interests in telecoms.

ELECTRICITY STORAGE AND SOLUTIONS

Bolloré has made electricity storage a major growth driver and, building on its world-leading position in condenser films, the Group has perfected a unique technology for Lithium Metal Polymer (LMP®) electric batteries.

Applications are being developed by its subsidiary, Blue Solutions. These currently include mobile applications (car-sharing and electric vehicles, buses and trams), stationary applications for electric batteries and management systems for these applications (IER, Polyconseil).

OTHER ASSETS

In addition to its three activities, the Bolloré Group managed a set of financial assets representing approximately 2.2 billion euros at the end of 2014. Its biggest investment is Vivendi, in which it had a 5.1% stake at the end of 2014, raised to 14.5% in April 2015.

THE BOLLORÉ GROUP WORLDWIDE



2014 INDICATORS

**MORE THAN 54,000 EMPLOYEES
IN 155 COUNTRIES**

**TURNOVER:
10.6 BILLION EUROS**

**NET INCOME:
403 MILLION EUROS**

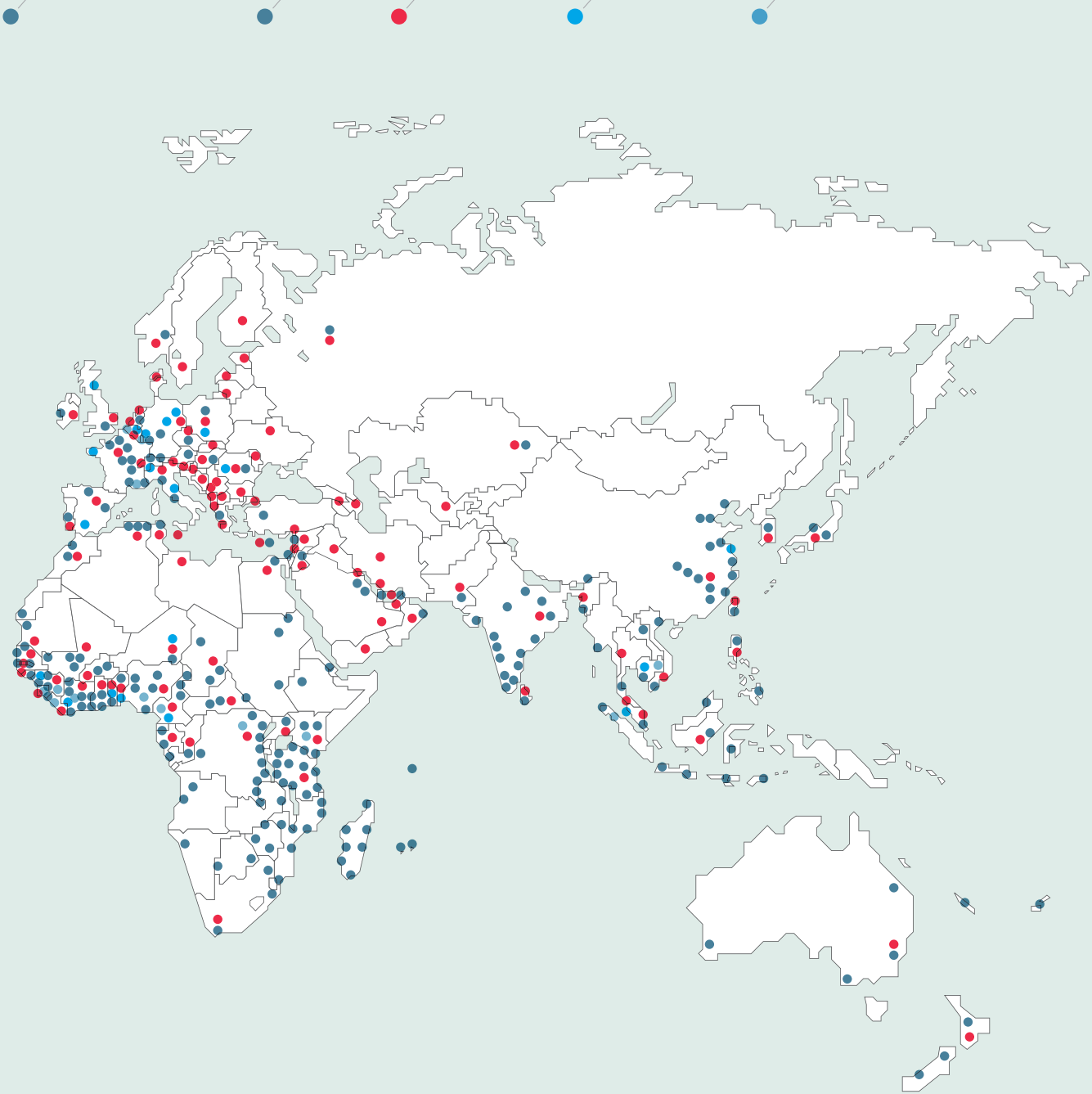
Transportation and logistics

Oil logistics

Communications

Electricity storage

Agricultural assets



CSR THE “BOLLORÉ WAY”

THE BOLLORÉ WAY

CSR is the responsibility that an organization bears for the social and environmental impacts of its decisions and activities. In adopting these CSR principles, the Bolloré Group has committed itself to a long-term process. The Group, however, intends to draw up a shared reference framework of commitments that will differentiate it from other companies: the “Bolloré Way”.

As a highly-diversified Group with a worldwide presence, the Bolloré Group wanted to structure its CSR policy around four strategic drivers:

- sharing the same business ethics;
- a commitment to and for employees;
- producing and innovating sustainably;
- taking action for local development.

Looking beyond its legal obligations (under the Grenelle II law of 2010 – the new European directive on non-financial reporting by companies passed by the European Parliament in 2014), the Group is looking to leverage its non-financial performance and has launched a process to put this into effect.

GROUP NON-FINANCIAL REPORTING SERVING THE CSR PROCESS

To assess a company’s non-financial performance means looking beyond just its economic performance to its social impacts (on employees, suppliers, civil society, etc.) and its impacts on the environment. It is therefore essential to set a methodological framework by which this new type of performance can be measured.

Since 2009, the Bolloré Group has drawn on a network of local CSR contributors, who guarantee the reliability of the process and the information reported. They have access to a Group-wide reporting tool.

In 2014, particular attention was paid to the Bolloré Africa Logistics division to improve the procedure. Local teams were brought in at an early stage in the process and made aware of the reporting methodology and the legal and non-financial issues that CSR involves. They were able to talk about the difficulties arising from their particular environments and discuss concepts that were hard to define or novel in local law.

There was fruitful collaboration between the division and Group CSR teams and local contributors throughout the data verification period and a similar procedure is likely to be rolled out in 2015.

This internal mobilization enables employees to familiarize themselves with the issues of non-financial assessment and the competitive advantages it can yield.

NON-FINANCIAL PERFORMANCE MEASURED BY AN INDEPENDENT RATING AGENCY

The Bolloré Group underwent non-financial performance audits in 2012 and 2014, carried out by the rating agency Vigeo. Such assessments are often carried out at the behest of investors concerned about the company’s immaterial value.

The rating is based on seven core subjects specified by the ISO 26000 standard (see box). Three assessment criteria have been applied in addressing each of these seven core subjects: the relevance of the policies in place, the consistency with which they are applied and the results obtained. Between 2012 (first rating) and 2014 (second rating), the Group made considerable progress in its non-financial performance.

These results were used to define the priorities to work on in 2015 (see page 3).

Throughout 2014, work went on to reconcile financial and non-financial performance, values, and corporate culture and to identify the cultural factors that distinguished the Bolloré Group from other companies.

Some figures

Our Vigeo rating

In 2014 = 41/100

In 2012 = 26/100

In Transportation and logistics, the Bolloré Group ranked seventh out of 25 companies.

This assessment underlines the strengths and areas for improvement that can be made to the Bolloré Group's CSR performance.

FORMALIZING THE “BOLLORÉ WAY”

The “Bolloré Way” represents the shared framework of commitments that all Group subsidiaries sign up to, regardless of the business line they work in and regardless of their location.

This will be done by:

- appropriating CSR concepts;
- the development of corporate, social, environmental and societal policies, tracking key performance indicators and implementing plans to improve the Group's non-financial performance;
- local integration of Group activities in the territories where it operates.

Work presented this year constitutes an initial stage in the process. During 2015, we will firm up these propositions and formalize the Bolloré Way to deliver a definitive answer to the question: “How can we do business together sustainably?”

SEVEN CORE SUBJECTS

(identified by ISO 26000 standards)

ORGANIZATIONAL GOVERNANCE

FAIR OPERATING PRACTICES

HUMAN RIGHTS

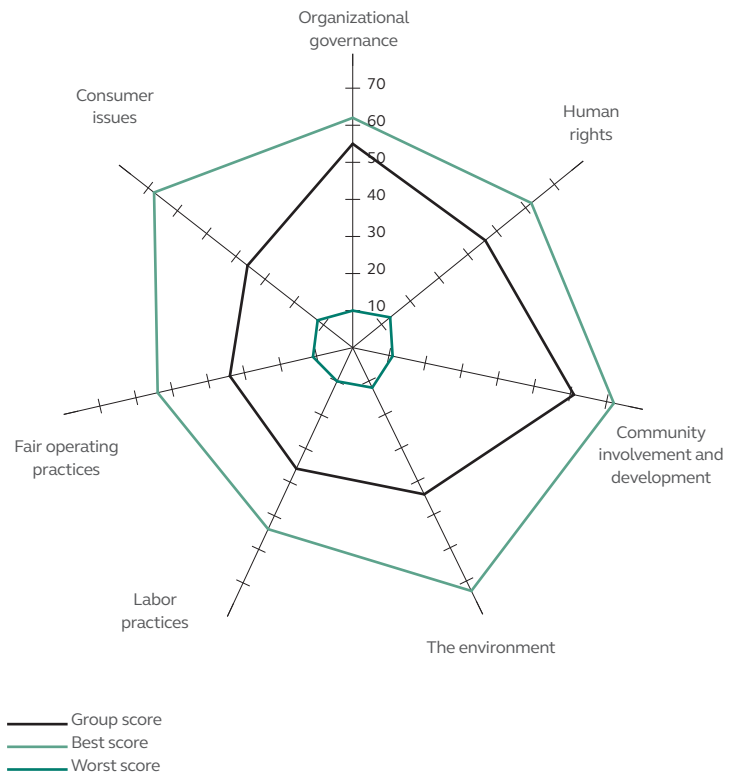
LABOR PRACTICES

THE ENVIRONMENT

CONSUMER ISSUES

COMMUNITY INVOLVEMENT AND DEVELOPMENT

Vigeo rating of Bolloré Group (October 2014)



A SHARED FRAMEWORK FOR THE TRANSPORTATION BUSINESS

SHARING THE SAME BUSINESS ETHICS

Bolloré Africa Logistics and Bolloré Logistics have had a shared ethics policy in place since 2009, applying the Group's main ethical principles.

In 2014, the ethics compliance management system for these divisions was finalized (see registration document). A digital version of these procedures was made available to the Bolloré Logistics network of ethics delegates. The paper version was distributed to the ethics network of Bolloré Africa Logistics. The digital version will be made available in 2015.

An assessment of corruption risks was carried out by questionnaire posted on the respective intranet sites of each transportation division, accessible only to the ethical delegates network⁽¹⁾. 83 country managers were interviewed, 46 from Bolloré Logistics and 37 from Bolloré Africa Logistics. 95% (79 countries) replied to the risk assessment.

Action plans will be put into effect as from 2015.

Also, the Code of Ethics for the Transportation divisions will be rolled out in Bolloré Énergie, which specializes in Oil logistics.

CERTIFICATION PROCEDURE

Both Bolloré Africa Logistics and Bolloré Logistics have embarked on certification processes for some of their companies to meet specific demands from customers on ethics compliance issues.

The US organization TRACE, which mainly acts on behalf of clients from the oil and other extractive industries, has granted or renewed nine certifications (compliance with US standards such as the Foreign Corrupt Practices Act – FCPA):

- Bolloré Africa Logistics scope: Angola, Cameroon, Congo, Republic of Côte d'Ivoire, Ghana, Nigeria;

- Bolloré Logistics scope: United States, Singapore, United Kingdom.

The Ethics and Compliance Departments of the Transportation divisions also played an active role in the Afnor working groups, developing future international standards to:

- counter corruption: ISO 37001 project

This standard will incorporate global best practices in anti-corruption strategies and will certify that the company has put in place reasonable and proportionate anti-corruption measures;

- compliance management systems: ISO 19600 project

The ISO 19600 standard provides a full set of guidelines to users who wish to establish, assess and improve their compliance management systems.

BOLLORÉ AFRICA LOGISTICS LISTING ON THE SEDEX COLLABORATIVE PLATFORM

Bolloré Africa Logistics was listed on the SEDEX (Supplier Ethical Data Exchange) website for the first time in August 2014.

SEDEX is a not-for-profit organization dedicated to encouraging and improving the ethical practices of companies and their leaders in global supply chains.

With members drawn from more than 150 countries, SEDEX publishes a secure collaborative platform that will allow members to communicate, receive and consult information on the labor practices, health & safety, the environment and the business ethics of other members.

It offers a five-stage process:

- register data on working practices, health & safety, the environment and business ethics on a dedicated platform;
- create a link to the customer to give them access to all the information SEDEX requires;
- complete an online self-assessment questionnaire;
- have on-the-ground audits conducted by an accredited external consultant (SMETA)⁽²⁾;
- correct any shortcomings identified by the audit.

For example, Nestlé, like an increasing number of fast-moving consumer goods (FMCG) companies, has opted to restrict all its calls for tender to SEDEX member suppliers and guarantee this transparency. To be SEDEX-listed is a competitive advantage for Bolloré Africa Logistics and means it can provide existing and prospective clients with a report on its ethical practices and compliance. A compliance letter was issued in August 2014 to the companies in Kenya (Nairobi and Mombasa) and in December 2014 to the companies in Mozambique. Subsidiaries in the Democratic Republic of the Congo and Zambia should be listed in the first half of 2015.

(1) An international network of 91 ethics compliance delegates was created in the Transportation divisions (8 regional delegates and 83 country delegates. Their role is basically to distribute documents and procedures and, where necessary, explain how they should be applied and monitored in each entity (see registration document).

(2) SEDEX Members Ethical Trade Audit: the audit guidelines are based on four major ethical pillars: international standards for labor practices, health & safety, the environment and business practices.



EXPERIENCE:
SYLVIE DIA SÉNE
Ethics delegate
(Africa Atlantic region)

Sylvie Dia Séné studied law and literature and worked for twenty years as head of the subsidiaries' Legal Department at Bolloré Senegal before being appointed Africa Atlantic ethics delegate for a region covering Senegal, Gambia, Mali and Mauritania.

"I have two main tasks: first, to act as interface between the ethics and compliance department (based in Puteaux) and the country ethics delegates to fulfill our region-wide ethical procedures. I am also responsible for supporting country delegates and helping them disseminate codes of conduct and ethical procedures within their respective scopes.

We have made considerable progress on two aspects of the five ethical procedures⁽¹⁾ currently being applied:

– risk mapping has been completed for every country, giving us a clear picture of our exposure to corruption risks in each territory;

– the awareness-raising sessions that we organized on the Group's ethical standards and online training in anti-corruption laws were particularly well attended in 2014:

31 employees took part in Senegal and, three years in, we have trained 151 out of 500 employees in Senegal, 14 of 38 in Gambia, 50 of 180 in Mali and 38 of 204 in Mauritania.

In 2015, we have two targets: to improve the visibility of our operating procedure for commercial operations, through increased and better targeted communications actions, and to achieve a rate of awareness/training of 50% of target employees. For Senegal, this means reaching 250 out of 500 staff."

