


BOLLORÉ



2012 CORPORATE SOCIAL
RESPONSIBILITY REPORT

1
Message
from the
Chairman

2
Our CSR
strategy

4
The Bolloré
Group in brief

6
The Bolloré Group
worldwide

8
THE FOUR KEY FOCUS AREAS
OF OUR APPROACH

10
Respect
for shared
values

11
Empowering
employees and
developing our
human capital

16
Environmental
performance:
inspiring innovation
and progress

22
Contributing
to local
development

26
Extra-financial
reporting
methodology

APPENDIX

38
Earthtalent
SDV Singapore Sustainable Development Report
Bolloré Africa Logistics Cameroon Sustainable Development Report

MESSAGE FROM THE CHAIRMAN



VINCENT BOLLORÉ

“ With a deep footprint in emerging economies, corporate citizenship at Bolloré is more than simply financing charitable projects. It is embedded in our activities alongside local communities through which we contribute to local development.”

For almost two centuries, the men and women at Bolloré have forged the Group's identity and constitute its greatest strength. Drawing on their courage and skills, we work together to take on the tough challenges we face.

Our business diversity means not only the opportunity to create synergy, but also the ability to adapt in a fast changing world.

Bolloré is dedicated to bringing leading-edge products to the market that comply with the most recent environmental requirements, in line with the strategic decision to focus on long-term development and a constant search for innovation.

A highlight of 2012 was the development of the Autolib' electric car-sharing system, launched late in 2011 in Paris and 46 other towns in the greater Paris region. Similar services will be rolled out in other major cities in France and further afield in 2013. Our research on stationary electrical storage continues with a view to optimizing generation of renewable energy.

With a deep footprint in emerging economies, corporate citizenship at Bolloré is more than simply financing charitable projects. It is embedded in our activities alongside local communities through which we contribute to local development. This social and community commitment has grown into a value embedded in our economic growth strategy.

I trust that this first CSR Report will illustrate our engagement and the entrepreneurial spirit guiding our endeavors.

OUR CORPORATE SOCIAL RESPONSIBILITY STRATEGY

In 2009, the Bolloré Group set out the challenges of its strategy in a document sent to all subsidiaries and designed to take account of the specific characteristics of our business lines.

SEVEN KEY CHALLENGES WERE DEFINED

- sharing the same business ethics;
- guaranteeing and improving the safety and employability of staff;
- managing and reducing the risks associated with the production of goods and services;
- optimizing products and services so that they are more environmentally-friendly;
- innovating in order to develop new products and services;
- building synergies within the Group so as to develop the sustainable mobility solutions of the future;
- getting involved in and contributing to local development in partnership with the local community.

In 2012, the Group's sustainable development strategy was supplemented by the mapping of issues by each division to define issues specific to the businesses carried out within the Group:

FOUR MAJOR FOCUS AREAS

GOVERNANCE AND STRATEGY

- ethics and the fight against corruption;
- supply chain responsibility.

SOCIAL

- skills and human capital;
- health and safety;
- dialogue with the workforce.

ENVIRONMENT

- energy and the use of natural resources;
- waste management;
- pollution and discharges;
- eco-design.

SOCIETAL

- contribution to the local economy and community.

Strategy is implemented on the ground by the divisions in line with the nature of each business and their geographical location, while divisional social and environmental policies continue to be developed during the financial year.

CORPORATE CITIZENSHIP MILESTONES

2000

Group Ethics Charter

2003

Membership
of the Global
Compact

2005

Creation of
the network
of sustainable
development
correspondents

2008

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

2009

Group Values Charter

2010

Introduction
of CSR action
plans by
the divisions

THE NEXT PRIORITIES FOR THE GROUP'S CSR STRATEGY WILL CONCENTRATE ON:

- defining Group-wide international social indicators;
- identifying indicators specific to each division;
- mapping stakeholders;
- incorporating supply chain challenges;
- evaluating the Group's local economic and social contribution (local employment, responsible purchasing policy).

GROUP GOVERNANCE

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

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

Oversight is provided by the parent company's senior management and Board of Directors ensuring that all internal control and management systems in the divisions are efficient and effective, relying on the work of the results, audit and risks committees.

THE BOLLORÉ GROUP IN BRIEF

FOUNDED IN 1822, THE BOLLORÉ GROUP IS ONE OF THE 500 LARGEST COMPANIES IN THE WORLD. LISTED ON THE STOCK EXCHANGE, CONTROL REMAINS WITH THE BOLLORÉ FAMILY. THE STABILITY AFFORDED BY THIS SHAREHOLDER STRUCTURE FORMS THE BASIS FOR THE GROUP'S LONG-TERM INVESTMENT POLICY.

DUE TO ITS DIVERSIFICATION STRATEGY BASED ON INNOVATION AND INTERNATIONAL DEVELOPMENT, IT CURRENTLY HOLDS STRONG POSITIONS IN EACH OF ITS BUSINESS ACTIVITIES: TRANSPORTATION AND LOGISTICS, COMMUNICATION, ELECTRICITY STORAGE AND SOLUTIONS.



TRANSPORTATION AND LOGISTICS

Bolloré is the leading ports and integrated logistics company in Africa (Bolloré Africa Logistics), one of the leading players in freight forwarding across five continents (Bolloré Logistics) and the number one independent distributor of domestic fuel with a substantial presence in France (Bolloré Énergie).



COMMUNICATION

After the sale of the Digital Terrestrial Television stations Direct 8 and Direct Star to Canal+ for an equity stake in Vivendi, the Communication segment consists of Havas, one of the largest advertising and communication consultancy groups in the world, the free daily *Direct Matin*, participation in research, broadcasting logistics and film-making, as well as a presence in telecoms.



ELECTRICITY STORAGE AND SOLUTIONS

Bolloré has made the storage of electricity a major growth driver. As the world leader for films for capacitors, it developed a unique technology for electric lithium metal polymer (LMP®) batteries and solutions for managing their use. Bolloré's presence extends to mobile (electric cars and buses, Autolib') and stationary electric battery applications. Through IER, it also holds a market-leading position in terminals and access control and identification systems for public transport.