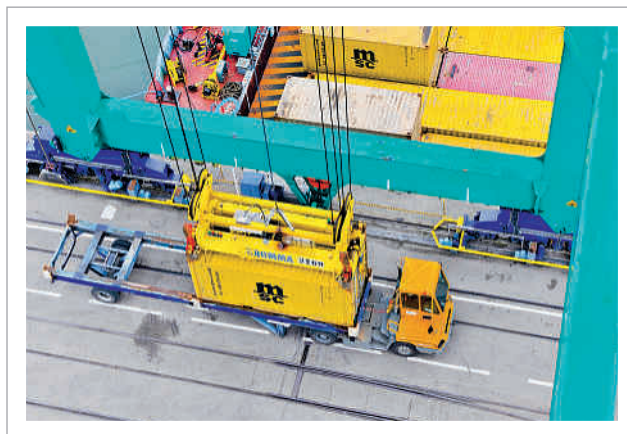
(1) The five procedures included in the Ethics handbook are: assessment of country risks, awareness raising, training, gift procedure and supplier assessment.

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TRANSPORTATION AND LOGISTICS



BOLLORÉ LOGISTICS

Through its various brands, Bolloré Logistics carries out air, sea and land freight forwarding, warehousing and distribution, industrial logistics, port operations, safety and quality control.

An important player in the globalization of trade, the division makes responsible growth a major focus area in its development.

CONTINUOUS IMPROVEMENT IMPLEMENTATION OF THE ISO 26000 STANDARD

“ISO 26000 is the only international standard that aims to provide CSR guidance for organizations (companies, government bodies, NGOs, unions, etc.) irrespective of their size and areas of operation” (source: ISO 26000 in ten questions, AFNOR). Bolloré Logistics opted to deploy the methodology defined by this standard at nine pilot sites to support continuous improvement of its CSR practices. Accordingly, research was conducted in seven areas (see “Bolloré Way”, page 8) and recommendations were made.

For this first year, the Bolloré Logistics division achieved an “implementation” rating (there are four levels: intangible, implementation, effective, advanced) for managerial principles and CSR objectives within its scope of activities.

Several areas for improvement were identified, including compliance with fundamental rights, respect for freedom of association and management of the impact of energy consumption and accidental pollution. The recommendations made in the ISO 26000 assessment will be used in 2015 to strengthen the CSR approach and improve the performance scores at the nine pilot sites. The aim for 2015 is to achieve an “intermediate” level. The ISO 26000 process will also be expanded to other sites.

ENGAGING WITH AND FOR EMPLOYEES

Bolloré Logistics continued to pursue its social priorities in 2014:

- guaranteeing the health and safety of all employees;
- developing their skills.

Guaranteeing the health of employees

The implementation of an effective health system available to all employees is a major concern of Bolloré Logistics.

Prevention of harsh working conditions

In 2014, the Bolloré Logistics Human Resources Department launched an investigation into harsh working conditions across the whole division. An external auditor was brought in to assess the exposure of all employees to risk factors.

The aim is to integrate all laws and regulations governing harsh working conditions into company practices. In France, 26 companies were audited. Regulations are due to come into force by January 1, 2015. Interim reports from these audits will be filed in mid-2015.

Standardizing health and retirement policies for employees under local law

This is a major target for Bolloré Logistics which has been committed to exceeding legal minimum obligations in the countries where its employees are posted since 2013. An audit covering the whole international scope was carried out in 2014, looking specifically at the social protection for employees under local law and proposing possible changes and/or improvements to the guarantees enjoyed by employees.

Some specific international mobility arrangements were also put in place for local law employees. Since 2013, they have received a global healthcare/insurance package (health insurance, medical assistance, repatriation, death or disability insurance) without limitation (pre-existing medical conditions, exclusions, etc.).

In 2014, various changes and/or improvements were made based on the feedback from the first year of operation.

The medical coverage provided in the United States, for instance, was extended. Bolloré Logistics also offers its local law expatriate employees an optional retirement system.

Guaranteeing the safety of employees

Endeavoring to ensure the safety of employees means training them in prevention policies and preparing them for risk situations.

Safety at work

Bolloré Logistics has developed a safety training policy both in France and abroad. Numerous pro-active programs have been run to reduce the frequency and severity of workplace accidents including:

- training, information, HSE awareness (31,417 hours of training delivered in 2014, compared to 28,449 in 2013);
- regular inspections or audits by QHSE teams (2,499 in 2014, compared to 1,301 in 2013);
- HSE meetings (1,166 in 2014, compared to 562 in 2013);



Transport of wind turbines – SDV Logistique Internationale in Rouen.

- workplace accident prevention measures taken (with the assistance of occupational healthcare teams).

Country safety

The activities of Bolloré Logistics are performed in certain “at-risk” countries. To ensure maximum safety for its employees, Bolloré Logistics has implemented a procedure of travel validation and follow-up. Employees are informed in advance of the security conditions in the countries where they may be called upon to work (maps of at-risk countries, safety network access to country fact sheets). They receive constant and ongoing information on the security developments of the country they operate in (automatic and systematic communication of real-time information). They are geolocatable in sensitive zones.

Developing skills, promoting talents and encouraging mobility

To meet its core business challenges, including preparations for the retirement of older workers, ensuring the transmission of expertise and know-how and drawing on the best from all companies, Bolloré Logistics human resources works continuously to identify and develop its in-house expertise and know-how.

Identifying skills through an annual assessment process

This process, which is gradually being rolled out to other countries, provides for training programs based on three strategic principles:

- developing access to training for all;
- encouraging mobility and retention of employees by talent management;
- increasing the share of young people on work-study contracts in the division’s new recruitments.

Training accessible to all

The division has an internal training center, the Institut de Formation Logistique (Logistics training institute, or IFL), which offers a large selection of training to employees. Based in France, it specializes in transportation and logistics training and also develops cross-functional training for all business lines (in ethics, safety, languages, etc.). An original feature of the training center is that the selected trainers may be employees considered experts in their field.

In 2014, 3,940 employees received training, including 2,626 through classroom-based learning and 1,314 trained online. A module dealing with CSR risks was launched in 2014: 1,640 employees have already taken this module.

The Bolloré Logistics division also offers basic educational training for employees who wish it. This program was launched in 2013 and continued in 2014: 95 volunteer employees took up the offer (74 in French and 21 in math, receiving an average 30 hours training each).

TRANSPORTATION AND LOGISTICS

Encouraging mobility and retention of employees by talent management

Talent management includes:

- career committees and talent reviews (annually in each division);
- and enrollment of high-potential talents in the Group's talents program.

In addition to this Group initiative, at the end of 2014, the division launched its "Management Worldwide" training program. The program runs for four years with participants doing two two-day modules each year. The aim is to enhance the management practice of managers, support their development toward leadership roles and develop their talents. In 2014, 190 managers took this training program worldwide (Asia, Europe and North America, etc.). Many other management training programs were offered at a regional level. These were adapted to the local environments and needs, such as change management programs.

Increasing the share of young people on work-study contracts in the division's new recruitments.

In 2014, Bolloré Logistics offered young people on work-study contracts three types of training:

- "Logistics Transportation Production Manager" training, under a professionalization contract.

The 2013-2014 course had 14 participants for 770 hours of training. The success rate at examination was 93%, and 64% of the young trainees found a job at the end of their professionalization contract. The 2014-2015 course had 30 trainees;

- an International Transport Manager (ITM) course while on professionalization training.

This offers experience in freight forwarding with the support of Executive Management. 11 employees took part in the program, which is being delivered over 2014 and 2015;

- a combined work-study and professionalization course: Bolloré Logistics Sales School.

In 2014, this training program brought future SDV and SAGA sales staff together for the first time under the Bolloré Logistics banner. The program involves a total of 420 hours' training; 105 hours were delivered in 2014 to eight trainees.



Green hub obtains LEED certification – Singapore.

PRODUCING AND INNOVATING SUSTAINABLY

A strict environmental policy

Bolloré Logistics has embarked on a continuous improvement program, notably involving the implementation of environmental management, quality or safety systems.

In 2014, the division's brands (SAGA, SCV and Bolloré Logistics Portuaire) continued to implement management systems within their scope, including quality management (ISO 9001), safety management (OHSAS 18001) and international transport safety (approved economic operator). More sites than ever are now certified under one or more of these standards. In 2014, SDV East Timor qualified for three QHSE certificates (9001, 14001 and 18001) covering all its branch offices. It thus became the first transportation and logistics company in East Timor to be certified under these strict standards. The SDV branch offices in Le Mans, Chartres, Rouen Petit-Quevilly, Rouen Grand-Couronne and Saint-Étienne qualified for ISO 14001 certification, while SDV Italy, previously only certified for its Projects department, earned ISO 9001 certification for the entire company.

New certification procedures are under way for 2015. SDV Italy, for example, is aiming to receive ISO 14001 certification in 2015, and SDV Rouen is aiming for OHSAS 18001.

For buildings, Bolloré Logistics has begun construction of several office buildings and warehouses which meet the strictest environmental standards. Following Singapore in 2012 (40,000 sq. m., certified LEED – Leadership in Energy and Environmental Design – Gold and BCA Green Mark), the Nantes site also earned LEED recognition in 2014 with new premises certified LEED and HQE.

Reducing our carbon footprint

For Bolloré Logistics, producing and innovating sustainably means making a special effort to cut its greenhouse gas emissions.

Internal CO₂ calculator

The division has developed its own tool for calculating CO₂ emissions from its air and sea freight forwarding operations. The tool was tested in 2013 by Bureau Veritas, making Bolloré Logistics one of the first freight forwarders to hold a verification certificate for its CO₂ emissions calculator.

The Save Program

The internal CO₂ emissions calculator is the basis for a wider advisory and optimization service for customers to help them put in place an environmentally-responsible logistics system, the Save Program. To achieve this target, different solutions aimed at cutting polluting emissions from transportation are proposed and analyzed with the customers, based on their operating and economic needs:

- modal report: selection of high-performing transporters, replacing air by sea transport and road by rail or river, etc.;
- managing flows: management of orders, planning, sharing of space and resources with other clients, consolidation of flows, optimization of transportation and container loading plans, etc.

The prime objective of these actions is obviously to reduce the Group's metric tons-km (number of km to transport 1 metric ton of goods) and improve bulk ratios (number of metric tons per km traveled).



SAGA Petit-Couronne signs up to the Voluntary CO₂ emissions reduction Charter for goods road hauliers

In 2014, SAGA's Petit-Couronne branch office received confirmation, from ADEME (the French agency for

Environmental and Energy Management) of its commitment to the voluntary CO₂ emissions reduction Charter for goods road hauliers: target CO₂.

It thus joins the SDV Le Mans and Le Havre branch offices, which have been signatories of the Charter since 2011.

For SAGA Petit-Couronne, the aim is to reduce CO₂ emissions by nearly 6% over three years (56 metric tons of CO₂) and cut fuel consumption by 22,000 liters by working on four aspects of its business:

- vehicles (adding equipment);
- fuel (improved fuel consumption monitoring, reducing fuel consumption);
- the driver (training in energy-efficient driving);
- organization of transport flows (optimization of km traveled).

Choosing the least-polluting vehicles

Bolloré Logistics is rolling out a Group-defined policy to cut fuel consumption and hence atmospheric pollution generated by the vehicle fleet within its entities. This policy is applied through a vehicle selection process that takes fuel consumption (l/100 km) and air emissions (g CO₂/km) into account. Accordingly, in France, in 2014, nearly 75% of the division's service vehicles met class B energy/CO₂ criteria (101-120 g CO₂/km) for new vehicles (in reference to the EU Directive of December 13, 1999). Regarding transport vehicles, in 2014, three trucks meeting the Euro 6 standard came into service. Euro 6 is the most demanding standard currently in force.

Preserving biodiversity

- Biodiversity Charter

Preservation of biodiversity is one of the major environmental concerns affecting CSR, and Bolloré Logistics was determined in 2014 to disseminate and develop a biodiversity strategy, most notably through the application of a Biodiversity Charter.

► BiodiverCity® label



Bolloré Logistics also contributed in 2013 to the creation of the BiodiverCity® label, the leading international label of its kind for real estate construction and renovation projects. The label assesses projects submitted for approval based on four strategic focus areas:

- the commissioning client: their knowledge of, commitment to and project procedures to address these issues;
- the project manager: an environmentally-friendly architecture which values the biological and living aspects of the site;
- the ecologist: scientific assessment of the project identifying its ecological value;
- the users: the benefits for users and the community.

The project to build an airport platform at Roissy (Aérolib') is the first by Bolloré Group to be awarded the BiodiverCity® label, with an "ABBB" rating for its design stage – an excellent score. From the initial conception of the project, the structuring framework of the label allowed the Group, working with the ecologist, to develop woodland views from the offices, preserving trees wherever possible and making the most of the spaces available: green roofs for offices and technical buildings, re-installation of dry stone walls, planting of fruit trees, earmarking of land for a planned dry lawn and sports pathway, hedges to replace some fences, etc.

At a local level, biodiversity guidelines have been designed and information sources have been provided to employees.

TRANSPORTATION AND LOGISTICS

TAKING ACTION FOR LOCAL DEVELOPMENT

Bolloré Logistics sees its social responsibility as the need:

- to provide local responses to social issues in the territories where it operates;
- to offer its employees the chance to play an active part in solidarity activities.

Strengthening the local presence of the division's activities

Assessing the socio-economic effects of the company's activities

Defining the Group's socio-economic footprint means assessing the financial flows to its stakeholders (employees, suppliers, local governments, state government, etc.) to deduce the company's contribution to local development.

Such an assessment is a major challenge for the CSR policy of the division, which seeks to better define the value it adds to the territories where it operates.

For this reason, Bolloré Logistics has carried out an assessment of its socio-economic footprint in two pilot sites: New Delhi (India) and Toulouse (France).

Social, environmental and economic indicators were taken into account to measure the local impact of the pilot entities on their territories in terms of direct and indirect job creation and training provided. These pilot projects will feed into the definition of a methodology that can be applied to all entities.

Establishing a relationship built on trust and building lasting partnerships with stakeholders and civil society

Bolloré Logistics has opted, in its priority action areas, to strike up partnerships with benchmark players such as the French Federation of Food Banks and the Red Cross.

Sponsorship Charter (Admical)

By signing this Charter in 2014, Bolloré Logistics undertook to play a social role, initiating a dialog and developing the commitment of new stakeholders.

Two partnerships for the division:

► Fédération française des Banques alimentaires (French Federation of Food Banks) – a commitment to help feed the hungry

For the fourth consecutive year, Bolloré Logistics maintained its partnership with the French Federation of Food Banks. In 2014, the division made financial contributions to four Food Banks to help with projects in partnership with the division's transportation and logistics activities;

- the Calvados Food Bank, which needed an expansion of its warehouse;
- the Var Food Bank to acquire an electric forklift truck;
- the Vaucluse Food Bank to buy an analog scale;
- the Eure Food Bank to equip its warehouse.

Aside from the cash gifts given by the division, 140 employees of the French branch offices of Bolloré Logistics took part in a national collection of food products held by the FFBA in November 2014.

► French Red Cross – a commitment to emergency aid

Bolloré Logistics offers employees who wish an introduction to first aid given by trainers from the French Red Cross. This is a four-year partnership and led to the training of 400 employees in 2014 at the SDV, SAGA and BLP sites in Rouen, Roissy, Quimper and Rennes.

The division also contributes to the French Red Cross's Ready Fund.



Marathon Day.



Events for schools by the "Support for children of the world" association.

Promoting the social commitment of employees

The Bolloré Logistics division is particularly keen to support any employees who want to become involved in charity projects.

Marathon Day, a division-wide social commitment

For the second year in a row, as part of its partnership with the French Red Cross, Bolloré Logistics organized Marathon Day, a worldwide human chain of runners beginning in Auckland and ending in Papeete in 24 hours.

In every country where the division operates, teams of employees were invited to run a 5-km course.