THE BOLLORÉ GROUP WORLDWIDE

IN 2012

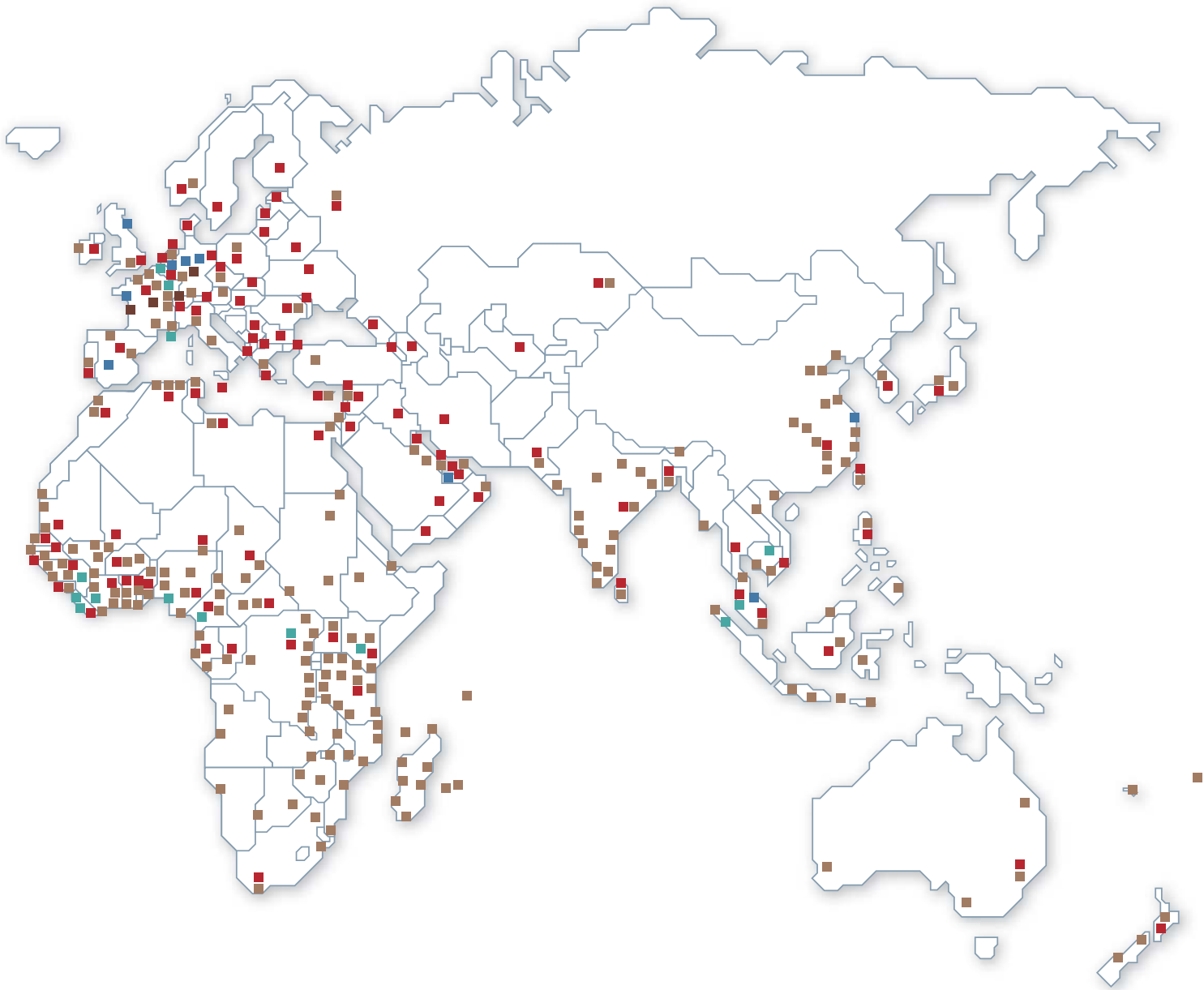
MORE THAN
55,000
EMPLOYEES
IN 152 COUNTRIES

TURNOVER
€10.2
BILLION

NET INCOME
€804
MILLION

- TRANSPORTATION AND LOGISTICS
- OIL LOGISTICS
- COMMUNICATION
- ELECTRICITY STORAGE AND SOLUTIONS
- PLANTATIONS





THE FOUR KEY FOCUS AREAS OF OUR APPROACH

RESPECT
FOR SHARED
VALUES

EMPOWERING
EMPLOYEES AND
DEVELOPING OUR
HUMAN CAPITAL

ENVIRONMENTAL
PERFORMANCE:
INSPIRING INNOVATION
AND PROGRESS

CONTRIBUTING
TO LOCAL
DEVELOPMENT

Integrating the principles of sustainable development defined in the Brundtland report of the United Nations World Commission on environment and development is crucial for the long-term growth and sustainability of our business. Our commitments are defined and embraced at the highest level of the Group and are applied by all our subsidiaries.



RESPECT FOR SHARED VALUES

“ Our strategy is based on respect for shared values, the transfer of our skills and our desire to innovate. ”

VINCENT BOLLORÉ

These values are set out in the document “Le temps ne ment pas” (“Time does not lie”) and can be distilled into:
**COURAGE AND HUMILITY,
ENTREPRENEURIAL SPIRIT,
LOYALTY,
SOLIDARITY.**

These values are at the heart of our ethical policy and embody our Group’s culture.

SHARING THE SAME BUSINESS ETHICS

In 2000, the Bolloré Group adopted an ethical and responsible approach built around firm commitments. Drawing on the principles of the UN Global Compact on human rights, labor rights, protection of the environment and the fight against corruption, this approach:

- combines economic development and sharing of common business ethics;
 - ensures a relationship of trust with employees;
 - defines a corporate culture based on a sense of social responsibility;
 - safeguards the environment and living conditions.
- The codes of conduct drawn up by the Group’s divisions serve to increase employee awareness of our commitments and to safeguard the reputation of our subsidiaries worldwide.

COMBINING ECONOMIC DEVELOPMENT AND FAIR PRACTICES

The Group is aware that ethics are a crucial asset of the business and a factor which underpins its reputation and promotes loyalty. Our ethical standards have been translated into two languages and provide guidelines for our employees throughout the world:

- ethical relations with authorities;
- close attention to conflicts of interest;
- fair and accurate financial reporting;
- ethical commercial relations.

► To meet these challenges, the two Transportation divisions operating in some high-risk countries opted to adopt a code of conduct to:

- effectively ensure the safety of the subsidiaries’ international logistics chains;
- comply with international anti-corruption laws and treaties;
- comply with competition rules.

To communicate clear rules of conduct to all concerned, the Group utilizes an effective ethical approach which consists of:

- an Ethics Committee, tasked with defining and coordinating implementation of the Group’s ethics policy;
- a Group Ethics Manager, whose role is to provide ongoing advice to senior management, and to develop and coordinate the network of Ethics Managers and compliance officers at the division level;
- a network of Ethics Managers and compliance officers at the division level, whose main role is to monitor compliance with the rules and principles of the codes of conduct and to ensure their implementation in their respective companies;
- a whistle-blowing procedure that allows employees to flag any dysfunctional or inappropriate behavior to an authorized member of staff.

The Group introduced a responsible purchasing policy that will gradually be rolled out to all entities starting in the next fiscal year. By way of example:

► IER amended its purchasing terms and conditions adding an ethics paragraph specifying that the supplier must comply with the International Labor Organization’s standards, refrain from all direct or indirect use of child labor and forced or compulsory labor, and refrain from all forms of active or passive corruption.

FOCUS ON THE GLOBAL COMPACT: FIVE-YEAR OVERVIEW

The Group became a member of the United Nations Global Compact in 2003. In 2011-2012 it renewed its commitment to the 10 principles of the Compact and released a report of the actions undertaken during the previous five years.

Principles of the Global Compact	Actions undertaken by the Bolloré Group
Human rights and working conditions	Campaign to control the spread of HIV/Aids by Camrail
Protection of the environment	Environmental policy of SDV LI France
Fight against corruption	Roll-out of the Group’s ethics policy

EMPOWERING EMPLOYEES AND DEVELOPING OUR HUMAN CAPITAL

The Bolloré Group is well aware that its development is directly linked to that of its staff and that their expertise lies at the heart of the Group's economic success. For these two reasons, the Bolloré Group treats management planning of jobs and skills, training and mobility as some of its main priorities.

OBJECTIVES OF MANAGEMENT PLANNING OF JOBS AND SKILLS:

- ensure constant upgrading of employees' skills;
- reconcile the needs of the Group with the aspiration of our employees and their career development goals.

The SDV DAT (Bolloré Logistics), IER and HAVAS economic and social units (UES) have all signed management planning of jobs and skills agreements.

PROMOTING EMPLOYABILITY FOR ALL OUR STAFF

To keep up with the ever changing nature of our businesses, the Group must anticipate future skills and prepare our workforce to meet future demands, while promoting local talent.

Developing skills

Training is crucial to developing the skills and employability of staff. Each year, the Group prepares a structured training plan extending to all employees to support its growth.

19,394 of our total workforce of 55,555 received training during the year. The percentage of employees trained rose from 29% in 2011 to 34% in 2012.

By way of example

► Bolloré Logistics opened an in-house training center to provide its employees with the tools they need for their development and to support growth. Based in France, it specializes in logistics and transportation training. Its strength lies in its ability to train skilled employees to serve as internal resources in sharing new skills with their team members.

New training methods are used across the Group ensuring that employees in all our subsidiaries benefit from learning opportunities. E-learning is also

commonly used to meet some of the training requirements of international subsidiaries. Specialist HR and business-specific training programs are included in the training plan. Bolloré Logistics is also committed to a policy of work-based learning. In 2012, there were 15 or more interns in its international subsidiaries under the French international volunteer program (VIE), while in France a university work-placement partnership prepares 30 young people for production management positions in Transportation and Logistics.