2,880 employees signed up and, with the financial support of the division, raised money for the French Red Cross, its preferred partner.

Charity initiatives to address local issues

Since 2012, the Bolloré Logistics division has put in place a sponsorship committee for its employees. 16 projects were supported, mainly to address the following problems: support for the sick and disabled, support for medical research and promotion of cultural heritage.

For instance, Bolloré Logistics wished to support the players of the Lorient Foot-Fauteuil association, which facilitates playing football in electric wheelchairs, a sport governed by the French Handisport Federation. The only team sport accessible to young people with severe disability, this practice allows them to live out their passion like their idols, either in leisure or in competition. Lorient were the champions of League 1 in 2013 and runners up in 2014. The division is continuing its sponsorship in 2015.

The Ready Fund



Since January 2013, Bolloré Logistics and all its brands have been supporting the Ready Fund with cash donations. This Red Cross fund prepares for and responds to natural disasters.

It enables the French Red Cross (FRC) to fund disaster preparedness programs and to continue to support highly-vulnerable communities post-crisis until they are able to manage alone once again. The fund is also a unique tool for intervening in so-called "silent" disasters with little media coverage, which makes it difficult to attract funds.

The Ready Fund currently has four partner companies (the Total Foundation, Technip, the Sanofi Espoir Foundation and Bolloré Logistics).

In 2014, it was used three times:

- support for the natural disaster risk reduction project in north-west Vietnam, a three-year project run in partnership with the Vietnamese Red Cross;
- implementation of a health emergency response program triggered by the economic and political crisis in the Central African Republic, which has four main sections: support for primary healthcare, reproductive health, response to malnutrition and epidemic response. This program targets refugees from the Central African Republic in neighboring countries. 43,000 people were helped in the Kette district of eastern Cameroon;
- opening of an Ebola treatment center in Macenta, rural Guinea, for nine months. Aside from looking after infected people, the program includes awareness raising activities, management of those who have died, disinfection of buildings, transportation of the sick and monitoring of contact cases.

TRANSPORTATION AND LOGISTICS



BOLLORÉ AFRICA LOGISTICS

Bolloré Africa Logistics employs 25,000 people directly and operates in 55 countries throughout the world, including 45 in Africa. Covering such a large part of Africa results in Bolloré Africa Logistics being a major economic player on the African continent. The division fully integrates the social, environmental and societal commitments of the Bolloré Group and oversees their deployment in its subsidiaries.

A COMMITMENT TO AND FOR EMPLOYEES

Guaranteeing the health of employees

Tailored medical coverage for employees and their families

Bolloré Africa Logistics offers high rates of health coverage to its employees and their dependents thanks to an adapted medical cover system.

The quality of this medical coverage is guaranteed by specific insurance contracts signed with companies renowned throughout the continent and worldwide.

Healthcare is provided via the subsidiary care centers, with dedicated medical personnel, or via partnerships entered into with private clinics in the countries where employees are established.

By combining these two approaches, Bolloré Africa Logistics can guarantee payment of the medical expenses of its employees and their families.

Healthcare centers have been put in place in the Bolloré Africa Logistics companies in Senegal, Republic of Côte d'Ivoire, Sierra Leone, Cameroon, Congo, Kenya, Angola, Mali, Guinea Conakry, Madagascar

and the Central African Republic. Subsidiaries are directly involved in buying medicines, which allows them to guarantee rapid access to high-quality healthcare for their employees. Occupational physicians and nurses, who give medical exams to new hires as well as annual exams, can provide first aid.

For instance, the Congo medical center receives more than 90 patients a day. It has several consultation services, a laboratory, a pharmacy and a pediatric center. The facilities can offer outpatient treatment and carry out minor surgeries.

Where such centers are not available, the company calls on outside partners, either via multi-company clinics, doctors or nearby hospitals located near the operating sites.

A policy to combat epidemics and pandemics on the African continent

In 2014, Bolloré Africa Logistics continued its policy to help prevent and fight against HIV and malaria. Naturally, its priority this year was controlling the Ebola epidemic which afflicted Africa, particularly in the countries where Bolloré Africa Logistics operates: Guinea, Liberia, Sierra Leone and Nigeria.

Guaranteeing the safety of employees

Bolloré Africa Logistics has three priorities for its employee safety policy: identifying risks, translating them into specific goals and implementing an ambitious certification policy.

A division-wide zero-accident policy

Reduction of workplace accidents is addressed by a specific policy with a zero-accident target. The policy covers permanent employees, temporary staff and external persons working with the company.

In Mozambique, the Bolloré Africa Logistics teams involved with off-shore exploration by oil companies Anadarko and ENI in Pemba went for more than 1,500,000 working hours with no accidents. The next target is to reach 2,500,000 hours, thanks to new and enhanced operational procedures.

The Pedestrian Free Yard is an example of the policy implemented by Bolloré Africa Logistics in this area. More than 160 procedures have been put in place to ensure that employees in each terminal comply with rules on hygiene, safety and the environment in all regions and for all identified risks.

The inland container depots (ICDs) operated by MCT in Kenya, TICT in Ghana and the Benin container terminal have become the first Bolloré Africa Logistics terminals in Africa to obtain ISO 9001 v 2008 and Pedestrian Free Yard certifications. In coming years, the aim is to extend this double certification to all port terminals, ICDs and logistics bases.

An integrated management system combining the demands of mutually compatible standards

The Bolloré Africa Logistics division has an ambitious certification policy based on several sets of guidelines, including ISO 9001, ISO 14001, OHSAS 18001, IRIS, ISPS and the ICMI code.

- ISO 9001 Certification (quality management systems)

In 2014, Bolloré Africa Logistics had at least one ISO 9001 certification in 17 of the countries in its network and in 60 subsidiaries. Two new entities (Madagascar and Morocco) began the certification process in 2014. They are expected to be certified in 2015.

- OHSAS 18001/ISO 14001 certification (safety and environmental management systems)

The Abidjan Terminal has both OHSAS 18001 and ISO 14001 certification. In parallel, Bolloré Africa Logistics has developed an internal safety and environment management system at the registered office level, which is based on OHSAS 18001 and ISO 14001, and which has been rolled out in all its subsidiaries.

- IRIS certification (railroad sector) in progress

Bolloré Africa Logistics' railroad concessions (Sitarail in Republic of Côte d'Ivoire and Burkina Faso and Camrail in Cameroon) have also begun the process of IRIS certification, specific to the railroad sector. As part of this process, 12 internal auditors were trained in 2014.

- ISPS code

All the world's port terminals are required to comply with the ISPS code which governs the security of the facilities. Accordingly, in addition to internal safety and security audits, port facilities have been assessed by leading companies in the field of port security such as KSI, Maydex Ag, Global Security and Securimind.

- ICMI code

Bolloré Africa Logistics is a signatory to the International Cyanide Management Institute (ICMI) code, undertaking to carry out cyanide transportation subject to ICMI certification standards, thereby complying with requests made by mining companies.

In 2014, three of the division's entities were ICMI certified: Ghana, Senegal and Burkina Faso. Republic of Côte d'Ivoire has begun the process of meeting ICMI requirements and aims to be certified in 2015.

At the same time, in the framework of the QHSE management system, including ICMI certification, crisis management exercises involving the entities and registered office crisis cell were held to improve emergency plans and response of employees in case of a major event.



HIV screening program – Burkina Faso.

TRANSPORTATION AND LOGISTICS

Anti-Ebola treatment and prevention policy: a strong and coordinated response

Since the first signs of the epidemic in January 2014, a screening process was put in place at the Group's registered office. As cases grew, Bolloré Africa Logistics took a series of concrete measures to protect its teams in the countries affected by the virus.

At the registered office: creation of a crisis cell

A crisis cell was set up in late March 2014 at the company's registered office to provide a faster response to issues raised by the epidemic. Twice-weekly meetings were held with local teams under this crisis cell.

The cell, which brings together five departments (QHSE, security, medical coordination, human resources and communications), continuously reviews and adapts its prevention strategy. It is also in regular contact with other West African companies, exchanging information and/or best practices.

The epidemic was still ongoing at December 31, 2014 and the cell remains on permanent 24-hour watch, with immediate access to Executive Management whenever necessary.

On the ground: emergency prevention measures

Information campaigns on hygiene measures were begun in Guinea in April 2014 and extended to Liberia and Sierra Leone sites subsequently.

Steps were taken at all operating sites such as making available chlorinated washing facilities at the entrance to buildings, systematic monitoring of temperatures for all team members, suppliers and visitors, distribution of Dakin wound sterilization vials, mandatory wearing of gloves. This was accompanied by a poster campaign and the dissemination of Ebola awareness leaflets. A major prevention campaign was also launched, lasting two weeks in the Kaloum Bluezone, Guinea.

Given the constant throughput of goods and people, a specific prevention plan was put in place for the port and rail activities.

Technology supporting prevention

A mobile application was developed by Columbia University New York in partnership with the national anti-Ebola cell. The application can identify potential suspected cases, allowing them to be cared for faster and in the best possible conditions. The Bluezone site in Kaloum was able to configure 600 smartphones in Guinea, thanks to its internet access.



Temperature monitoring as an anti-Ebola measure, Treicheville station – Republic of Côte d'Ivoire.

Identifying and promoting local talent

As part of its drive to maintain its standing as the leading logistics operator on the African Continent, Bolloré Africa Logistics has a policy of identifying and recruiting new talent.

School/university partnerships upstream of the recruitment processes

Since 2011, Bolloré Africa Logistics has been committed to a partnering approach with leading African schools and universities, training students in the fields of logistics, transport, shipping, engineering and trade. These partnerships fulfill two principal aims:

- to support entities in creating training programs tailored to the Group's careers and needs;
- offering training internships to the top talent coming out of partner schools and universities.

At December 31, 2014, the division had 37 partnerships approved by local Human Resources Departments in 13 African countries. 14 were concluded in 2014 in 9 countries: Congo Brazzaville, Gabon, Ghana, Kenya, Madagascar, Mali, Morocco, Uganda and Tanzania.

In addition to its school/university partnerships, Bolloré Africa Logistics is supporting the CIAN (French Council for International Investors) in its certification process for schools offering courses from CAP (professional qualifications) to graduate level in French-speaking Africa. This program aims to provide students and professionals with access to a network of African centers of excellence and high-quality e-learning content. CIAN identified 40 institutions in 12 French-speaking countries in 2014.

Digitization of the recruitment process

To publicize its recruitment needs to an increasingly connected African population, in 2014, Bolloré Africa Logistics improved its presence in all digital media, particularly on professional social networks (+90% of



Port trades training in CFPP – Republic of Côte d'Ivoire.

LinkedIn members between January and December 31, 2014, mainly by regular posting of job vacancies at its subsidiaries).

In a similar vein, Bolloré Africa Logistics Cameroon (June 2014) and Republic of Côte d'Ivoire (October 2014) opted to set up and run their own local Facebook pages (5,000 subscribers at December 31, 2014 for each page).

Developing skills and employee retention

There are also specific programs in place to promote employee retention and continuous skills development.

Training policy

Retaining employees means notably investing in training and implementing internal programs for business line expertise and development. The training policy is built around a process of clearly identifying employees' individual needs and analyzing changing career paths.

The pan-African port training center in Abidjan (CFPP), dedicated to careers in Bolloré Africa Logistics' port operations, has become a benchmark for training and recruitment within the Bolloré Group.

Aside from job training, which has been offered since 2008 (570 employees trained in 2014), the division offers reading and education catch-up courses developed by four specialist educators. In 2014, 107 students signed up and followed courses tailored to their level. 12 subsequently received their certificate of elementary primary studies.

The CFPP has already registered 150 students from Abidjan Terminal and Bolloré Africa Logistics Côte d'Ivoire so far in 2015. The aim is to extend this program to all of Bolloré Group's day workers in Republic of Côte d'Ivoire and the dockers in Abidjan and San Pedro. This is a target population of 5,000. For 2020, the ambition is to have helped the whole port community.



AfricTalents 2014 recruitment forum – Paris.

TRANSPORTATION AND LOGISTICS

Programs for managers

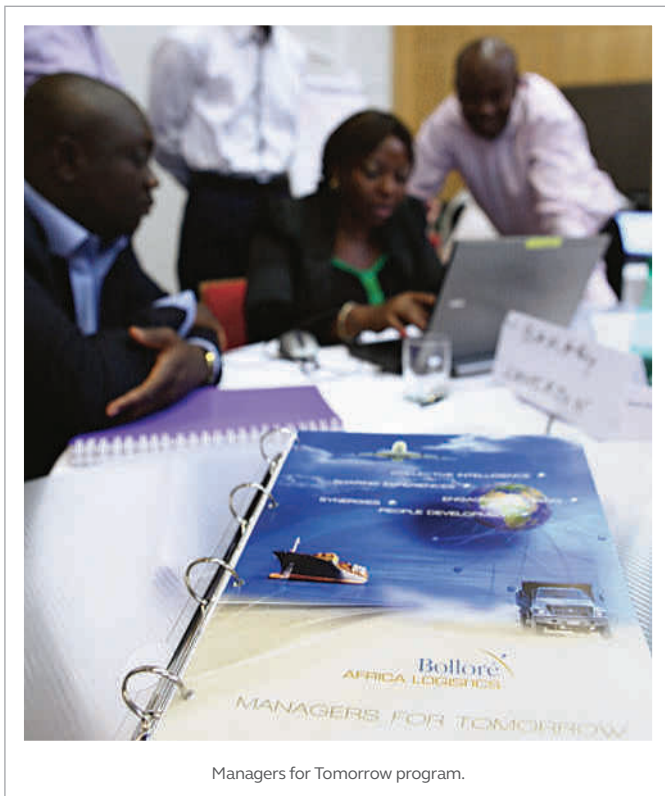
Manager retention is a major issue for the Bolloré Africa Logistics division, which offers them two specific training programs.

The Managers for Tomorrow program

The key plank of Bolloré Africa Logistics Talent plan, Managers for Tomorrow, has several aims: better understanding of the division's strategy and values and of the issues it faces, strengthening of managerial skills and the creation of a Division network. Since 2010, 159 managers have undergone training, 40 in 2014.

The Managing and Leading for Higher Performance program

This program teaches the fundamentals of managing people and teams. Eventually, all subsidiaries of Bolloré Africa Logistics will benefit from the program. Since it was launched in 2013, 410 managers have undergone training, 132 in 2014.



Some figures

At December 31, 2014, there were 2,918 managers employed, an increase of 9.5% on 2013.

- Managers of African origin make up 85% of the company's employees.
- Of these, 41% are Chief Executive Officers of a country or subsidiary, an increase of 5% compared to 2013.

Among the expatriate population, 115 managers are African, a quarter of all expatriate workers.

PRODUCING AND INNOVATING SUSTAINABLY

Reducing energy consumption and the environmental footprint of activities

Monitoring energy consumption

In 2014, there was a specific program to monitor water and electricity consumption by all Bolloré Africa Logistics subsidiaries to establish an accurate baseline measure and allow the division to devise corrective action plans.

Initiatives to reduce electrical and water consumption have since been put in place.

In Republic of Côte d'Ivoire, following the audit of electrical installations in the Sitarail workshops by the Public Building and Works Laboratory (LBTP), programs were implemented resulting in a cut in electrical consumption. In the Abidjan warehouse alone, reduced energy consumption generated financial savings of 20%, compared to 2013.

A few examples of action taken:

In Republic of Côte d'Ivoire and in Burkina Faso, buildings with water collection systems were upgraded. Recovery gutters were replaced and water leaks in a number of reservoirs were sealed. This meant that water could be drawn from these reservoirs during eight to nine months of the year, compared to six months in previous years.

Environmentally-responsible purchasing practices

The Bolloré Africa Logistics division is particularly concerned with reducing the environmental impact of its logistics activities, particularly as regards vehicles, equipment and fuel:

- action on vehicles: compliance with anti-pollution standards in countries where the division operates towing machines, vehicle fleet renewal policy, implementation of preventative maintenance program to all vehicles (maintenance of injection systems, filters for the vehicle fleet, etc.);
- actions implemented on port and railroad equipment: introduction of modern electric-powered gantry cranes to replace thermal engine driven equipment;
- action on fuel: monitoring of diesel consumption by the fleet of vehicles, maintenance in partnership with Total, fuel-storage areas and policy of purchasing the cleanest available diesel on the continent.



Modern gantry crane, Abidjan Terminal – Republic of Côte d'Ivoire.



Waste oil storage tank – Dakar (Senegal).

Waste treatment and recycling

Where waste treatment systems exist, Bolloré Africa Logistics has struck partnerships with approved suppliers to put in place a waste-sorting and/or recycling system.

Some examples of best practices

► Treatment of hazardous waste

In Republic of Côte d'Ivoire, Sitarail has put in place a system for sorting, collection, removal, treatment and monitoring of hazardous waste such as soiled rags (around 15,000 metric tons), used filters (around 4,000 metric tons), soiled sawdust (more than 3,000 metric tons), chemical product residues (more than 1,000 liters), polluted sludge and soils (nearly 4,000 metric tons).

In Gabon, a policy for treating hazardous products was introduced for the prevention and reduction of air, water, and soil emission of waste oil, acid and solvents. With regard to filters and batteries, a contract was entered into with the specialized company IEG, which is in charge of the recovery, recycling and destruction of these products.

In Namibia, controls are carried out by specialists before any discharge of liquid or gas products into the air, water or soil, and the subsidiary has committed to avoid any environmentally-polluting activities.

► Waste oil

In Cameroon, Bolloré Africa Logistics is working with Bocam, an ISO 14001 certified waste treatment company, for the recovery of its waste oil. They are then incinerated with Bocam issuing a destruction monitoring notice in each case.

Camrail and Sitarail, the Cameroon and Republic of Côte d'Ivoire railroad concessions, have signed a partnership with Total, which collects waste oil for treatment under its Écolube program. In Abidjan, more than 22,000 liters of drainage oil from locomotives were treated in 2014.

In Senegal, the recovery of waste oil, which was then treated, was carried out by specialist companies (SRH, Société de Raffinage des Huiles, and Total). In addition, retention tanks were installed to prevent diesel fuel tanks from spilling into the river water system.

Waste oil generated by the Bolloré Africa Logistics division is also collected and recycled by partner companies in Tanzania, Uganda, South Africa and Congo.

► Waste recycling

In South Africa, two subsidiaries of Bolloré Africa Logistics committed themselves to waste recycling. SDV South Africa signed a contract with Enviroserv, an ISO 14001 certified South African company, to manage its consumer waste, paper, plastic and glass in a more environmentally-friendly way. Recycling bins were set up in offices to institute sorting, and monthly reporting was implemented in 2014.

White Horse, a South African transport company, subsidiary of Bolloré Africa Logistics, has joined forces with a national specialist company, First National Batteries, to create a system for returning used batteries. Electronic and computing equipment is collected and recycled by Desco Electronic Recyclers (ISO 14001 certified). Finally, oil is collected and treated every month by the specialized company Independant Service Station.

In Republic of Côte d'Ivoire, Sitarail formed partnerships with several service providers, including ODI-Services, Servi plus, Dembele ETS and Dtono ETS. As a result, the vast majority of the entity's wastes – metal vats, used parts, rails and railroad ties – are now recycled. In 2014, more than 81,000 metric tons of metal waste was recycled and 80 m³ of iron turnings were recycled.

In Cameroon, Camrail's QHSE department began the renovation of a central workshop treatment plant at Bassa in 2014 and is continuing its program to manage electronic waste and recycle consumables in partnership with an approved international company.

TAKING ACTION FOR LOCAL DEVELOPMENT

Promoting regional integration by building the West-African rail loop

West-African rail loop: linking territories and people

On April 7 and 8, the grand regional integration project of the West-African rail loop was officially launched with the construction/renovation of the Cotonou-Parakou-Niamey section.

The project will go on to connect the cities of Abidjan (Republic of Côte d'Ivoire), Ouagadougou (Burkina Faso), Niamey (Niger) and Cotonou (Benin) via 2,700 km of railroad.

Besides resolving the specific mobility problems in the region, with this project Bolloré Africa Logistics is promoting the social and economic development of the territories the railroad passes through, developing zones that offer the local communities a reliable electricity supply, drinking water points and a range of services: Wi-Fi internet (installed by Wifirst, a Group subsidiary), a support and prevention center, library, media center, e-learning courses, workshops for tradesmen, sport infrastructure, etc.

Bluezones: local economic development and social space

Bluezones are spaces for local socio-economic development. They are being built along existing and new or renovated railroad routes where there are population clusters and centers for development and future growth (see page 44 – Electricity storage and solutions).

Promoting local integration by building local educational and healthcare infrastructure

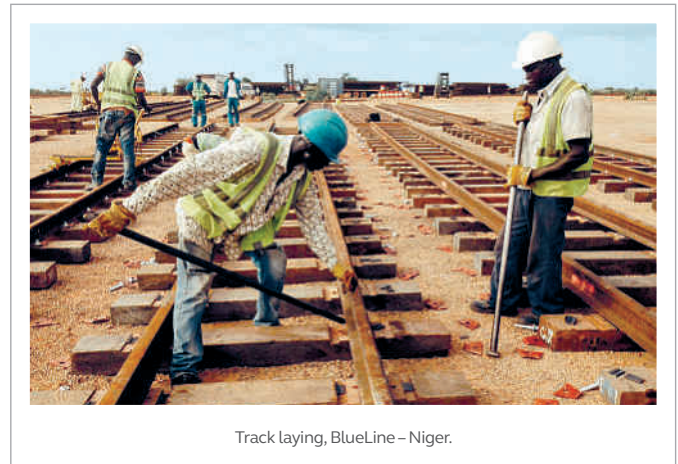
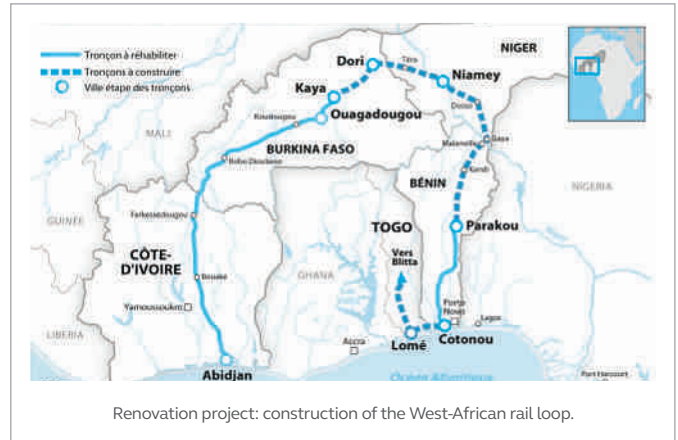
Bolloré Africa Logistics contributes to development in the countries where it operates in many ways, one of the most important being development of infrastructure for education, healthcare and access to natural resources.

Educational infrastructure

Through its partnership with Saint-Viateur Action Fund, Bolloré Africa Logistics Côte d'Ivoire has contributed to the modernization of infrastructure in the Saint-Viateur colleges in Ferkessédougou, Bouaké and Abidjan. In Ferkessédougou, northern Republic of Côte d'Ivoire, 12 classrooms were opened in January 2014 having been built and equipped with IT equipment and ready to welcome 480 secondary students, increasing the school's capacity.

Healthcare infrastructure

An integrated multidisciplinary center for sickle cell anemia was opened in Douala (Cameroon) in June 2014. Over 26% of the Cameroon population carries the genetic anomaly that gives rise to this disease and 6,000 cases are discovered each year due to the lack of effective screening. Bolloré Africa Logistics Cameroon funded the building of a 40-bed ward in the Pavillon Emmanuel Billong. The center, managed by an eight-strong medical team, is also equipped with a resuscitation center, laboratory, games and multimedia space for young patients,



kitchen and a social space. Specific actions to support maternal health were also taken in Republic of Côte d'Ivoire and Benin.

Access to natural resources

As part of its drive to improve access to natural resources under its local involvement policy, Camrail is building and equipping 32 drinking water points at its rail facilities not served by the drinking water network. This program will be continued in 2015 at six stations on the network.

Commitment to children and young people

In 2014, Bolloré Africa Logistics decided to become involved with young people in the territories in which it conducts business. This in particular has resulted in support for educational projects.

SDV South Africa and Bolloré Africa Logistics Burkina Faso have a specific commitment to helping street children. These two subsidiaries have launched socio-cultural projects in partnership with charities specializing in this field.

Reintegration of street children

For ten years, Bolloré Africa Logistics Burkina Faso has been a partner of the Réseau éducation pour tous (REPTA – Education for all network). In 2014, the network helped 200 children living on the street in Bobo-Dioulasso, the country's second city, providing access to literacy courses, sports and DIY workshops.

Sponsorship of the third annual International Children's Book day

Sitarail, a subsidiary located in Republic of Côte d'Ivoire, sponsored the third International Children's Book Day in December 2014, organized by the Republic of Côte d'Ivoire National Library and targeted at Ivorian children aged from 3 to 17. Several hundred children took part in the sessions, educational workshops, sales shows, and could explore the Biblios (book bus), the main attraction for young readers. Sitarail also supported the last Book Day.

Dialog with stakeholders

Bolloré Africa Logistics seeks to encourage all forms of dialog with stakeholders to reconcile economic imperatives and local expectations that were voiced as completely as possible. The program is part of the ISO 26000 process rolled out at Group level. Dialog with stakeholders has allowed it to develop relevant and practical actions, following consultation with local people and organizations. It also helps generate local acceptance of new projects.

► The Camrail example: maintenance and oversight of rail facilities

As part of its local involvement policy, the Cameroon rail concession has committed to increase the buying power of local communities to access rail services and support the introduction of oversight committees for rail facilities throughout the network.

Increasing local buying power for rail services

In cooperation with local communities, Camrail has been able to contribute substantial funding to 154 villages alongside the railroad, in exchange for the communities committing to help secure the railroad through actions such as:

- clearing vegetation, two or three campaigns each year depending on the region;

Partnership with Umthombo NGO

SDV South Africa has for many years supported the Umthombo charity, which aims to reintegrate street children in Durban. Umthombo manages a city-center outreach center for these children, many of whom have drug addictions. It provides continuous therapeutic monitoring as well as musical, cultural and sporting activities. The subsidiary is particularly involved in its flagship module, based on surfing, thanks to which around fifty children have already been helped off the street. The idea is to instill in these young people the discipline and values that the sport demands, giving the best ones a chance to take part in competitions. As well as paying for equipment (surfboards and accessories), equipping a clubhouse and showers, SAEL (South Africa's fifth largest freight forwarding agent) also covers the salaries of the social workers who run the sports program and literacy courses and manages the qualified instructors as well as providing meals for the participating teenagers.

- occasional removal of trees alongside the track;
- maintenance of track and intermediate stations.

Oversight of Camrail facilities

To achieve this target, Camrail supported the creation of an oversight committee for every village neighboring the network. The contribution of neighboring village communities is to set up a system of track oversight to prevent damage and to hold awareness raising meetings.

At the start of each year, Camrail holds meetings led by the Chief Executive Officer, which reward the most vigilant communities and discuss cooperation with their representatives.

► The Sitarail example: dialog with local community and religious leaders

In Republic of Côte d'Ivoire, the rail concession Sitarail has launched and taken part in regular or one-off meetings with the municipal authorities and community leaders in villages and districts crossed by the railroad. It sees dialog as its preferred tool for managing and calming social relations with neighboring authorities and communities.



International Children's Book Days, Sitarail – Republic of Côte d'Ivoire.

TRANSPORTATION AND LOGISTICS



BOLLORÉ ÉNERGIE

The environmental issue is fundamental to Bolloré Énergie, which seeks to manage the environmental impact of its activities, while it ensures the health and safety of its employees.

A COMMITMENT TO AND FOR EMPLOYEES

Regularly applying and improving health and safety systems

Bolloré Énergie is well aware of the dangers inherent in its activities, and therefore strives to control the risks associated with the handling of oil products.

The division develops risk prevention tools and relies on a training program that places particular emphasis on health and safety issues.

In 2014, an accredited organization provided training on the requirements for the transportation of hazardous goods. They focused on an ADR program (specific regulations for the transport, loading and unloading of hazardous goods) followed by six new branch office managers and 60 drivers, in initial training or in recycling.

In 2014, 18 technician employees volunteered to perform chimney cladding at a height. In order to perform these operations, they all received training in “working at a height”. This course aimed to give them the skills necessary to assess the risk of falling depending on the work location, to implement effective means of protection and to manage safety principles once at a height.

As soon as they are hired, employees are systematically informed and made aware of health and safety issues, primarily through the distribution of a manual entitled “Movements & Posture”, customized to their particular occupations.

In 2014, 28 employees, chiefly delivery drivers from the former LCN company, were trained by an outside organization in the prevention of musculoskeletal disorders (MSDs).

13 people received workplace first-aid training enabling them to manage the delivery and gestures associated with first aid and warning behaviors, and to take part in on-site prevention.

Encouraging intergenerational transfer and developing skills

Based on its desire to integrate young people into the work-force, in 2014, Bolloré Énergie maintained its support for the BTS in Negotiation and customer relations (2-year technical diploma), and has thus enabled 17 young trainees to acquire significant professional experience, and two of them to apply for jobs under fixed-term employment contracts and join the division.

One person was hired as a network engineer following a professionalization contract at the Master’s level entitled “Expert in Information Systems”.

In France, Bolloré Énergie has signed an agreement with the trade unions, a “Generation Contract” whose objective is to keep older employees within the workforce, promote the hiring of young people, and facilitate the transmission of knowledge from one generation to the next.

This agreement provides for the development of “school/business relations” in order to make oil logistics occupations more attractive.

Bolloré Énergie ensures skills development in its employees through the implementation of customized training programs, as well as professional career development. It also assists its employees in managing their careers in order to have ad hoc skills available when needed. This translates into improved professional expertise for position incumbents and the implementation of customized training programs. In 2015, an individual interview campaign will be conducted across the division to specifically promote the integration of former LCN employees.

Encouraging social dialog

In 2014, Bolloré Énergie acquired a 51% stake in the share capital of LCN, increasing its investment to 100% in accordance with the agreements concluded in 2010.

This external growth transaction resulted in the transfer of the employment contracts of 162 employees who joined Bolloré Énergie and 17 others who joined a new trading subsidiary, on October 1, 2014. An agreement on the management of social and cultural activities that is more advantageous than the legal and conventional scheme was signed with the Bolloré Énergie Works Council to enable this subsidiary to enjoy the same benefits as employees transferred within Bolloré Énergie itself.

PRODUCING AND INNOVATING SUSTAINABLY

The environmental issue is fundamental to Bolloré Énergie, which seeks to control the environmental impact of its activities. With the support of senior management, the major accident prevention policy implemented in 2009 at primary warehouses will be expanded to all the division's warehouses. The health, safety and environmental protection charter will be reviewed to this end in 2015.

In 2015, the division's aim is to implement an environmental management system that will lead to obtaining ISO 14001 certification for the five primary storage warehouses.

Preventing environmental hazards

Risk identification

In 2008, Bolloré Énergie initiated an industrial and environmental hazards mapping approach. Since that date, Bolloré Énergie has drafted a biannual diagnostic to assess its risks and implement action plans to address them.

As such, during 2014, the crisis cell operating procedure was updated (response chain, fitting-out of a dedicated room).

The regulatory operating software for warehouses, which covers monitoring and compliance with regulatory deadlines, was also optimized in 2014, thus ensuring better monitoring of ICPE sites (installations classified for the protection of the environment).