► Bolloré Africa Logistics is present in 46 African and 9 other countries. It supports and anticipates the needs of its growth strategy by continually strengthening its teams. Its Shipping Transit Accelerated Relevant (START) occupational training program, funded for the entire African continent, will deliver training to 3,000 or more employees by 2014.

Each of Bolloré Africa Logistics' subsidiaries deploys its own training program to develop the skills of its staff in line with local needs. In 2012, 4,000 employees received dedicated training in transit, shipping, QHSE, information systems, management and languages. A total of 56,000 training hours were provided throughout the network.

PAN-AFRICAN TRAINING CENTER

In 2008, Bolloré Africa Logistics founded a Pan-African training center specialized in port handling professions. Based in Abidjan, the center plays an essential role in the strategy to support the growth of our port business. It aims to develop capacity, equipping employees with new skills in transit and shipping and operating heavy port handling equipment. Since it was set up, the Abidjan center has trained more than 2,000 employees from 15 port concessions to operate mobile cranes, ship-to-shore and terminal gantries, and forklifts, empowering them to advance in their careers.



Employees trained by the Abidjan-based pan-African training center in 2012:

- 111 trained to operate Gottwald mobile cranes;
- 158 trained to operate RTG gantry cranes;
- 470 trained to operate semi-trailers and tractors;
- 93 trained to operate specialist Terberg tractors;
- 1,010 trained to operate power-lift trucks.

Training sessions in the first half of 2012 were organized for six container terminals

managed by Bolloré Africa Logistics: Abidjan Terminal, Tincan Terminal, Congo Terminal, Moroni Terminal, Freetown Terminal and Benin Terminal.



In 2011, an initial group of 25 people followed this program aimed at promoting the development of talented staff, both individually and collectively, in order to produce a pool of future managers with a shared managerial culture and values. In 2012, a second course was launched for new participants.

► Local recruitment is central to Bolloré Africa Logistics' Human Resources policy. In 2012, 80% of the 2,500 managers in the division were Africans. A third of subsidiaries are headed by African managers. Bolloré Africa Logistics has teamed up with a number of schools and universities to attract and retain local talent in its lines of business. For example, the Bolloré Africa Logistics Cameroon subsidiary is in discussions with the Higher Institute of Technology of Central Africa (ISTAC), one of the largest engineering colleges in Cameroon.

► In light of the extremely rapid shifts in jobs and technologies, Havas has stepped up its training in multi-channel and digital communications. Management and customer relations are also focus areas for training. Havas concentrates its efforts on supporting employees as they grapple with new challenges (notably market globalization).

► Research and engineering are crucial for our industrial subsidiaries to retain their competitive edge. In this area, training provides the tools required to develop new expertise and capitalize on existing skills. The Plastic Films division and Batscap provide onboarding programs, as well as training to refresh employee skills and ensure skills transfer.

Promoting talent

The Bolloré Group implements a strategy to manage and develop the talents of high-potential individuals. To do this, a talent-management program was set up in 2009 in cooperation with general management and Human Resources departments.

MANAGEMENT SEMINARS IN AFRICA TO IDENTIFY THE MANAGERS OF TOMORROW



Introduced by the Human Resources Department, these skills and leadership building seminars are run twice a year in collaboration with local management. They are attended by 40 managers (aged between 30 and 45) for the most part and working in Africa.

The seminars aim to provide African management personnel with team leadership skills and the abilities to take over management of one of our subsidiaries. The sessions also ensure buy-in of the key messages of the Group's senior management.

It expects to finalize a partnership agreement at the end of 2013, but some 20 of the college's trades faculties students have already completed their work placements in our subsidiaries (Bolloré Africa Logistics Cameroon, Camrail, and Douala Terminal).

The Group is working on identifying other partnership opportunities in South Africa, Uganda and Kenya, which should be reached in 2013-2014.

GUARANTEEING THE HEALTH AND SAFETY OF OUR EMPLOYEES

Employee safety

The safety of its employees, subcontractors and partners is a top priority for the Bolloré Group, which operates in environments where the risk of occupational accidents runs high.

Our subsidiaries define policies and procedures and deploy appropriate resources to ensure safety.

We are committed to:

- enhancing workplace safety and reducing the risk of occupational accidents;
- ensuring the health of our employees and offering them an effective healthcare and insurance scheme.

A dedicated organization

► In the transportation and logistics business lines, prevention of occupational and environmental risks is managed by a Health, Safety and Environment unit within the Operational Safety Department (DSO) covering Bolloré Logistics division subsidiaries.

The unit's team members implement the health,



PEDESTRIAN FREE YARD

Since mid-2012, to improve its safety performance and under the supervision of the QHSE Department, Bolloré Africa Logistics has implemented measures such as Pedestrian Free Yard in container terminals. Pedestrian Free Yards at port terminals are introduced to improve the safety of all authorized personnel on site by:

- reviewing all access control and personnel management procedures;
- making all personnel aware of the risks;
- providing emergency transport to protect people and their safety.

Bolloré Africa Logistics' management reviewed operating processes at these sites making sure that the initiative does not interfere with terminal operations.



safety and environment policy adapting it to the local context and type of work carried out by the subsidiary.

Bolloré Logistics provides special training to employees:

- assigned to jobs carrying specific risks (movements and postures, electricity accreditation, radiation protection, etc.);
- likely to operate or use equipment (including handling machinery, such as forklifts, cranes, etc.).

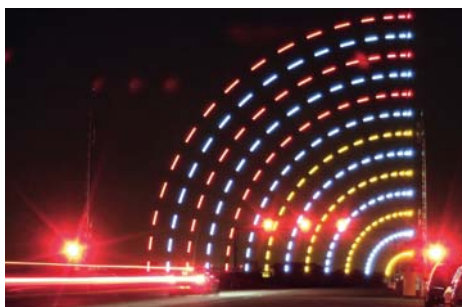
25,400 hours of health, safety and environment training were delivered in 2012, an increase of 24% in three years.

The result is a significant reduction in the occupational accident frequency rate (the number of lost-time incidents per 200,000 hours worked) to 1.14 (from 1.37 in 2011).

► A Quality, Health, Safety and Environment (QHSE) management system has been up and running in Bolloré Africa Logistics' subsidiaries for more than ten years, certified by Det Norske Veritas and Veritas. The QHSE Corporate Department manages the network of country coordinators tasked with identifying local risks and preparing the appropriate action plans.

A safe and secure working environment

The risks associated with situations and behavior in the workplace are identified and assessed.



► Improving safety is a continuous improvement process at IER and involves all employees. The Human Resources Department and the General Services, Safety and Sustainable Development Department seek to ensure that businesses comply with legislative and regulatory requirements and promote a policy of prevention in the areas of health, safety and security. Training on safety, electrical accreditation and materials handling, as well as on other subjects, is regularly provided to employees at all our sites whose work brings them into contact

with electrical equipment or materials. In 2012, the division launched an analysis of exposure to the risk factors associated with demanding working conditions (physical strain, physical environment and pace of work).

Employee health

Preventive health

Our employee health policy consists of implementing preventive procedures or providing access to health-care, depending on where our activities are located.

Action plans developed in cooperation with the occupational health teams and the Human Resources Department are in place in the subsidiaries in our industrial divisions (Bolloré Plastic Films, Batscap, IER and Autolib') and Oil Logistics division (Bolloré Énergie).

Access to healthcare

► Bolloré Africa Logistics offers quick and high-quality access to healthcare for employees and their families through its in-house occupational health services. First aid is provided by occupational physicians and nurses. Companies in Senegal, Republic of Côte d'Ivoire, Sierra Leone, Cameroon, Kenya, Angola, Mali, Guinea Conakry, Madagascar and the Central African Republic have all opted for this type of company health center. Where such centers are not available, the company calls on outside partners (multi-company clinics or nearby local hospitals).