A specific check was carried out on single underground piping envelopes at 3 of its 113 sites subject to declaration. Furthermore, an

internal audit was carried out at 29 of the 119 ICPE sites (installations classified for the protection of the environment). No major non-compliance issues were found.

Soil remediation

As a hydrocarbon warehouse operator under ICPE, Bolloré Énergie is aware of the impact of its activities on the environment, and specifically on soil. In order to ensure that soil is in good condition, a diagnostic is carried out each time a warehouse is closed. If pollution is found, whether or not this occurred prior to Bolloré Énergie's activities, remediation is conducted before handover to the owner and/or lessor. Thus, in 2014, the division conducted remediation by excavation of contaminated land from its Plancoët site in Côtes-d'Armor.

Other environmental actions

As part of its environmental approach, Bolloré Énergie continued its environmental hazard prevention actions, specifically:

- groundwater monitoring at regular intervals at 12 of the 119 ICPE warehouse sites subject to disclosure and authorization;
- testing of waste water expelled by separators at the 119 ICPE warehouse sites subject to disclosure and authorization;
- testing of leak detectors for underground storage tanks at 63 of the 119 ICPE warehouse sites subject to disclosure and authorization.



Gerzat warehouse, Puy-de-Dôme – France.

TRANSPORTATION AND LOGISTICS



Fleet of trucks, Strasbourg – France.

Making energy savings (energy-saving certificates)

Bolloré Énergie has identified climate change as one of its major challenges due to its business in the distribution and warehousing of oil products, which emit greenhouse gases.

To combat global warming, an energy savings certificate scheme (ESC) was established by articles 14 to 17 of the Program Act establishing France's energy policy priorities (POPE law) dated July 13, 2005.

In order to obtain ESCs, energy sellers known as “obligated parties” (including Bolloré Énergie) must implement actions that reduce their customers' energy consumption (households, regional authorities or professionals). If they choose not to comply with their obligations, they are required to pay a discharge penalty of 2 euro cents per missing kilowatt-hour.

A three-year target is set out and divided up between operators according to their sales volumes. At the end of the period, energy sellers must prove that they have met their obligations by holding the amount of certificates corresponding to these obligations.

Following the success of the first period (from mid-2006 to mid-2009), in which energy savings obligations were 54 TWh, the government wished to extend the scheme for a second period, from January 2011 to December 2013 (extended to 2014), with an energy savings target of 345 TWh.

Over the second period, Bolloré Énergie officially held an obligation of 3.1 TWh, which was fully met by energy-saving actions conducted directly with customers or through partnerships. These pertained to thermal renovation relating to buildings' insulation and the replacement of old heating equipment by more efficient equipment that uses less energy.

On January 1, 2015, a new three-year period, known as the “third period”, will begin. It will be governed by the law on energy transition and will make the “obligated parties” respect a target of 700 TWh, i.e. double the combined total obligation of the “second period”.

Bolloré Énergie will be subject to an obligation of around 6 TWh.

Contributing to a reduction in greenhouse gas emissions

After training all 258 “delivery drivers” between 2009 and 2013 at the APTH Center in Creusot in road traffic risk prevention, anti-pollution and eco-driving, with practical exercises such as braking on wet roads and on slopes, then road tanker overturn, in 2014, an internal trainer conducted 61 days of training in economic driving.

In order to reduce fuel consumption, Bolloré Énergie constantly renews a portion of the road tanker fleet, thus ensuring that the fleet's engines meet current environmental standards. 24 road tankers were acquired by the company throughout 2014 for this purpose. These new vehicles, whose engines comply with the Euro 6 standard, have all been fitted with automatic gearboxes. As an offset, the same number of vehicles that were over ten years old were removed from the lot.

Meanwhile, at the end of 2012, Bolloré Énergie conducted an assessment of its greenhouse gas emissions, as per the decree of July 11, 2011. This assessment should be updated by the end of 2015.



Tank, Strasbourg – France.

Petroplus refinery project, Petit-Couronne

As part of the development of its logistics activities, Bolloré Énergie was granted a bilateral promise of sale from Valgo regarding a portion of the former storage site of the Petroplus refinery in Petit-Couronne (Seine-Maritime), subject to conditions precedent.

In the event of completion, redevelopment of the site would be subject to heavy investments to achieve compliance and meet regulations (around 40 to 60 million euros). This work could start in 2015. Bolloré Énergie would call on the services of the former refinery's subcontractors, thus promoting the support of local business and maintaining jobs.

Ultimately, after completion of works, the storage capacity in Milthuit would be a maximum of 618,000 metric tons, divided into 29 storage vats, a bus station, a marine jetty and a connection to the pipelines belonging to LHP (Le Havre-Paris).

Acting in favor of biodiversity protection

Bolloré Énergie strives to limit the impact of its business on the natural environment, ecological balance and protected species.

Within this framework, the procedures and checks implemented drastically limit the risk of accidental spillage. There are several types of procedures and checks:

- inventory inspections (at least once a month) to detect any product leakage;
- tests on leak detectors for all underground tanks;
- compliance work on leak-detection systems in underground tanks;
- overhaul work on the retention tank on our site in Landivisiau (Finistère): interconnection of two retention tanks in order to increase holding capacity.

In 2015, Bolloré Énergie will equip some of its storage facilities with electronic gauges to continuously monitor inventories and quickly identify any product leakages.

TAKING ACTION FOR LOCAL DEVELOPMENT

Strengthening the local presence of the division's activities

The importance of subcontracting

Using prevention plans, Bolloré Énergie requires its subcontractors and external staff to follow all safety rules and measures applicable to its own staff.

In 2015, in order to improve subcontractor compliance with Bolloré Énergie's commitments, tank transportation contracts will be made

with each high-capacity petroleum product transportation company. These contracts will be supplemented by safety protocols illustrated and tailored to each site, according to the carriers' sites of operation.

Employee solidarity and social commitment

Bolloré Énergie is very involved in the local life of the region and has continued the activities it initiated with the association Solidarité Fioul in the Champagne-Ardenne region. This regional initiative consisted of contributing 25 euro cents per cubic meter of fuel oil sold at regional level. All dues paid by members were converted into vouchers worth 300 euros in fuel. These vouchers were then distributed to the poorest fuel consumers by the Restaurants du Cœur.



Loading fuel oil, Strasbourg – France.

COMMUNICATIONS



Havas reflects the Bolloré Group's CSR policy through six commitments to progress that underpin all practices relating to its business, both in France and internationally.

THE SIX COMMITMENTS TO PROGRESS MADE BY HAVAS GROUP FOR THE 2010-2015 PERIOD

Reduce the environmental impacts associated with the branch offices' operation

Reduce the environmental impacts associated with communication actions

Promote diversity

Strengthen social and human rights requirements when purchasing products and services

Promote transparency and ethics when working in communications jobs

Implement a communications strategy that is better suited to sustainable development

The far-reaching changes brought about by technology, coupled with the emergence of increasingly informed consumers, have completely revolutionized the communications landscape.

Aware of its responsibility in this area, Havas assesses the direct impacts of its activities.

In order to incorporate and deploy the four strategic drivers set out in the Bolloré Group's CSR policy, Havas identified six commitments to progress that underpin all practices relating to its business, regardless of the jobs performed, both in France and internationally.

Quantitative and qualitative targets to be achieved by 2015 were created to strengthen this approach and to motivate employees.

TABLE OF INDICATORS

Our commitments	Shares	Indicators	Unit	2014 Results	NRE	GC	GRI v3 // ISO 26000	Aims
Reduce the environmental impacts associated with our communication actions	Office paper: limit printouts, use double-sided printouts as much as possible, use lower-weight paper	Quantity of office paper used (metric tons) and deviation versus target of -30% between 2010 and 2015	t/kg per employee/%	Total consumption of office paper amounted to 382 metric tons, or 28 kg per employee (-50% compared with 2010, target met)	148.3.1	8	EN1 // 6.5 6.5.4	-40% of paper per employee by 2015
Reduce the environmental impacts associated with our communication actions	Incorporate proposals for measuring the environmental impact of communication actions into our recommendations	Number of recommendations (design/production or media plan) accompanied by an environmental impact measurement proposal	n	231 environmental impact measurement proposals were incorporated into customer recommendations	148.3.1	8	EN26 // 6.5 6.5.4 6.6.6 6.7.5	>n
Promoting diversity and prioritizing disabilities	Recruit people with disabilities (employees or interns)	Number of disabled people working on behalf of Havas group	n	Worldwide, 55 Group employees have disabilities	148.2.7		LA13 // 6.3.7 6.3.10 6.4 6.4.3	>n
Implement a communications strategy that is better suited to sustainable development	Integrate skills and tools dedicated to sustainable development into Group branch offices	Monitor initiatives across all the Group branch offices	n	Internal tools to measure the environmental impact of communication actions were set up in some branch offices. Others adopted charters or internal procedure guides In 2014, 16 campaigns were designed with the help of sustainable development experts (internal or consultants)		8/9	EN26 // 6.5 6.5.4 6.6.6 6.7.5	>n
	Develop working methods upstream of the design of communication campaigns with greater involvement of stakeholders from corporate customers	Number of stakeholder consultations carried out upstream of the design of communication campaigns	n	Around a dozen stakeholder consultations were held in connection with the communication campaign			PR6 // 6.7 6.7.3 6.7.6 6.7.9	>n
	Strengthen our social commitment through skills sponsorship (pro bono)	Number of pro bono campaigns conducted and corresponding number of days worked		119 pro-bono campaigns were conducted by Group branch offices. Almost 2,797 days were dedicated to these campaigns				>n

COMMUNICATIONS

PROMOTING EQUAL OPPORTUNITIES

All Havas subsidiaries strive to ensure diversity and combat any form of discrimination. This is reflected in three commitments : promoting equal opportunity in the recruitment process, guaranteeing gender equality and increasing the employment of disabled staff.

In accordance with federal and local laws, Havas Worldwide branch offices work to ensure equal opportunity in the recruitment process, and in the day-to-day management of their human resources. Job vacancies are posted to internal local job boards, websites promoting diversity, as well as websites specializing in senior citizen employment. Moreover, as part of the generation contract signed with its social partners in September 2013, the group committed to implement measures to facilitate the integration of young people in employment, to promote the recruitment and continued employment of senior staff and to ensure the transmission of knowledge and skills.

Guaranteeing gender equality

Havas strives to comply with fair practices in terms of gender equality in recruitment and training. All these values were developed within a specific Equality Plan. The group Women at Havas also aims to promote the professional development of women and their place in management.

In 2014, 57% of Havas group employees were women, and women accounted for 35% of the membership of Management Committees. Internal communication regularly reinforces the importance of diversity and the place of women within the group. Furthermore, the Media network companies ensure that an appropriate work-life balance is maintained.

The group thus intends to promote parental responsibility. It has therefore endeavored to adjust the leave policies of all its subsidiaries to account for fatherhood, and more particularly compensation for paternity leave.

Increasing the hiring of disabled workers

Aware that the employment of disabled workers is a major corporate social responsibility challenge, Havas implements a responsible policy for the employment of persons with disabilities.

In 2014, the group focused part of its action on raising employees' awareness of disability, specifically on the theme of visual and auditory disabilities. Havas was also very active at various sporting events organized in favor of associations supporting disability. In addition, the group has continued to develop partnerships and to actively participate in forums for the employment of people with disabilities.

DEVELOPING SKILLS, PROMOTING TALENTS AND ENCOURAGING MOBILITY

Havas' human resources policy is to identify its employees' skills in order to better develop them and promote internal job mobility.

Developing skills

Havas made a commitment to its *gestion prévisionnelle des emplois et compétences* – GPEC (jobs and skills management plan) by signing an agreement with social partners on July 8, 2009.

A GPEC (jobs and skills management plan) Committee monitors the implementation of this agreement, whose main aim is to define the resources needed to ensure that employee skills are always up to date, that jobs change, and that quality of services is enhanced and reconciled with Havas' growth requirements and employee aspirations in terms of professional development.

To this end, Havas constantly monitors all its occupations and regularly identifies the key jobs in its business. Specific attention is paid to these jobs, in order to anticipate market changes and to implement the necessary training actions.

To achieve this, the job guide, created in 2011, analyzed the occupations and identified those that could be considered as sensitive.

The job guide is an essential management tool in the GPEC (jobs and skills management plan) approach and is regularly updated to take account of changes in jobs. The next version of the guide will form the basis for the creation of a set of benchmarks and a skills mapping effort that will define all the potential paths between occupations.

Developing the CSR strategy internally

Raising employee awareness and providing training are critical steps in the dissemination of the group's CSR strategy within the branch offices. In 2014, 39 branch offices, representing 19% of the group's headcount, created internal communication tools or materials intended to raise their employees' awareness of sustainable development. Some also organized dedicated events (seminars, internal training), while others started blogs, newsletters or workshops.

In 2014, 2,075 hours of training on sustainable development or responsible communication were provided (361 in 2013), and 231 employees were trained at least once on this subject (176 in 2013).

Promoting internal mobility

Havas' subsidiaries are aware of the need to support employees as they develop their skills to stay on top of both market and customer expectations.

Training policy

In order to ensure that employee performance meets the strategic challenges of Havas, the training policy in France focuses on three priorities :

- occupational skills training, particularly on technological integration and adaptation to changes in new technologies;
- the development of managerial skills and change management;
- the strengthening of communication skills.

With this in mind, training programs are offered to employees based around three main themes.

► Job-related skills

Havas continues to support its employees in acquiring dedicated skills as part of the transformation of its jobs towards digital. To this end, and to strengthen its image as an expert in the market, in partnership with the Sciences-Po university, Havas offers an Executive Masters in Digital Humanities, aimed at Havas employees and external applicants, whose first class will begin classes in April 2015. In 2014, this project brought together an educational committee made up of members of the institution and Havas professionals, all working to create the training content of this Masters.

Furthermore, in connection with courses leading to certification, and in order to support the "job" transformation towards data-driven marketing, which now affects the very development of media offers, Havas set up a DDOG (Data Driven Organization Growth) Innovation Program. This is the first e-Jobs certification recognized and implemented by the European Commission as part of the promotion of digital occupations. This is a blended learning training course, a combined three-phase scheme: preparation and level pre-assessment on a dedicated platform, a classroom-based training course per themed module and online knowledge assessment leading to certification in each module. After this training course, the class, split into pairs, discusses a specific case designed to highlight their knowledge acquired before a panel composed of members of senior management.

This action is rolled out in the DDOG Expertise Program, a new training pillar leading to certification which, since the last half of 2014, covers bi-media purchasing techniques and will thus allow the professionalization of 70 employees during the first half of 2015.

► Management and change management

A managerial pathway set up within the Havas training university offers young people a program comprising a toolkit and specific workshops, including one relating to the holding of annual professional interviews, which Havas made the focus of its training policy, following the law of March 5, 2014. This action coincides with the roll-out of an

online PLE tool (Personal Learning Environment) and provides support to managers of more than two people.

Havas also supports middle management in its branch offices via a change-management program relating to the overhaul of the company's strategic planning. This program is linked to the DDOG Expertise Program course leading to certification and contributes to the agility of not only individuals, but also organizations.

Finally, a training program dedicated to young managers and employees preparing for the future has been set up in the form of a clear development pathway leading to certification built around a development center and a certificate from the Université Paris-Dauphine. The Purple program specifically covers the areas of corporate strategy, financial performance, human resources and project management. One class was awarded certification in 2014, and two more are underway for 2015.

► Communications techniques

In a highly-competitive atmosphere, businesspeople and creative staff at Havas receive oral proficiency courses and written work on recommendations, depending on their level of seniority. These training courses are organized via workshops designed to encourage the exchange of best practices and synergies within the group.

Mobility Site

The group's Mobility site changed in 2014, and employees are regularly informed of job vacancies on the network, providing them with the opportunity to grow.

"Havas Loft": a mobility and development program

As part of its commitment to develop mobility and exchanges of experiences, in 2014, the group launched "Havas Loft", a mobility and development program lasting one month. This pilot program run in collaboration with the Paris, London and New York branch offices aims to help employees to develop the spectrum of their skills internationally, to expand their cultural awareness, improve their leadership and promote collaboration in the networks. Twenty group employees thus worked in a branch office in another country for a month. Each employee was met upon arrival by a coach colleague, specifically designated in the host team as a volunteer to facilitate integration and provide support during immersion.

COMMUNICATIONS

PREVENTING AND REDUCING THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES

Havas' environmental commitment is twofold: reduce the environmental impacts associated with branch office operations and communication actions.

For example, the total consumption of office paper within the branch offices in 2014 amounted to 382 metric tons (covering 89% of the workforce) or 28 kg per employee.

The aim is to achieve a 40% reduction in paper consumption per employee from 2010 to 2015.

A total of 231 proposals for measuring the environmental impact of communication campaigns were integrated into client recommendations, and 205 were adopted.

Since 2014, Havas has had a fleet of 100% electric car-sharing vehicles for its employees in Puteaux who are frequent travelers. These HavasLib cars mean they can benefit from all the advantages of the Autolib' network (parking and recharging).

The Havas Sports & Entertainment network launched a digital app worldwide measuring and assessing any organization's commitment to sustainable development: Havas ISE (Indicator of Sustainability Engagement).

The aim is to allow this tool to help brands to be aligned with internationally acknowledged standards, such as ISO 20121, and to develop communications plans to promote their initiatives. ISO 20121 is a responsible management system applied to the events organization business (to reduce the potential negative effects of events in social, economic and environmental terms).

INNOVATING TO ANTICIPATE NEW ENVIRONMENTAL REQUIREMENTS

Havas Worldwide launched a communications program based around climate change, bringing together its experts in London, New York and Sydney. This program is rolled out by satellite offices in over a dozen countries.

The expert team is led by Pete Bowyer, former spokesman of the UN Secretary General Kofi Annan on climate justice issues. The program aims to provide customers with strategic communications advice and to mobilize them in terms of the challenge of global warming.

Already rated gold by the non-financial rating tool Eco Vadis since last May, the BETC branch office submitted its first best practice to the Global Compact UN at the advanced level. The branch office has implemented a comprehensive approach to sustainable development since 2008, with actions covering internal procedures, audiovisual production and brand support.

ROLLING OUT A RESPONSIBLE PURCHASING POLICY

Havas wishes to direct its branch offices toward suppliers involved in a responsible approach and to strengthen the territorial roots of its activities. The creation of a database listing the most responsible suppliers is one option under consideration.

A number of suppliers are already aware of the Bolloré Group's CSR approach and its social, environmental and societal commitments.

In all its supplier contracts, Havas includes a CSR clause summarizing its CSR commitments, and describing the main principles to which it subscribes, which it requires its supplier signatories and their subcontractors to acknowledge and comply with.

Related to the activities performed by Havas, subcontracting covers a wide variety of profiles, product families and services (modeling agencies, photographer agencies, poster suppliers, etc.). Ratings criteria are now incorporated within the various tenders launched by the Group, and these criteria aim to accurately assess the commitment to CSR made by the various subcontractors.

The Purchasing department also automatically includes a social responsibility clause in all contracts signed with suppliers following calls for bids.

In 2014, Havas implemented a CSR qualification process for its 10,000 French suppliers. This qualification assesses suppliers based on three criteria: their geographical proximity (less than 200 km away), social and environmental certification (ISO 14001, EMAS) or failing that, ensuring that 80% of their products are organic, or can be certified. Ultimately, this approach will allow Havas to ascertain the exact volume of its responsible purchases in France.

FOSTERING RESPONSIBLE COMMUNICATION

Act Responsible, in cooperation with the Gunn Report, announced the launch of the Good Report, which lists all the innovative campaigns in terms of responsible messages or major causes: three branch offices (Havas Worldwide Prague, BETC, W&Cie) were ranked in the top 20 branch offices creating the best campaigns. In the same report, Havas is ranked 3rd in the top 10 responsible communication groups.

To better understand new modes of communication, Havas Worldwide published "The new consumer and the collaborative economy" survey conducted in 29 countries. This study explains the reasons for the success of the collaborative economy and analyzes how it represents an alternative economic proposal supported by consumers, which businesses and brands will have to take into account. In the collaborative economy, consumers see a responsible way to consume.



Organization: Action Innocence
 Campaign title: E-Reputation
 Branch office: Havas Worldwide Geneva.



Organization: Immigration Museum
 Visual title: Passenger Ship
 Branch office: BETC Paris.



Organization: Red Cross
 Campaign title: Donate "likes"
 Branch office: Les Gaulois.

PROMOTING SOCIAL COMMITMENT

A shared planning effort to meet the challenges of tomorrow

Havas commits to giving meaning to its projects and to its brand. The One Young World initiative is an event with an international scope intended to create a platform for young talent from all over the world. It enables them to work together on creating solutions to the problems currently facing society, and to make their voices heard by important world leaders. Havas continues to fund numerous charitable and humanitarian organizations. This is reflected in part by direct donations: in 2014, 58 branch offices, representing 40% of Havas

staff, gave financial support to around 100 associations or NGOs, including CARE, UNICEF, the Red Cross, the American Lung Association and France Alzheimer. Corporate skills sponsorships are also well developed. In 2014, 28 branch offices (representing 21% of the Havas workforce) did pro bono work or obtained advertising space free of charge on behalf of charities and NGOs, including the French Red Cross, Handicap International, Amnesty, Foodbank, and FNSF (combating violence against women). Branch offices devoted 2,797 days to these campaigns.

ELECTRICITY STORAGE AND SOLUTIONS



News in 2014 from the Electricity Storage and Solutions division was marked by the launch of the car-sharing program in Indianapolis and London, the development of a new mobility solution, Bluetram, and by the implementation of stationary applications in Africa via the Bluezone program.

The division thus confirmed its strategy of developing energy-storage solutions in two main areas:

- the deployment of new forms of sustainable mobility (individual and collective);
- the development of stationary applications.

The alternative mobility solutions developed by the division required the sharing of knowledge and technologies by three entities: Blue Solutions, IER and Polyconseil.

- Blue Solutions manufactures batteries and supercapacitors that are well suited to mobile and stationary energy-storage solutions.
- IER manufactures the subscription, rental and recharging terminals and sets up geopositioning, embedded information, vehicle door-opening solutions via RFID and equipment designed for employees for mobile personnel.
- Polyconseil provides computer-aided engineering for the car-sharing software, the system architecture, the global telecom network, the mobiles applications, etc.

The complementary nature of skills in the technological and industrial fields deployed by the various companies enables the entire electric vehicle value chain to be managed. This new activity, which may provide a solution for environmental concerns in industrialized countries and for access to energy in developing countries, requires the commitment of the entire workforce.

A COMMITMENT TO AND FOR EMPLOYEES

Guaranteeing the health and safety of employees

Guaranteeing the health and safety of employees is a commitment shared by all subsidiaries in the Electricity Storage and Solutions division. At a general level, this takes the form of: safety training courses, regular assessments of occupational hazards and the implementation of action plans to reduce them.

Guaranteeing the safety of employees

Several steps have been taken by Blue Solutions (a Plastic Films entity) to reduce employee exposure to the risks of musculoskeletal disorders. Specifically, this has involved:

- installing devices that aid handling and manipulation (e.g. installation of a bag-emptying robot in packaging);
- steps taken to reduce arduous postures;
- investments in better sound protection.

In 2014, Plastic films also complied with the ATEX standards (risk of explosion) and incorporated the REACH requirements (Registration, Evaluation, Authorization and Restriction of Chemicals). The chemical risk prevention program, initiated in 2013 by IER, continued in 2014 with the launch of a training program for staff in homogeneous noise-exposure groups. This program will continue in 2015.



ELECTRICITY STORAGE AND SOLUTIONS

The consultation begun in 2013 on psychosocial risk prevention led to the creation of a dedicated body.

Known as “Zen at Work”, this body consists of staff representatives, HR managers and directors and aims to identify and prevent situations that could potentially affect well-being at work at both an individual and collective level. The body meets at the request of one of its members at least once a year.

In 2014, two meetings were held, helping to lay the foundations of a future social barometer and the associated monitoring indicators. They also provided an answer to two specific cases.

Guaranteeing the safety of employees

The technologies developed by Plastic films are constantly changing, and this requires new tools and specific attention to the safety of all production equipment:

- making old equipment compliant;
- acceptance of this production equipment by an external testing organization for production equipment;
- training the safety representatives in the acceptance of equipment and making it compliant;
- reconfiguration of workshops and test facilities.

At Autolib', road risk prevention training courses were conducted to raise ambassadors' awareness⁽¹⁾ of traffic accidents, the chief cause of workplace accidents in 2013. In 2014, a significant decline (-44%) in the number of workplace accidents was noted.

(1) The mission of ambassadors is to welcome, inform and assist customers at Autolib' stations.

Supporting skills development

For Blue Solutions, IER and Polyconseil, the strategic priority in terms of human resources is to create, preserve and develop jobs and skills in the long term.

This strategy is based around two major sites:

- an attractive recruitment policy;
- skills development.

Leading a dynamic recruitment policy

The varied challenges faced in 2014 by electricity storage subsidiaries included creating and enhancing local employment, as was the case in Brittany with the new Bluetram plant built in 2014, promoting diversity, as was the case at Autolib' and Polyconseil, and providing young people with access to a first job.

► Promoting diversity

There are several recruitment channels within Polyconseil (ads, co-optation, transfer, recruitment firm, exams, etc.) in order to diversify candidate profiles and to attract talent. Throughout the process, recruitment managers commit to ensure equal opportunities for all candidates, and not to discriminate based on age, gender, social, ethnic or physical origins. As such, the recruitment process is based on an assessment of skills, and the successful candidates are chosen on merit. Thus in 2014,

Polyconseil supported two international students in their “change of status” files, since they were the best candidates for the positions offered.

Similarly, in late 2014, Polyconseil worked with Alther 75 to conduct a diagnostic and implement an action plan in favor of employing people with disabilities. The actions defined are recruitment and use of subcontracting (protected and adapted sector).

Promoting internal mobility and skills development

IER paid specific attention to mobility and internal promotions in 2014. Ten mobilities with trial periods were completed, eight of which resulted in tenure for employees in their new positions.

This trial period (scheduled under the GPEC [jobs and skills management plan] agreement of September 1, 2009) allows the employee to return their former position if they or the company are not satisfied.

The rate of internal promotions increased from 0.35% of the workforce in 2013 to 2.63% of the workforce in 2014, of which 2.5% for male staff and 2.93% for female staff. Five of eight promotions were moves to a management position.

For example, based on a “skills approach”, Plastic films builds “occupational” ladders, which help track careers and forecast human capital needs. These ladders lay out the possible career paths within a certain area and the steps needed to follow the path.

Similarly, promoting internal professional development is the second priority in Polyconseil's human resources policy. When faced with a hiring need, Polyconseil's management team first investigates the possibility of filling the position internally through a departmental or company transfer, prior to proceeding with external recruitment.

Promoting workplace training to support skills development

The result of our training policy is to provide the tools necessary for adapting skills and for employee job performance, and for anticipating changes in jobs and in people. This is particularly important for jobs which are constantly changing.

The goal of our training policy is to help employees with new assignments, transfers, technological developments and regulatory changes as well as with developing expertise in their occupation, skills development and perpetuating our knowledge.

Autolib' has access to internal trainers, who dispense all training courses relating to workstation familiarization and skills development of ambassadors, team leaders, regulators, customer relations advisers and bus drivers from the Autolib' Bluecarsharing, Bluely, Bluecub and Bluestation companies. Internal training courses have the advantage of being closer to requirements expressed and of supporting the sharp growth in activities.

As an illustration, in September 2014, the customer relations center took over the provision of assistance in electric vehicle recharge terminals in London known as “Source London”. The employees earmarked to work on this new project were supported through training on the technical aspects of terminals, the diagnostic and processes to implement.

Apprenticeship Contract – Autolib’

The Autolib’ workshop, made up of 28 employees (as of December 31, 2014), is chiefly concerned with:

- making vehicles road-ready;
- and their continuous adaptation to new technologies (Retrofit).

Pioneers in the car-sharing field, Autolib’s electric vehicles stand as innovative solutions for the future of car travel, according to Bolloré Group. As such, it seemed only natural to take on a young apprentice to learn about maintenance activity.

Autolib’ was then faced with a specific, brand new difficulty linked to the specific nature of its business activity.

Autolib’ in fact exclusively services and repairs electric vehicles. However, no training course on “servicing electric vehicles” exists for the time being, since their market is still too recent to have specific teaching materials. The challenge was thus to find a work/study training center that agrees to adapt its curriculum.

Thus, in July 2014, Autolib’ established a partnership with AFORPA (a training center backed by its branch-accredited collection fund for training, also known as an OPCA), whose mission is specifically “to help companies in the automotive sector to meet the challenges they face”, so as to welcome its first apprentice (“Automotive Maintenance” vocational baccalaureate).



Autolib’ Service Center, Paris – France.

The apprenticeship training unit where the first “electric vehicles” apprentice in France is registered will provide training modules devoted to electric and hybrid vehicles, from 2015.

In connection with the start of “Bluestation” bus operating activities, all bus drivers were trained before starting work, along with supervisory staff.

“Management learning paths” were offered to employees on their ability to move forward within their organization.

All managers from the Plastic films entity are trained in managerial posture. This training course has three steps:

- managerial posture tools, specifically via self-knowledge through completion of an MBTI questionnaire;
- interview techniques (“preparing, leading and conducting individual and professional interviews”);
- raising awareness of psychosocial risks implemented by the Group, entitled “Stress and Management”.

By the end of 2014, 103 employees had participated in these programs, accounting for 183 training actions out of a total of 2,700 hours.

PRODUCING AND INNOVATING SUSTAINABLY

Reducing the environmental footprint of the activities of the division

Identification of environmental hazards

A specific approach relating to the identification of environmental hazards was started by IER in 2014. ICPE audits (installations classified for the protection of the environment) of the main design and production sites were carried out. This voluntary approach can help to draft an initial analysis of environmental hazards and to incorporate them into risk mapping.

Recycling technology products: a priority for the division

► The batteries

The Blue Solutions battery and supercapacitor production site voluntarily comply with ISO 14001 international environmental certification standards.

Lithium is the lightest known metal and has a very high electrochemical potential: everything about it makes it a very desirable material for electrodes. The LMP® battery does not contain any toxic liquids or heavy metals, and its components are completely recyclable, including the electrolytes. The thin films constituting the anode, the electrolyte

ELECTRICITY STORAGE AND SOLUTIONS

and the cathode, produced using extrusion, are assembled and connected to form a battery.

► Electrical and electronic equipment

As a producer of electrical and electronic equipment, IER is also committed to recycling this waste. Since July 1, 2013, IER has been a member of an eco-organization approved by the State, and signed a contract with Recydis to dispose of hazardous products on all its industrial sites. As such, individual sorting trashcans, collective boxes, battery collectors, and cartridge collectors are now available in the various subsidiaries. As regards electric cars, specifically Autolib' vehicles, IER recovers and sorts tires and spare parts (mirrors, bumpers) to send them on to specialized companies.

Access to 100% renewable energy

Blue Solutions seeks to reduce the environmental impact of its activities. To this end, it has taken out an electric subscription with Compagnie Nationale du Rhône, a producer of 100% renewable electricity for the Bluecub service (Bordeaux), as was done in Paris and Lyon.

Developing new forms of mobility (individual and collective)

As the leader in electric car-sharing in France (Autolib' in Paris, Bluely in Lyon and Bluecub in Bordeaux), the Electricity storage and solutions division has rolled out its electric car-sharing system in Indianapolis and in London, while addressing social and environmental concerns.