Throughout the year, the subsidiaries of Bolloré Africa Logistics organize vaccination campaigns for employees and their families. In 2012, tetanus, hepatitis and polio vaccination campaigns were organized by eight subsidiaries: Bolloré Africa Logistics Côte d'Ivoire, Sitarail, Bolloré Africa Logistics Burkina Faso, Camrail, Bolloré Africa Logistics Congo, Bolloré Africa Logistics Bénin, Bolloré Africa Logistics Kenya and Bolloré Africa Logistics Madagascar.

Social protection

To improve the quality of the benefits our employees receive, many French companies and foreign subsidiaries have opted for supplementary health insurance schemes.

► In 2012, Bolloré Logistics launched its international program to bring all its health and retirement benefits programs into line.

SDV increased the level of benefits provided in China, and this plan is based on:

STAFF CANTEEN AT BOLLORÉ AFRICA LOGISTICS



Several of our subsidiaries, including Camrail, Carena and Abidjan Terminal, have staff canteens on site. A light meal is served every morning to the 800 employees at Camrail's Bassa workshop in Douala. Their lunch at the staff canteen is also subsidized. Employees and railroad workers at Bessengué (400 people) also receive a similar subsidy for the canteen. 150 meals are served to site personnel every day at the Abidjan terminal.

- specific healthcare protection enabling Chinese employees to access private hospitals, as well as an insurance scheme;

- a specific pension fund, so that employees can build up pension savings through a proactive company policy (including a substantial employer's contribution).

It will be further extended to all entities within the division from 2013.

► Bolloré Africa Logistics also introduced a plan to cover healthcare costs, either in the form of health insurance in some subsidiaries, or individual reimbursement of medical costs for employees and their families.

Bolloré Africa Logistics has teamed up with both company health centers and partner private clinics to provide care. By combining these two approaches, Bolloré Africa Logistics can meet the medical expenses of its 25,000 employees and their families. In 2012, more than 50,000 people were able to access care under these schemes.

► The Havas Group ensures a good level of social protection for its employees. The overall rate of cover for healthcare costs is 96.5%. The good results achieved have enabled the Group to improve coverage for employees without increasing contribution rates in 2013.

Insurance schemes may differ in subsidiaries outside France, depending on the country:

- some Havas entities based in the United States have arranged social protection cover for their employees through a specialist employee healthcare insurance firm;

- some Havas Group companies in the United Kingdom offer supplementary private health insurance and life insurance or disability insurance (partial).

Promoting social dialogue

Pursuing its commitment to social dialogue as a driver of innovation and progress, the Bolloré Group continues to promote and encourage negotiations in the company to cover all its organizational contexts and its diverse geographical locations.

Social dialogue is intended to:

- forge lasting relationships with the staff representative bodies;

- ensure they become full-fledged partners in the development of the organization and of employees.

In France, as in numerous other countries, employees working in large industrial or commercial structures are represented by independent trade-union

PEER EDUCATORS IN AFRICA



350 peer educators were trained in our African subsidiaries. Peer educators are employees who volunteer for HIV/Aids training to in turn educate their colleagues about the risks of the spread of the infection. They promote responsible behavior and, in particular, encourage those infected with the virus to take their medicines and help combat discrimination. In Cameroon and Côte d'Ivoire, peer educators lead small 15-person discussion groups to share information about HIV/Aids risks, prevention and efforts to control the spread of the virus.

organizations or by representatives elected by the staff. Every year, negotiations are entered into and agreements signed by labor and management on numerous issues. 2012 saw the signing of 111 company agreements, relating in particular to professional equality between men and women and demanding working conditions.

In 2012, the French companies in the Group spent 6,332,869 euros on staff services and activities and the operation of the works councils, representing approximately 1.39% of the gross wage bill of all French companies.

ENVIRONMENTAL PERFORMANCE: INSPIRING INNOVATION AND PROGRESS

A diversified Group, Bolloré does more than endeavor to reduce the environmental impact of its activities: it is committed to developing its businesses, products and services to meet the new challenges posed by climate change and increasingly scarce natural resources.

This strategy also serves the demands of our customers, who are aware of the urgent need to integrate environmental impacts into the products and service offerings they buy.

The financial resources dedicated to preventing environmental risks increased substantially this year, demonstrating our subsidiaries' commitment to action.

We are committed to:

- controlling and reducing the risks associated with our activities;
- optimizing and innovating our products and services.



ENVIRONMENTAL RISK MANAGEMENT AT BOLLORÉ ÉNERGIE



As a leading player in hydrocarbons storage, the primary challenge for Bolloré Énergie is to prevent the pollution of its immediate environment (the groundwater) and avoid industrial accidents.

SFDM, the operator of the Donges-Metz oil pipeline, undertook major works in 2012 to ensure the compliance of its storage facilities (tightness of tank seals, tank testing, etc.) and to test a stretch of the line.

Bolloré Énergie's subsidiaries also continued the audit of their facilities classified for the protection of the environment (ICPE), comprising audits of several sites by an external audit firm, and testing and inspection of vertical storage containers in depots. No infractions were reported by the audit.

Compliance works were also undertaken at several other sites. For example, at its main depot in Kleinostheim (Germany), Calpam considerably increased the volume of its holding tank by connecting two tanks using automatic valve gates. The goal is to prevent any possible pollution of the nearby river Main.

MANAGE AND REDUCE RISK

To run our businesses responsibly we must, above all else, manage the risks that are associated with them. In practical terms, this involves implementing the necessary measures to identify and reduce such risks based on effective action plans.

Completed in 2008, the mapping illustrates the active and sustained approach to monitoring the risks related to all our businesses. In addition to a decision-making tool, risk management is an integral part of our management processes.

Environmental risk prevention and management

In light of the deep environmental footprint of our activities, all our industrial facilities consider managing environmental risk a priority. The Group's divisions have strategies in place to reduce greenhouse gas emissions and optimize energy consumption.

In France in 2012, there was no breach of regulations covering facilities classified for the protection of the environment (ICPE) at any of the entities concerned.

► The subsidiaries of Bolloré Logistics accelerated the certification process for:

- quality management (ISO 9001), including in SDV China, SDV Italy, and SDV Poland;
- international transportation security (AEO – Authorized Economic Operator), for Saga Korea; or
- multi-certifications, such as ISO 9001 and ISO 14001 (environmental management system), OHSAS 18001 awarded to Saga France (Rouen, Dunkirk and Roissy) and to four SDV Indonesia sites.



► 60 subsidiaries in 20 countries representing more than 80% of Bolloré Africa Logistics' turnover now have ISO 9001 certification.

The two railway concessions run as public-private partnerships, Camrail and Sitarail, continue to make progress toward IRIS certification (quality management system for fixed maintenance and rolling stock).

With regard to ports and terminals, the deployment of the QHSE management system in parallel with the strict application of the ISPS Code (International Ship and Port Facility Security) continues to plan.

For example, the Abidjan container terminal, Abidjan Terminal, run as a public-private partnership since 2004, has triple certification: ISO 9001, ISO 14001 and OHSAS 18001.

With regard to cyanide transportation operations, entities present in Burkina Faso, Senegal and Ghana are "Full Compliance ICMI" certified, which guarantees the safety of their operations, operators and surrounding communities.

MODERN TECHNICAL WORKSHOP IN CONGO TERMINAL

Early in 2012, Congo Terminal commenced efforts to modernize its technical workshop to reduce its environmental impact. Located at the center of the container terminal, this ultra-modern workshop installed a system to recover all the liquids produced by its activity.



Used oil and other lubricants are stored in a waste container, preventing discharge into the local natural environment and avoiding potential pollution of the ground water or soil. 90 engine oil changes (from handling machinery such as power-lift trucks, light vehicles, etc.) produce 120 tons of oil annually, all recovered through this recycling system. A Congolese company collects the used oil for processing according to a clean procedure. Employees at the site have all been trained and follow strict safety guidelines (ground markings and personal protective equipment).

Recognized internationally by operators in the mining sector, this certification is the result of the "ICMI Compliance" program initiated by Bolloré Africa Logistics at the beginning of 2008.

The maturity of the QHSE management system put in place within the division is recognized by our international clients, who audit us regularly.

Prevention, pollution control and waste management

Strongly committed to continuously improving their environmental performance and shrinking the environmental impact of their activities, the industrial subsidiaries have systems in place to prevent pollution and manage waste, particularly hazardous waste.

► Given the lack of waste reprocessing facilities in Africa and to avoid potentially harmful discharges into the local ecosystems, Bolloré Africa Logistics has created its own structures and teamed up with companies with the ability to offer true traceability. To reduce its environmental footprint, its teams in Gabon, Cameroon and Côte d'Ivoire introduced waste management solutions, particularly for the oil generated by its road or rail logistics operations.

180,000 liters of oil were treated in Cameroon in 2012.

► In 2012, Bolloré Énergie finalized pollution control measures at 32 hydrocarbon depots operated by LCN and its subsidiaries acquired in 2011. These clean-up procedures were carried out by Bolloré Énergie, ensuring the work was completed to high standards. 15,000 tons of polluted soil were excavated and treated in approved facilities. Where excavation was not an option for treating the polluted soil, Bolloré Énergie treated the soil *in situ*.

Combating climate change

Companies that are obliged to report greenhouse gas emissions under the French environment law, Grenelle II, have undertaken a three-year emissions reduction program.

► Bolloré Logistics developed custom calculation tools to measure CO₂ emissions. They meet the requirements of the entity's clients and are verified by Bureau Veritas certification.



In 2012, Saga France committed to the French environment and energy management agency's (ADEME) "Objective CO₂" process: an action plan built around several key areas (vehicle optimization, training in best driving practices, subcontractor awareness and journey optimization), designed to cut CO₂ emissions by almost 60 tons every year.

► The Havas Group also introduced initiatives to reduce the CO₂ emissions from its activities through more responsible working methods. It has set the target of increasingly building in proposals for measuring the environmental impact of communication campaigns into its advisory services (advertising, direct marketing, media planning, media purchase and corporate communications). The policy is implemented in close consultation with the Group's clients.

It is reflected in the inclusion of environmental considerations in the choice of materials and in its recommendations to clients:

- type of written materials used in events communication campaigns and end-of-life management;
- selection of certified service providers (printers, etc.);
- more energy-efficient graphic solutions and navigation architectures (such as slow surf) in the design of Websites or digital applications;
- in-house documents and tools designed to reduce the environmental impact of communication campaigns (e.g. carbon calculator, charter, in-house committee, etc.).

In 2012, 54 environmental impact recommendations were made with clients.

For example, W & Cie and BETC agencies in France increasingly reduced the amount of "kadapack" boards (foam boards) used for client presentations. Foam boards are made from polypropylene, which is highly pollutant.

GENERATION OF SOLAR PV (PHOTOVOLTAIC) POWER AT OUR RAILWAY CONCESSIONS



The Bolloré Group's engineers have spent thirty years working on lithium metal polymer energy storage technology. We are introducing this new technology in Africa for use combined with PV energy generation.

In 2013, electric buses will be provided for student transport at the largest universities in Abidjan and Yaoundé.

Sitarail now has nine photovoltaic installations in four stations in Côte d'Ivoire and five stations in Burkina Faso.

INNOVATIVE SOLUTIONS TO DRIVE DOWN CO₂ EMISSIONS AT AUTOLIB' CHARGING POINTS



The platform installed at Autolib' charging stations is designed for remote monitoring of the repair status of vehicles, thereby eliminating needless routine trips and reducing CO₂ emissions accordingly. If vehicles break down, the maintenance technician can make the initial assessment and, in most cases, fix the problem. The geolocation solutions used by IER on its vehicles and by maintenance technicians at several client sites enable clients to optimize delivery routes, reduce fuel consumption and cut their CO₂ emissions.

Starting in 2010, agencies have begun to switch from 6-mm to 3-mm boards.

A recycling channel was introduced in BETC in 2012, while W & Cie is investigating how the foam boards can be re-used by nearby design and photography schools.

► Bolloré Énergie's entities also renewed their fleet of petrol vehicles by purchasing 20 vehicles in 2012 with Euro 5-compliant engines (lower CO₂ emissions), all equipped with automatic gearboxes.

OPTIMIZING AND INNOVATING OUR PRODUCTS AND SERVICES

We go beyond reducing our environmental impact and also endeavor to optimize our products and services. Energy constraints, climate change and scarcity of natural resources are all factors that heavily influence our production and consumption patterns. Forward planning for change is a decisive competitive advantage.

Green products and services

To protect the earth's natural resources, the Group's subsidiaries seek to optimize production processes and the construction of new infrastructures.

BOLLORÉ LOGISTICS – GREEN WAREHOUSE – SINGAPORE



Bolloré Logistics inaugurated its first green warehouse in December 2012. The new nine-storey building used for offices and logistics is the first warehouse in Singapore to be awarded Green Mark Platinum certification by the Building Construction Authority (BCA). It is also the largest logistics hub in Asia, with 42,000 sq. m of floor space, and scored Gold for Leadership in Energy and Environmental Design (LEED), a label awarded by the US Green Building Council.

► In a bid to aid clients to shrink their carbon footprint, Bolloré Logistics portuaire extended its modal transfer plans reducing truck haulage in favor of:

- maritime shipping, cutting out 100 truck journeys and 106 metric tons of CO₂ emissions per month;
- rail transport, i.e., 53 trains annually (324 metric tons of CO₂) replacing 2,280 trucks (4,380 metric tons of CO₂) resulting in a 93% reduction in CO₂ emissions.

► Batscap introduced a treatment process for volatile organic compounds. The solvent generated during battery manufacture was reduced by an impressive 95% or more since the opening of a special treatment unit at the end of 2011.

A supercapacitor life-cycle analysis (LCA) was performed in the second half of 2012 to evaluate the product's environmental performance. The scope of the study was as broad as possible, ranging from extraction of raw materials, its manufacture, transport, use and end of life.



This study was performed in collaboration with one of the market leaders in LCA. The supercapacitor's performance was assessed in the tramway application and generated electricity consumption savings of 25%. Ten environmental criteria were selected. For each of them, the supercapacitor showed a reduction in impact of more than 80% and is therefore considered an environmentally-friendly product.

Innovative services

Social and environmental responsibility plays a big part in a company's reputation and in building and maintaining the trust of its customers.



MOVING TOWARDS MORE RESPONSIBLE COMMUNICATION

Both mirroring trends and shaping society, advertising and communications in general influence behavior and thought patterns through the values and images they convey. The Havas Group provides communication expertise to its clients⁽¹⁾. It is the only communications group to have developed a tangible strategy for social responsibility and social media consulting.

It designed 138 campaigns in 2012 with the company's in-house sustainable development experts or external consultants. 51 campaigns were designed after consultation with the client company's stakeholders (NGOs in particular).

Havas Media conducts the Meaningful Brands study on an annual basis to assess consumers' perception of the social, environmental and community aspects of the brands included in the research and calculate a brand strength/weakness metric. The findings provide new insights into the definition of a brand's value.

Drawing on these results, Havas Media's sustainable development managers offer clients a specialist consulting service to mitigate the risk of greenwashing in their future brand message.

(1) More than 8 out of 10 French people want to see more control of green messages in advertising (IFOP opinion poll for the WWF, and the independent advertising observatory, June 2012).

A NEW CUSTOMER RELATION – AUTOLIB' CALL CENTER

Innovation has always been an essential component of the Group's corporate culture and customer satisfaction a priority.