The desire for local presence

The agreement signed between the Bolloré Group and Renault in 2014 schedules the production of the Bluecar® at the Renault plant in Dieppe in 2015. The Bluecar® will then be the only French 100%-electric vehicle: the car will be produced in Dieppe, its battery in Brittany by Plastic films in Ergué-Gabéric and the powertrain at Cirtem in Toulouse.

Development of a utility vehicle

In 2014, the Electricity storage and solutions division decided to continue its environmental commitment by offering a new mobility service to artisans. This service gives them access to a fleet of utility vehicles ("Blueutility") to make deliveries or to visit sites while minimizing their CO₂ emissions. These vehicles benefit from the entire Autolib' network in terms of parking and loading.



A new collective mobility solution, the Bluebus.



Blue Solutions battery via stationary application.

A new collective mobility solution

For the Bolloré Group, Bluebus is the first initiative in terms of collective sustainable mobility. The Bluebus was in fact specifically adopted by the Louis Vuitton Foundation. In 2014, this new service allowed drivers to be recruited, and it should continue to grow in 2015. In addition, it was made available for employees traveling between the various sites in the Greater Paris region and nearby train stations.

In 2014, in order to develop collective mobility solutions, the Electricity and storage solutions division built a new plant in Ergué-Gabéric that will produce the Bluetram.

Batteries have many lives

For both economic and environmental reasons, the recycling of products manufactured by Blue Solutions has been considered from the very start. Through a research and development program partly supported by the European Community, a recycling process was researched that allows a high proportion of the metallic lithium, iron phosphates and lithium salts to be recovered. This recycling process consists in dismantling the battery in order to recover the re-usable packaging as well as the electrical components. The electrochemical compounds are then recycled to recover the metals (aluminum, copper and lithium). A portion of the recycling output is also recovered in the form of thermal energy.

The Bolloré Group continues its battery development strategy by optimizing their use at different stages in their lives:

- they start life in a very demanding application in terms of performance (electric car, electric bus, car-sharing, stationary application linked to renewable energy, for example);
- they move on to a less demanding application in terms of power and recycling (e.g. stationary applications);
- and battery recycling.

THE OPTIMIZED LIFE CYCLE OF LMP® BATTERIES PROVIDES MAXIMUM EFFICIENCY IN USE.



Lifetime: about 3,000 cycles (based on a 50% discharge rate).

- 1 1ST USE : MOBILE APPLICATIONS**
- The battery is primarily used for mobile applications. In the first phases of life, the battery provides significant energy power necessary for these mobile applications.



- 2 2ND USE : STATIONARY APPLICATIONS**
- After losing 20% of its power or energy from a first use for mobile applications, the LMP® battery is reused for stationary applications, which have lower power requirements.



- 3 RECYCLING THE BATTERY**
- Blue Solutions has developed a unique process for recycling LMP® batteries.
 - The process allows Blue Solutions to recover a large quantity of polymers and used metals.



ELECTRICITY STORAGE AND SOLUTIONS



Kaloum Bluezone – Guinea Conakry.

Providing access to energy for all

Stationary applications

LMP® batteries are used to store electrical energy in areas where this is not readily available, but which receive high levels of sunshine (see Bolloré SA registration document, section 17.3.3.2).

Thanks to the electricity produced by fields of photovoltaic panels (720 sq. m.) stored in containers filled with LMP® batteries, hectares of wasteland with no access to the grid, become lit spaces, supplied with drinking water and connected to the internet.

These Bluezones demonstrate the relevance of combining photovoltaic panels and energy storage.

Creating local economic development and social spaces

Bluezones are part of local policies to open up and develop the area, allowing the creation of economic, cultural and sporting activities.

At December 31, 2014, there were three operational Bluezones:

- the Kaloum (Conakry) Bluezone in Guinea-Conakry (see box on the right);
- the Cacaveli (Lomé) Bluezone in Togo;
- the Dosso Bluezone in Niger.

In 2015, they will open in:

- Niger: the Niamey Bluezone will house healthcare and prevention centers and computer rooms providing access to e-learning;
- Guinea: the Dixinn Bluezone will enable the construction of an incubator designed to support young entrepreneurs and sports facilities;

Kaloum Bluezone – Guinea

In Guinea, the Kaloum Bluezone, located in the heart of Conakry, is the first of seven spaces that Bolloré Africa Logistics and Blue Solutions wish to create around the 42 km railway line connecting Kaloum to Kagbélen.

Inaugurated on June 26, 2014, the Kaloum Bluezone offered access to:

► new structures, such as:

- a talent incubator, BlueIncubateur (with the support of the state and international donors – World Bank). Thus, young Guineans can create their start-up, thanks to effective and efficient networking;
- a literacy center;
- a mobile library (paper books and e-books) for children in one of the capital's most working-class areas.

► new services, such as:

- access to cultural performances and events;
- MOOC access (massive open online courses) for young Guineans, thanks to a tripartite agreement between the universities of Conakry and Lausanne, and the Bolloré Group.



Bluezone construction project on the railway line connecting Kaloum and Kagbélen.

SOCIAL COMMITMENT OF EMPLOYEES



TWO GROUP ACTIONS

The Fondation de la 2^e chance and the Earthtalent program are the two community actions deployed Group-wide.

SOCIAL COMMITMENT OF EMPLOYEES



FONDATION DE LA 2^E CHANCE

In France, the Fondation de la 2^e chance was created in 1998 by Vincent Bolloré, who has always held the position of President. The Foundation was state-accredited as a charitable organization in 2006. The Foundation promotes new starts in life, particularly in the form of qualifications-based training and business start-up projects.

PRESENTATION

The Foundation received the IDEAS label on October 13, 2011. This label informs and reassures donors that the charity concerned follows best practice in terms of governance, financial management and efficiency monitoring. The Foundation is able to assume this role thanks to approximately 100 corporate partners, the European Social Fund, the State and some private individual donors. Over the past fifteen years, the Fondation de la 2^e chance has helped more than 6,000 people, with a total of 25 million euros used for new projects.

This assistance is intended for individuals from 18 to 62 years of age who have suffered from severe hardships, yet demonstrate a real desire to start over. The Foundation supports people and projects in this spirit.

In 2014, as a demonstration of its overall activities, the Fondation de la 2^e chance continued a major retrospective entitled *Mémoire vivante (Living Memory)* to illustrate the Foundation's accounting reports from 1998 to 2012:

- out of 100 businesses created, 72 have lasted more than three years;
- out of 100 former candidates interviewed, 58 stated they are no longer in a vulnerable situation;
- finally, out of 100 former candidates who received training, 66 said they found employment.

In 2014, the Foundation continued to support 421 new candidates. The average grant per candidate is 3,000 euros. Out of 421 graduates, 77% were assisted through the completion of a training program and 23% were helped in creating a business. Candidates between 25 and 44 years old represented 57% of the projects supported.

PRINCIPLES

The Foundation, which has 58 relay offices, assists candidates in achieving their career goals via qualification-based training, or the creation or resumption of a business.

In order to effectively support these projects, candidates are selected based on four eligibility criteria:

- the candidate has been through a major rupture in their past life;
- the candidate is currently in a vulnerable situation;
- co-financing is available (or at least being sought);
- the project is realistic and sustainable.

The selection procedure, which lasts between two and three months, is very rigorous. Instructors (volunteers from the Foundation's economic partners – independent volunteers or volunteers from associations) meet with the candidates and carefully study their goals.

The relay offices are split into five large regions throughout France.

Each of these regions is the responsibility of a coordinator, from the Foundation's headquarters. The 58 relay offices are managed by local representative who leads the local training and sponsor team. The Bolloré Group directly provides housing to eight of them. Sponsorship is thus always provided regionally : the recipients are always near volunteers.

The decision to support a project is made by the regional Approval Committee, whose ruling is strictly compliant with the conclusions of the instructors. In the event of a disagreement, the final decision is passed up to the Board of Directors. The Foundation's continued

activities are supported by a team of permanent employees and volunteers:

- 11 employees in the Bolloré Group's registered office coordinate all of the participants;
- 1,000 working volunteers act as on-site delegates, instructors and sponsors.

In 2014, the eight relay offices hosted by the Bolloré Group directly contributed to 73 life-changing events, thanks to the involvement of 45 volunteers, Group employees or retirees who perform the functions of local representatives, assistant instructors and sponsors.

A great example of a helping hand given to the 421 projects funded in 2014



Céline, 45, a graduate from the Foundation in 2010 in Nantes for her project to build a boat in order to offer river tourism activities with overnight accommodation on the Loire and Erdre rivers.

With the support of her sponsors and financial support of 8,000 euros, this graduate, whose life path meets the

Foundation's eligibility criteria for funding, is now proud to say that her boat, *L'Erre sauvage*, is attracting increasing numbers of customers, and has piqued the curiosity of the press and local elected officials.



River tourism: one of the projects awarded by the Foundation in 2010.



SOCIAL COMMITMENT OF EMPLOYEES



EARTHTALENT

Created within the Group by employees in 2008, the Earthtalent by Bolloré participative program is built around values of solidarity, courage, respect for others, innovation and entrepreneurial spirit.

EARTHTALENT BY BOLLORÉ, AN INNOVATIVE COMMUNITY PROGRAM

Its frame of reference and action is the UN Millennium Development Goals for development. This program, a genuine laboratory for social innovation, supports community projects led by Group employees, thus contributing to local regional development.

The program is based on a collaborative platform and a network of ambassadors. The platform brings together some 760 employees working in 47 countries. The Earthtalent community is run via this platform, by 18 ambassadors (one per country) who represent Earthtalent locally.

Since the program's inception in 2008, 30 projects have been supported in 14 countries (9 countries in Africa, 4 in South Asia and 1 in Latin America). About 6,000 people have benefited from these community actions in different forms: job creation, access to education, implementation of training modules, organization of awareness-raising sessions, etc.

The 2014 call for projects

In February 2014, Earthtalent by Bolloré launched its 4th call for projects. It is in respect of Africa, which was the first continent to benefit from its establishment in 2010. This year, the chosen themes, in addition to contributing to Millennium Development Goal number 3 (women's empowerment) were:

- culture and heritage;
- energy and innovation.

Of the 31 applications submitted, 9 projects were selected in 9 countries (Burkina Faso, Cameroon, Republic of Côte d'Ivoire, Guinea, Madagascar, Mali, Senegal, Sierra Leone and Uganda) by a panel of experts, according to a set of rigorous, accurate criteria including economic sustainability, contribution to the Millennium Development Goals, relevance of the innovation and even motivation.

They will be regularly monitored thanks to an empirical reporting method developed by Earthtalent over the past six years, which is now tried and tested. Among other things, it enables financial assistance to be tailored to the needs of the structure, and to detect the internal and external skills required in order to roll out projects.

In total, the 9 successful projects should directly benefit some 400 people by creating jobs, providing infrastructures and material, and training women in sustainable jobs and techniques so they can become economically independent.

Project: Nakulabye Brickets Making Technology

“We trained several groups of people on how to make fuel brickets. Once trained, these people can not only reproduce the technique themselves but also teach it to others.”

ALICE ZALWANGO,
Chair of the Nakulabye Brickets
Making Technology association

In 2014, the winning project in Uganda was created by Alice Zalwango, a solidarity professional, and her daughter, Tophus Ndoye. They invented a manufacturing process to make fuel brickets from a mixture of organic waste and clay. These brickets can then be used as non-polluting, economical fuel (biomass), or as a building material.

Juliet Opio, IT Manager (Information Technology) at Bolloré Africa Logistics Uganda, got involved in this waste conversion project in her city. She would like to train women in this technique of collecting and sorting waste before making brickets so that they can both build their homes and sell the brickets.

This project thus operates at three levels: city sanitation, raising environmental awareness and developing an income-generating business for women. In 2015, 100 young mothers and unemployed women will receive a high-added-value training course.

Project: Roger Voice



“In just six months, we have come much further than we expected, and this would not have been possible without the help of SenseCube. Now that we have sped up our project, we are reaching ‘business’ status, with customers and transactions.

Our aim is to last in the long run.”

OLIVIER JEANNEL,
founder of Roger Voice

Roger Voice is one of the projects that came from the SenseCube. It specifically aims to develop an instant solution for voice-to-text translation, allowing everyone to call easily and anonymously. This innovation, developed by Olivier Jeannel, a former Orange employee who is himself deaf, helps reduce the social and professional isolation felt by deaf people and helps boost equal opportunities.

In six months, thanks to SenseCube, Roger Voice has developed a working version of its website and raised 35,000 euros via the KissKissBankBank crowdfunding platform.

Projects for 2015 include:

- organizing a new round of fundraising;
- developing a mobile version of the website;
- and the search for new partnerships.

First steps towards social entrepreneurship

Since 2013, the Earthtalent method has been used in France to manage a “Young People and New Technologies” program, providing a means of solidarity and growth. Two partners have joined the adventure: Enactus and Make Sense.

Enactus⁽¹⁾ created a student challenge where some 50 French schools competed, and which was won by the EBI team (School of Biology, Cergy-Pontoise) with their SCANNER home barcode reader project to help the visually impaired.

Alongside Earthtalent by Bolloré, Make Sense⁽²⁾ co-produced a social incubator : the SenseCube. From May to October 2014, it supported five community start-ups that came up with an innovative business model combining new technologies and community.

(1) Enactus is an international non-profit organization that brings together students, teachers and professionals whose common commitment is to use entrepreneurial action to improve the quality and standard of life of communities in need.

(2) Make Sense is an international community which helps social entrepreneurs by mobilizing volunteers to help them overcome their challenges. Any volunteer can take part in a challenge resolution workshop and give their ideas and creativity to provide entrepreneurs with practical solutions.



Closing ceremony of the first edition of the SenseCube projects.