The Bolloré Group has developed a range of innovative interactive tools to simplify relations with its customers, while ensuring an excellent level of service and maximum security:

- services on social networks ensure a real-time response to questions from both current users and potential customers;
- subscriptions are processed "live" by video-conference between the customer and the call center operator;
- the customer relations center gathers all the data for the service and can respond to any issues that may arise for the customer.

All components of the system (cars, recharge stations, terminals, etc.) are connected and geolocated. Our teams use this data centralization to ensure a swift response in the event of an incident or accident. In 2012, the Autolib' call center received the customer service award from the French customer service association (the *Association française de la relation client*);

- Bluecar® blue button: customers can contact the customer relations center directly from the car, in hands-free mode, by pressing the Bluecar® assistance button. A call center operator answers the calls;
- vehicle and parking space reservation tools are also available (via the website and mobile apps);
- vehicle and parking space reservation tools (via the website and mobile apps).



Moving towards integrated energy management systems

The Bolloré Group has a long twenty-year track record in research and development on the storage of electrical energy to anticipate new forms of mobility. This R&D program has been extremely successful and led to the development of two energy storage solutions, the LMP® battery and supercapacitors.

ENERGY STORAGE AND INNOVATION – SMART GRID

Designed for on-board use in electric vehicles, the strategic LMP® battery was instrumental in the development of complete systems by the Group:

- battery and battery management system;
- electric traction train for electric vehicles;
- electric car (Bluecar®);
- electric bus (Bluebus);
- charging terminals;
- charging infrastructure and customer relationship management;
- on-board electronics, geolocation system, remote metering and 3G/GPRS data collection;
- customer relationship management and identification system.



Backed by these developments, the Group has the ability to manage all components of the electric vehicle value chain in-house. It developed the technology for an integrated self-service, electric car-sharing system with the Autolib' charging infrastructure.

Bolloré's advances in energy storage center on four priorities:

- offer new on-board systems (electric buses, cars, boats, etc.);
- continue to develop comprehensive electric mobility solutions. Two new projects were launched in 2012:
 - supplying a fleet of electric vehicles intended for companies, including the possibility of an additional service to produce and manage photovoltaic energy,
 - developing a line of electric buses at a university campus in Africa, running independently of the power grid. The buses are recharged at solar power charging stations, combined with a stationary energy storage solution based on the Group's LMP® technology;
- market the Bluecar® for individuals and companies offering long-term rental contracts;
- develop a range of electrical energy storage solutions from stationary batteries.

CONTRIBUTING TO LOCAL DEVELOPMENT

STRENGTHEN THE REGIONAL FOOTHOLD OF OUR ACTIVITIES

For the Bolloré Group, corporate social responsibility means investing in the local communities in our host countries and playing an active part in their development. Corporate citizenship also means creating synergies with these communities and buying locally whenever and wherever possible.

Group-wide, our goal is to promote:

- local employment (as demonstrated by Bolloré Africa Logistics);
- a local purchasing policy;
- the creation of training programs based on partnerships with schools and universities (such as Batscap).

The Plastic Films division and Batscap team up with secondary schools and vocational training colleges in initiatives to train local young people and promote local recruitment. In 2011, the division obtained the

Association Jeunes et Entreprises (“Youth Enterprise Association”) label, in recognition of the company’s commitment to building bridges between the academic and professional worlds.

FOSTERING SOLIDARITY AND ENTREPRENEURIAL SPIRIT

The engagement of our employees

- A Sponsorship Committee was formed at senior management level by Bolloré Logistics in 2012. All employees are invited to propose a project related to their professional or personal life. The committee selects the projects and allocates the amount and duration of funding. The initiative has been very warmly received by employees with project funding allocated in a range of areas, including:
- medical assistance and research;
 - humanitarian efforts and education;
 - protecting cultural diversity;
 - social integration.

Our employees’ commitment is also demonstrated through international events, such as the Sustainable Development Challenge organized in 2012 to reward innovative projects undertaken by our employees in France and around the world. Almost 30 proposals were submitted to a jury by some 110 participants, 59% of them from the international network. First prize went to a biodiversity project proposed by a joint team from Saga France and SDV Logistique Internationale. It will be launched in 2013 at the Roissy site. Second prize went to employees of SDV Logistique Internationale for an environmental project designed to work in offices and the third prize went to a group of Singapore employees with a societal project.

SUPPORT FOR SMES

Bolloré Africa Logistics actively promotes a policy of local purchasing and subcontracting. In this way, it supports thousands of subcontractors, notably through its public-private partnerships in Cameroon, Côte d’Ivoire and Burkina Faso. For example, we have more than 2,500 people in Cameroon working as subcontractors for Camrail, our rail subsidiary. Bolloré Africa Logistics works with two micro-businesses as subcontractors on a mining contract. Central to this policy is the integration of the principles of sustainable development, measures which have had several impacts, notably:

- stronger governance of micro-businesses;
- increased environmental awareness;
- skills transfers empowering the small business to submit bids for tender offers;
- long-term employment.



► In Africa, the association “Amicale des femmes de Bolloré Africa Logistics Sénégal” makes donations to the orphanage run by the Franciscan nuns in a poor district of Dakar. This nursery offers a home to 85 orphaned babies.

In Burkina Faso, the Bolloré Africa Logistics women's association supports the “Hospital School” NGO to teach children in pediatric wards.

Other women's groups are up and running in Guinea, Côte d'Ivoire, Mali and Cameroon.

In Mauritania, Sogeco employees threw their weight behind volunteer emergency efforts in areas affected by the severe flooding in 2012, bringing medical and food assistance to people.



Earthtalent – Solidarity 2.0

Since its creation in our Group in 2008, the Web 2.0 social network Earthtalent promotes and encourages personal initiatives by employees to achieve the United Nations Millennium Development Goals, with a specific focus on goal 3 (promote gender equality and empower women).

Initially set up as a think tank and to promote social innovation, the Earthtalent solidarity network offers all Group employees the opportunity to participate.

The social network www.earthtalent.net connects men and women at all levels of the Group and across all geographies, highlighting their diverse cultures and talents. It is a forum for generating creative projects and supporting the initiatives of others, closely aligned with the Group's values.



Calls for projects have been issued in a dozen countries in Africa and Asia since 2010 aimed at supporting NGOs working to improve women's lives in their communities.

To date, Earthtalent has selected 16 local projects in Africa (in Burkina Faso, Cameroon and Mali) and Asia (India and the Philippines). In addition to the direct beneficiaries earning income from their work on the projects, benefits have also flowed to others through the services introduced by the initiatives. More than 2,000 people in Africa and Asia have benefited from these actions.

Earthtalent enjoys the firm support of the Group's senior management reflected in the mobilization of regional directors of the countries concerned by the calls for projects and recruitment of ambassadors as spokespersons and coordinators of the employee Earthtalent community.

The rigorous selection and monitoring of programs implemented guarantee the long-term viability of these projects.



Fondation de la 2^e chance

Set up in June 1998 at the initiative of Vincent Bolloré, the Fondation de la 2^e chance (or “second chance foundation”) aims to help people who have faced extreme hardship and live in very vulnerable situations, but have a real desire to get their lives back on track. The Foundation offers support such as vocational training, setting up or taking over a company.

Assistance may be financial aid, backed by practical support and advice.

Cases are selected according to four criteria:

- the applicant has experienced major difficulty in their life;
- they are currently in a very vulnerable situation;
- they have applied for co-financing;
- the project is realistic and sustainable.

The Foundation could not operate without the backing of an efficient organization and the active involvement of 1,000 or more volunteers, including 48 Bolloré Group employees who act as on-site delegates, instructors and sponsors.

The number of people supported annually since the Foundation’s inception has risen from 11 to 564. The average grant per candidate is 3,500 euros. In 2012, of 564 graduates from its programs, 76% were helped with training and 24% to create a business.

The Fondation de la 2^e chance was awarded the “Ideas” label on October 13, 2011, in recognition of its achievements. This label informs and reassures donors that the charity follows best practices in terms of governance, financial management and monitoring.

Some examples of a helping hand

Benjamin – aged 18 – vocational baccalaureate training in vegetable growing, two-year work-based learning program. Benjamin was brought up in a foster family from the age of 3 to 18, when he had no further support. Accommodation was arranged by the school and he then stayed with his work placement employer. He completed a vocational training course in vegetable growing in order to find work. He received 3,000 euros in financial assistance from the Foundation.

CORPORATE SPONSORSHIP

Being part of the social and economic fabric of the local community is a priority for Bolloré and its subsidiaries, even during periods of expansion or change. In practical terms, this conviction is reflected in the local partnerships we create around issues related to our businesses or values, and in donations to associations.



* Working together to help feed the world.

** Bolloré Logistics is committed to supporting Food Banks.



► Bolloré Logistics has strengthened its commitment to the Fédération française des banques alimentaires (French Federation of Food Banks) to supply meals to the needy. In addition to the division’s cash donation, employees took an active part in national food collection drives. Our work with the Federation will be stepped up in the future.

Subsidiaries also organized other philanthropic actions: SDV Logistique Internationale worked with the Seed Foundation, a body that works for food safety in Africa through projects that encourage the development of sustainable agriculture and rural businesses. Cogemar La Rochelle hired socially or professionally disadvantaged workers to carry out property repairs. SDV Caraïbes, SDV Canada and SDV China support the Red Cross (financial contributions

BOLLORÉ AFRICA LOGISTICS STEPS UP ITS EFFORTS TO IMPROVE ACCESS TO CULTURE



Bolloré is committed to supporting the Art for Children foundation. Having criss-crossed France, this mobile contemporary art museum "MUMO", created in a 45 sq. m container by American artist Paul McCarthy and styled by Frenchman Daniel Burren, arrived in Africa. 7,000 children visited the traveling museum thanks to the support of our teams in Douala and Abidjan.

and first aid training). SDV Argentina helps fund medical equipment at the Garrahan children's hospital (Buenos Aires) through the sale of waste paper. SDV Uruguay does the same in support of Repeal, an NGO recycling paper to supply schools in the region free of charge.



► For its part, Havas continues to support many charitable and humanitarian organizations through donations (48 agencies have given financial support to some 100 associations, including the Robin Hood Foundation, Good Planet, Doctors without Borders, and others), and skills mentoring programs. In 2012, 35 agencies completed a total 108 pro bono campaigns for charitable organizations. For example, W & Cie designed a campaign to raise awareness of violence against women for the French women's rights group, the Fédération nationale solidarité Femmes (FNSF), and Havas Worldwide Zürich produced the SPA campaign.

HAVAS WORLDWIDE CAMPAIGN – AWARENESS RAISING FOR THE SPA

► Bolloré Africa Logistics supported a range of initiatives mainly run by local NGOs, targeting education (REPTA in Burkina Faso, Fonds d'action Saint-Viateur in Côte d'Ivoire, Espoir et vie in Cameroon, Fondation Kéba Mbaye in Senegal), health (La Chaîne de l'espoir), and culture (Kampala Contemporary Art Festival). These projects are described in more detail in Bolloré Africa Logistics' sustainable development report.



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EXTRA-FINANCIAL REPORTING METHODOLOGY

The Group has developed its own reporting methodology in accordance with decree no. 2012-557 of April 24, 2012, implementing the Grenelle II law and AMF guidance on CSR disclosures. The methodology is consistent with Global Reporting Initiative (GRI), IAS 100 and IFRS guidelines and ISO 26000.

This reporting framework is distributed and applied to all entities that gather and communicate supplementary information to the Group.

The entities examined correspond to those included in the financial scope.

In 2012, the environmental, social and societal information was presented together in a single chapter dedicated to Bolloré's sustainable development strategy.

The Group has undertaken an improvement initiative, both with respect to the roll-out of indicators across all consolidated companies, and with respect to the definition of indicators specific to the activities of the divisions.

This year, there was a special focus on Cameroon and Singapore.

WORKFORCE REPORTING

Organization

The reporting process relies on three levels of involvement:

- at the corporate level: the Group's Human Resources Information Systems Department organizes and supervises the reporting of information throughout collection. It consolidates the divisions' social indicators;
- at the division level: the divisional correspondent makes sure the process runs smoothly, ensuring monitoring and follow-up at local level. At the end of the process, he or she validates all the files collected within their scope;
- at the local level: local correspondents are responsible for completing the collection files.

Collection period and scope

The data for the reporting year are collected on January 1 of the following year for the period from January 1 to December 31.

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

Indicators

Employee information reporting counts each employee as one unit, regardless of how long that employee has worked during the year:

- for fully-consolidated companies, staff are fully integrated;
- for proportionally-consolidated companies, staff are integrated depending of the percentage of voting rights held.

Information gathered covers workforce numbers, staff mobility, training, compensation, health, safety and professional relations.

Some indicators consolidated within France have been deployed internationally. A questionnaire was sent to six international entities in order to consolidate four additional indicators on the following subjects:

- absenteeism excluding vacations;
- training;
- health and safety;
- compensation.

Increasingly, these indicators will be collected on a global scale, thereby allowing important Group issues in relation to corporate social responsibility to be monitored.

Monitoring and validation

The monitoring and validation objectives are as follows:

- detect discrepancies recorded in the reporting tool. In this regard, checks have been integrated into the reporting tool in relation to integrity, completeness and changes in staff numbers from one year to the next;

- ensure the reliability of data by means of a two-step validation process;
- the Group Human Resources Department checks the quality of the data once received and that changes in workforce numbers are justified;
- the division correspondent validates each file received, thereby guaranteeing the reliability of the data transmitted.

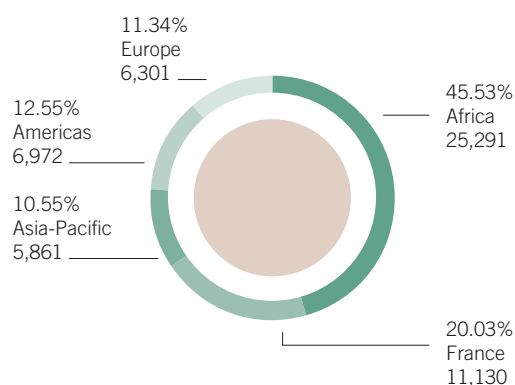
WORKFORCE INDICATORS

In 2012, the indicators include the Havas Group workforce (15,419 employees), which were fully consolidated in Bolloré's financial statements as of September 1, 2012.

Indicator	2012	2011	2010
Headcount			
Headcount at December 31	55,555	37,886	34,421
France	11,130	8,726	7,642
% open-ended contract (CDI)	88.80	90.86	92.53
% fixed-term contract (CDD)	11.20	9.14	7.47
% men	65.99	73.92	73.85
% women	34.01	26.08	26.15
% aged under 30	22.84	18.51	17.31
% aged 30-39	34.92	33.12	32.35
% aged 40-49	24.30	26.34	27.19
% aged 50 and over	17.94	22.03	23.15
Hiring and departures			
New employees hired	12,174	8,274	5,278
Open-ended contract (CDI)	7,952	4,934	3,030
Departures	9,335	5,526	4,560
Redundancies	1,546	1,343	608
Overtime (France)			
Number of overtime hours worked	183,527	224,248	189,849
External workforce (France)			
Temporary and freelance workers	605.30	666	460
Organization of working time			
% full-time employees	97.16	92.86	95.08
% part-time employees	2.84	7.14	4.92
Number of employees taking at least one day's absence (France)	7,795	6,076	5,751
Total number of days' absence (France)	118,908	92,565	87,544
Sick leave	72,533	58,884	57,651
Maternity/paternity leave	24,034	15,231	14,049
Accidents in the workplace or travelling to or from work	9,678	10,756	8,268
Compensation in euros (France)			
Gross compensation (based on annual declaration)	456,000,038	323,472,536	293,279,378
Employee incentive-based payments	11,584,486	5,983,896	7,148,130
Employee profit-sharing	8,516,687	6,793,462	5,797,945
Professional relationships and collective agreements (France)			
Number of collective agreements signed	111	84	60
Agreements on compensation	30	32	21
Agreements on health and working conditions	6	8	1
Agreements on dialogue with staff	2	12	5
Healthcare, working conditions, health and safety (France)			
Number of workplace accidents	277	255	205
Number of employees trained in healthcare, health and safety	2,796	1,883	1,618