CROSS-REFERENCE TABLE

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2014 registration document	Information published in the 2014 CSR report	Scope covered by the indicator (registration document)
Social information						
Total workforce and distribution of employees by gender, age, geographical area	LA 1	6.4.4		see 17.3.5.1.2. "Headcount at December 31, 2014"; "Workforce indicators" in "Social Reporting", pages 109-110		Group
Hiring and departures	LA 2	6.4.4		see 17.3.2.4. "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 102-103 see 17.3.5.1.2. "Recruitment and departures", workforce indicators in "Social reporting", pages 110-111	"Increasing the share of young people on work-study contracts in the division's new recruitments" in Bolloré Logistics, page 16 "Encouraging intergenerational transfer and developing skills", in Bolloré Énergie, pages 28-29 "A commitment to and for employees"; "Supporting skills development" (lead a dynamic recruitment policy and box), page 40 "Autolib' apprenticeship contract" in Electricity storage and solutions, page 41	Group
Compensation and changes in compensation	EC1 and EC5	6.4.4		see 17.3.5.1.2. "Compensation (in euros)", workforce indicators in "Social reporting", page 112		France
Organization of working time	LA	6.4.4		see 17.3.5.1.2. "Organization of working time", workforce indicators in "Social reporting", pages 111-112		Group
Absenteeism	LA 7	6.4.4		see 17.3.2.4. "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 102-103 see 17.3.5.1.2. "Organization of working time", workforce indicators in "Social reporting", pages 111-112		France
Organization of dialog with the workforce, (in particular the procedures for informing and consulting staff as well as negotiation procedures)	LA 4	6.4.3 and 6.4.5	# 3	see 17.3.2.5. "Encouraging social dialog with the workforce; employee involvement and engagement", page 103	"A commitment to and for employees" – Encouraging social dialog with the workforce, in Bolloré Énergie, page 29	Group
Collective agreements	LA 5	6.4.3 and 6.4.5	# 3	see 17.3.2.5. "Encouraging social dialog with the workforce; employee involvement and engagement", page 103 see 17.3.5.1.2. "Professional relationships and collective agreements", workforce indicators in "Social reporting", page 112		France
Workplace health and safety conditions	LA 6 and LA 8	6.4.6	# 4-5	see 17.3.2.1. "Ensuring safety and looking after the health of all employees", pages 101-102	"A commitment to and for employees" – Guaranteeing the health/and safety of employees, in Bolloré Logistics, pages 14-15 and in Bolloré Africa Logistics, pages 20-22 "A commitment to and for employees" – Regularly applying and improving health and safety systems, in Bolloré Énergie, page 28 "A commitment to and for employees"; "Guaranteeing the health and safety of employees", in Electricity storage and solutions, pages 38, 40	Group

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2014 registration document	Information published in the 2014 CSR report	Scope covered by the indicator (registration document)
Social information						
Workplace accidents (in particular their frequency, their severity and work-related illnesses)	LA 7	6.4.6	# 4-5	see 17.3.2.1. "Ensuring safety and Looking after the health of all employees", pages 101-102 see 17.3.5.1.2. "Health, working conditions, health and safety", "Organization of working time", workforce indicators in "Social Reporting", page 112	"A commitment to and for employees" – Guaranteeing the safety of employees, in Bolloré Logistics, page 15 and in Bolloré Africa Logistics, page 21 "A commitment to and for employees" – Guaranteeing the health and safety of employees, in Electricity storage and solutions, page 40	France
Report of agreements signed with trade unions or staff representatives regarding occupational health and safety	LA 9	6.4.6	# 4-5	see 17.3.2.5. "Encouraging social dialog with the workforce; employee involvement and engagement", page 103 see 17.3.5.1.2. "Labor relations and collective bargaining agreements", workforce indicators in "Social Reporting", page 112		France
Training policies	LA 11	6.4.7		see 17.3.2.2. "Anticipating changes in the occupations, developing skills and promoting local talents", page 102	"A commitment to and for employees" – Developing skills, promoting talents and encouraging mobility, in Bolloré Logistics, pages 15-16 "A commitment to and for employees", – Developing skills and employee retention, in Bolloré Africa Logistics, pages 23-24 "A commitment to and for employees" – Encouraging intergenerational transfer and developing skills, in Bolloré Énergie, pages 28-29 "Developing skills, promoting talents and encouraging mobility" – Developing skills, in Communications "Supporting skills development", pages 34-35 – Promoting workplace training to support skills development, in Electricity storage and solutions, pages 40-41	Group
Total number of hours of training	LA 10	6.4.7		see 17.3.5.1.2. "Training", workforce indicators in "Social reporting", page 112		France
Measures taken to improve gender equality	LA 14			see 17.3.2.4. "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 102-103	"Promoting equal opportunities" – Guaranteeing gender equality, in Communications, page 34	Group
Measures taken to encourage the employment and integration of disabled people	LA 13			see 17.3.2.4. "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 102-103 17.3.5.1.2. "Professional insertion and people with disabilities", workforce indicators in "Social reporting", page 112	"Promoting equal opportunities" – Increasing the hiring of disabled workers, in Communications, page 34 "A commitment to and for employees"; "Supporting skills development" in Electricity storage and solutions, page 40	France
Policy to combat discrimination	LA 13			see 17.3.2.4 "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 102-103	"Promoting equal opportunities", in Communications, page 34; "A commitment to and for employees"; "Promoting diversity" in Electricity storage and solutions, page 40	Group

CROSS-REFERENCE TABLE

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2014 registration document	Information published in the 2014 CSR report	Scope covered by the indicator (registration document)
Social information						
Respecting freedom of association and the right to collective bargaining	HR 5; LA 4 and LA 5	6.3.10	# 3	see 17.3.2.5. "Encouraging social dialog with the workforce; employee involvement and engagement", page 103		Group
Elimination of discrimination in respect of employment and occupation	HR 4; LA 13 and LA 14	6.3.10	# 6	see 17.3.2.4. "Integrating diversity in all forms and guaranteeing equal opportunity throughout employees' careers", pages 102-103	"Promoting equal opportunities" in Communications, page 34 "A commitment to and for employees"; "Promoting diversity" in Electricity storage and solutions, page 40	Group
Elimination of forced or compulsory labor	HR 6 and HR 7	6.3.10	# 4-5	see 17.2.1. External repositories, "The UN Global Compact: The 10 principles", page 99 see 17.3.1. Sharing the same business ethics, "Human rights", page 101	"Introduction" – Sites 2015, page 3	Group
Effective abolition of child labor	HR 6	6.3.10	# 4-5	17.2.1. External repositories "The UN Global Compact: The 10 principles", page 99 17.3.1. "Sharing the same business ethics"; "Human Rights", page 101	"Introduction" – Sites 2015, page 3	Group
Environmental information						
Organization of the company to respond to environmental issues and, where applicable, environmental evaluation and certification processes	Managerial approach	6.5.1 and 6.5.2	# 7-8-9	see 17.3.3 Producing and innovating sustainably, "Obtaining ISO 9001 and 14001 certifications", page 103 see "Environment-related industrial risks" in 4. "Risk factors", pages 54-55	"Producing and innovating sustainably" in Bolloré Logistics, pages 16-17 "Producing and innovating sustainably" in Bolloré Africa Logistics, page 24 "Producing and innovating sustainably" in Bolloré Énergie, pages 29-30 "Preventing and reducing the environmental impact of our activities"; "Innovating to anticipate new environmental requirements", in Communications, page 36 "Producing and innovating sustainably" in Electricity storage and solutions, page 41	Group
Training and raising awareness of employees on the protection of the environment	Managerial approach	6.5.1 and 6.5.2	# 7-8-9	see "Environment-related industrial risks" in 4. "Risk factors", pages 54-55 see 17.3.3. "Producing and innovating sustainably", page 103	"A commitment to and for employees" – Developing skills, promoting talents and encouraging mobility (providing access to training for all), in Bolloré Logistics, page 15	Group
Resources allocated to preventing environmental hazards and pollution	EN 30	6.5.1 and 6.5.2	# 7-8-9	see "Environment-related industrial risks" in 4. "Risk factors", pages 54-55 see "Environmental investment and spending", page 114	"Producing and innovating sustainably" in Bolloré Logistics, pages 16-17 "Producing and innovating sustainably" in Bolloré Africa Logistics, page 24 "Producing and innovating sustainably" in Bolloré Énergie, pages 29-30 "Preventing and reducing the environmental impact of our activities", in Communications, page 36 "Producing and innovating sustainably" in Electricity storage and solutions, page 41	Group

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2014 registration document	Information published in the 2014 CSR report	Scope covered by the indicator (registration document)
Environmental information						
Amount of provisions and guarantees for environmental hazards (provided this information is not such as to cause significant harm to the company in an ongoing lawsuit)	EN 28 and EC 2	6.5.1 and 6.5.2	# 7-8-9	See note 16 – “Provisions for contingencies and charges”, page 162		Group
Measures to prevent, reduce or remedy emissions into air, water and soil that seriously damage the environment	EN 22, EN 23 and EN 24	6.5.3	# 7-8-9	see “Environment-related industrial risks” in 4. “Risk factors”, pages 54-55 see 17.3.3.1. “Reducing the environmental impact of activities”; “Mapping environmental hazards and implementing actions”, pages 104-105 see “Facilities classified for the protection of the environment (ICPE)”, page 114	“Treating and recycling waste”, in Bolloré Africa Logistics, page 25 “Preventing environmental hazards” in Bolloré Énergie, page 29	Group
Measures to prevent, recycle and eliminate waste	EN 22	6.5.3	# 7-8-9	see 17.3.3.1. “Reducing the environmental impact of activities”; “Managing and recovering waste,” page 104	“Producing and innovating sustainably” – Treating and recycling waste, in Bolloré Africa Logistics, page 25 “Producing and innovating sustainably”. – Recycling technology products: a priority for the division, pages 41-42 “Batteries have many lives” in Electricity storage and solutions, page 43	Group
Taking account of noise pollution and any other form of pollution specific to a business	EN 25	6.5.3	# 7-8-9	see “Environment-related industrial risks” in 4. “Risk factors”, pages 54-55 see 17.3.3.1. “Reducing the environmental impact of activities”; “Mapping environmental hazards and implementing actions”, pages 104-105		Group
Water consumption and water supply having regard to local constraints	EN 8, EN 9 and EN 21	6.5.4	# 7-8-9	see 17.3.3.1. “Reducing the environmental impact of activities”; “Optimizing water and energy consumption”, page 103 see 17.3.5.2.2. “Table of environmental and societal indicators”; “Water and energy consumption”, page 113	“Producing and innovating sustainably” – “Reducing energy consumption and the environmental footprint of activities” in Bolloré Africa Logistics, page 24	Group
Consumption of raw materials and measures taken to use them more efficiently	EN 1 and EN 10	6.5.4	# 7-8-9	see 17.3.5.2.2. Table of environmental and societal indicators, page 113	“Providing access to energy for all”, in Electricity storage and solutions, pages 42-43	Group
Energy consumption, measures taken to use it more efficiently	EN 3, EN 4, EN 5, EN 6 and EN 7	6.5.4	# 7-8-9	see 17.3.3.1. “Reducing the environmental impact of activities”; “Optimizing water and energy consumption”, page 103 see 17.3.5.2.2. “Table of environmental and societal indicators”; “Water and energy consumption,” page 113	“Producing and innovating sustainably” – “Reducing energy consumption and the environmental footprint of activities” in Bolloré Africa Logistics, page 24 “Producing and innovating sustainably”; “Making energy savings” in Bolloré Énergie, page 30 – Reducing the environmental footprint of the division’s activities, in Electricity storage and solutions, pages 41-42	Group

CROSS-REFERENCE TABLE

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2014 registration document	Information published in the 2014 CSR report	Scope covered by the indicator (registration document)
Environmental information						
Land use		6.5.4	# 7-8-9	see "Environment-related industrial risks" in 4. "Risk factors", pages 54-55 see 17.3.3.1. "Reducing the environmental impact of activities"; "Mapping environmental hazards and implementing actions", pages 104-105		Group
Greenhouse gas emissions (art. 75, Grenelle II)	EN 16, EN 17, EN 19 and EN 20	6.5.5	# 7-8-9	see 17.3.3.1. "Reducing the environmental impact of activities"; "Reducing greenhouse gas emissions," page 104 see 17.3.5.2.2. "Table of environmental and societal indicators"; "Table of greenhouse gas emissions"	"Producing and innovating sustainably" – Reduce its carbon footprint, in Bolloré Logistics, page 17 "Producing and innovating sustainably"; "Monitoring and reducing greenhouse gas emissions", in Bolloré Énergie, page 30	France
Adapting to the consequences of climate change	EN 18 and EC 2	6.5.5	# 7-8-9	see 17.3.3.2. "Innovating to anticipate new environmental requirements," pages 105-106	"Producing and innovating sustainably" – Developing new forms of mobility, in Electricity storage and solutions, page 42	Group
Measures taken to conserve or enhance biodiversity	EN 11 to 15 and EN 25	6.5.6	# 7-8-9	see "Environment-related industrial risks", and in particular, agricultural assets, in 4. "Risk factors", pages 54-55 see 17.3.3.1. "Reducing the environmental impact of activities"; "Preserving biodiversity", page 104	"Producing and innovating sustainably" – Preserving biodiversity, in Bolloré Logistics, page 17 "Producing and innovating sustainably" – Act in favor of biodiversity protection, in Bolloré Énergie, page 31	Bolloré Logistics Bolloré SA (vineyards)
Information pertaining to societal commitments						
Geographical, economic and social impact on jobs and regional development	EC 8 and EC 9	6.8.5		see 17.3.4.1. "Strengthening the local presence of the Bolloré Group's activities", page 106 see 17.3.4.4.2. "Earthtalent by Bolloré: a participative community program", page 108	See box "A few figures" in Bolloré Africa Logistics, page 24 "Taking action for local development" – Promoting better regional integration via the construction of the West-African railway loop, in Bolloré Africa Logistics, page 26 "Producing and innovating sustainably" – Providing access to energy for all: stationary applications in Electricity storage and solutions, pages 42-44	Group
Geographical, economic and social impact on neighboring or local populations	EC 1 and EC 6	6.8		see 17.3.4.1. "Strengthening the local presence of the Bolloré Group's activities", page 106 see 17.3.4.4. "Promoting the social commitment of employees", pages 107-108	"Taking action for local development" – Strengthening the local presence of the division's activities, in Bolloré Logistics, page 18 "Taking action for local development" – Promoting better local integration, in Bolloré Africa Logistics, page 26 "Producing and innovating sustainably" in Electricity storage and solutions, pages 42-44	Group
Nature of dialog with these persons or organizations	4.14 to 4.17	5.3.3		see 17.3.4.2. "Establishing a relationship of trust with stakeholders", pages 106-107	"Taking action for local development" – Establishing a relationship built on trust and building lasting partnerships with stakeholders and civil society, in Bolloré Logistics, page 18 "Taking action for local development" – Dialog with stakeholders, in Bolloré Africa Logistics, page 27	Group

Information required under the Grenelle II Act	GRI 3.1	ISO 26000	Global Compact	Information published in the 2014 registration document	Information published in the 2014 CSR report	Scope covered by the indicator (registration document)
Information pertaining to societal commitments						
Partnership or sponsorship initiatives	EC 1 and 4.11 to 4.13	6.8.9		see 17.3.4.4. "Promoting the social commitment of employees", pages 107-108 see 17.3.5.2.2. "Table of environmental and societal indicators"; "Societal actions supported", page 114	"Taking action for local development" – Promoting the social commitment of employees, in Bolloré Logistics, page 19 "Taking action for local development" – Commitment to children and young people, in Bolloré Africa Logistics, pages 26-27 "Encouraging social commitment" in Communications, page 37 "Taking action for local development" – Employee solidarity and social commitment, in Bolloré Énergie, page 31 "Social commitment of employees", pages 45-49	Group
Inclusion of social and environmental issues in the purchasing policy	EC 6; HR 2 and HR 5 to 7	6.6.6	# 1-2	see 17.3.4.3. "Labeling suppliers and assessing subcontractors"; "A responsible purchasing policy", page 107	"Producing and innovating sustainably" – "Reducing energy consumption and the environmental footprint of activities" in Bolloré Africa Logistics, pages 24-25 "Rolling out a responsible purchasing policy" in Communications, page 36	Group
Extent of subcontracting and taking account in dealings with suppliers and subcontractors of their corporate social responsibility	3.6 and 4.14	6.6.6	# 1-2	see 17.3.1. "Sharing the same business ethics", page 100 see 17.3.4.3. "Labeling suppliers and assessing subcontractors"; "The inclusion of corporate social responsibility into supplier relationships", page 107	"Introduction" – Sites 2015, page 3 "Taking action for local development", the importance of subcontracting, in Bolloré Énergie, page 31	Group
Initiatives to prevent corruption	SO 2 to 4, SO 7 and SO 8	6.6.3	# 10	see 17.3.1 "Sharing the same business ethics", page 100	"A shared framework for transportation activities: sharing the same business ethics", pages 10-11	Group
Measures taken to encourage the health and safety of consumers	PR 1 and PR 2	6.7.4		see 17.3.3. "Producing and innovating sustainably"; "Measures taken to encourage the health and safety of consumers", page 105	"Encouraging responsible communication" in Communications, page 36	The Group has no products or services directly related to the consumer, with the exception of passenger transport activities.
Other initiatives in favor of human rights	HR	6.3	# 1-2	see 17.2.1. External repositories "The UN Global Compact: The 10 principles", page 99 see 17.3.1. Sharing the same business ethics; "Human rights", page 101	"Introduction" – Sites 2015, page 3 "Social commitment of employees", Earthtalent, pages 48-49	Group

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



PHOTO CREDITS

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Communication campaign: Havas Les Gaulois, BETC Paris, Havas Worldwide Geneva, X

DESIGN AND EXECUTION: **HAVAS WORLDWIDE PARIS**

The CSR report is printed on Novatech Satin (FSC) and Imagine Silk (PEFC) paper.