Indicator	2012	2011	2010
Training			
% of employees who received at least one training session	34.90	29.16	22.72
% of men among total trained	57.59	65.32	66.26
% of women among total trained	42.41	34.68	33.74
Number of training hours given (France)	131,901	96,903	85,215
Average number of training hours given/participant (France)	22	20.15	24.01
Career development			
Number of CDDs converted to CDIs	263	207	138
Professional insertion and people with disabilities (France)			
Employees with disabilities	200	153	132
Staff services and activities (France)			
Budget for staff and cultural services and activities and works council	6,332,869	4,577,769	4,213,296

DISTRIBUTION OF EMPLOYEES BY GEOGRAPHICAL REGION



Regarding workforce reporting, in 2012 most of the workforce indicators were restricted to the French scope. By 2015, our aim is to have in place significant international workforce indicators with definitions covering the whole Group.

SUSTAINABLE DEVELOPMENT REPORTING

The impact of each major issue on the Group's business (concept of "materiality" used by the leading international benchmarks) and the (estimated) expectations of stakeholders were quantified.

Each division also conducted its own issue mapping.

This is part of a dynamic process. The Group makes sure that CSR policy and extra-financial reporting effectively allow it to monitor and improve performance on the most significant issues identified.

Organization

Each division has appointed a sustainable development correspondent who, in addition to helping define indicators, manages the data collection software within the companies it considers important in terms of turnover and workforce numbers. His role is to:

- monitor reporting progress and respect the schedule;
- support the contributor in collecting the data, and respond to any questions that may be asked by the contributor;
- verify the consistency and reasonableness of the data on a divisional level;
- ensure that the data is collected by the final collection date indicated in the schedule.

Each entity appointed by the division's sustainable development correspondent is represented by a contributor. This contributor may control several entities and is therefore responsible for the consistency of the data regarding them. He records the information collected within the software for the entities under its control and must in this regard:

- collect the data (if he or she does not have the required information, he or she must ask the services concerned in order to fill in the missing data). The contributor may contact the division's sustainable development correspondent if necessary;
- ensure the completeness, consistency and reasonableness of the data (check that no data is missing, ensure there are no negative values for consumption, make sure it is a reasonable number, particularly with regard to data from the year N-1), where necessary. These representatives serve as the "interface" between the divisions and the holding company. They play an essential role in implementing the Group's sustainable development strategy.

They are involved in defining the strategy and ensuring its deployment within their divisions. They make employees aware of CSR issues through mobilization and training initiatives. They promote the initiatives led by organizations in their area and disseminate good practices. They take part in discussions with stakeholders (clients, suppliers, etc.).

The representatives guide their clients' sustainable development approach, offering them services that enable them to reduce their environmental footprint, with a focus mainly on the industrial divisions (IER, Transportation divisions, etc.).

The scope of companies surveyed has expanded since 2011 and now includes all the Bolloré Africa Logistics' entities.

Collection period

The data was collected for the year (i.e., from January 1 to November 30), extrapolating the month of December. Where this data is not known, the data for the previous month (November) will be used.

Indicators

Indicators comply with legal provisions and respond to the Group's seven strategic priorities.

In 2012, the guideline for indicators was revised to include Grenelle II themes.

Indicators were completed by 65.2% of entities across all divisions.

Some indicators only cover the France or OECD scope. They will be gradually rolled out to cover the whole Group scope by 2015. It was not possible to report indicators for the whole Group scope this year. Regarding environmental investment and spending, we took a pragmatic approach and only included entities whose figures had been shown to be reliable. These indicators will be defined at Group level in 2013.

Monitoring and validation

The monitoring and validation objectives are as follows:

- make note of the difficulties encountered by contributors during data entry and solve them;
- detect possible inconsistencies in the data entered into the reporting tool;
- collect auditable data.

Internal monitoring

An internal auditor may carry out checks on the data collected by the entities within the context of financial monitoring.

ENVIRONMENTAL INDICATORS

Consumption of raw materials and energy

	Unit of measurement	2012 data ⁽¹⁾	2011 data	2010 data	2009 data
Consumption of raw materials					
Water (from network supply and natural environment)	m ³	2,243,585	1,732,589	1,582,604	1,341,706
Energy consumption					
Electricity ⁽²⁾	MWh	223,436	266,820	218,931	207,440
Heavy fuel oil consumed by buildings (offices, warehouses, factories, etc.)	m ³	224,005	–	–	–
Domestic fuel oil consumed	m ³	142,277	–	–	–
Liquefied Petroleum Gas (LPG) consumed	m ³	16,596	–	–	–
Gas	m ³	2,229,259	669,652	782,890	691,259
Urban heating	MWh	1,768	–	–	–

(1) 2012 data include Havas Group consumption. They present data for gross consumption collected from entities surveyed.

(2) Electricity consumption by Autolib' vehicles was 5,746 MWh. It is not included in this figure. The fall in electricity consumption between 2011 and 2012 is partly linked to the departure of the media teams and the energy saving measures applied across all divisions. Energy consumption indicators were changed in 2012 to allow the different Group subsidiaries to gradually introduce reporting of greenhouse gas emissions.

GREENHOUSE GAS EMISSIONS

Companies that are obliged to report greenhouse gas emissions under article 75 of the Grenelle II law have calculated their footprints and undertaken a three-year emission reduction program. IER also calculated its carbon footprint voluntarily.

2012 (2011 base year) (in metric tons CO ₂ equivalent)		Greenhouse gas emissions (scopes 1 and 2)
Transportation and logistics		11,309
Oil logistics		7,163
Energy storage and industry / holdings ⁽¹⁾		8,480
TOTAL		26,952

(1) Data from Group companies subject to mandatory reporting (formerly Havas) plus IER.

GHG balances are available on the Internet sites of the divisions concerned.

The financial resources committed to the prevention of environmental hazards have increased markedly this year, both in terms of investment and in spending plans, such as operational costs for the green hub in Singapore (see table below). This testifies to the Group's commitment in this area.

ENVIRONMENTAL INVESTMENT AND SPENDING

2012 (in thousands of euros)		Environmental investment	Environmental spending
Transportation and logistics		6,036	3,473
Oil logistics		1,872	6,283
Communication (Havas, Medias ⁽¹⁾ , Telecoms)		0	59
Energy storage and industry		693	949
TOTAL		8,601	10,764

(1) Data include environmental spending by the Havas Group.

The amounts shown represent the total cost of materials that contribute to energy savings.

Any investments by an entity in new projects or equipment at new or existing installations (ports, oil depots, warehouses, manufacturing or assembly plants, etc.) are classed as environmental investments provided they are intended to help protect the environment and/or prevent any environmental risks.

Environmental spending corresponds to spending on environmental protection and measures the financial means that the company puts into prevention, reduction or suppression of harm to the environment.

ENVIRONMENT-RELATED INDUSTRIAL RISKS

Risks identified	Action taken
Plastic films, batteries and supercapacitors	
Accidental product discharges (oil, petrol, chemicals)	Providing holding ponds and sealing off nearby rivers
Waste pollution	Selective sorting at source Waste recycling (cardboard, plastic films, wood, batteries, etc.) and treatment of special waste (chemicals, solvents) by specialized companies
Batteries and supercapacitors: fire risk	Separating risks by fire-guard partitioning Automatic sprinkler or gas extinguishing Product flammability tests
Batteries and supercapacitors: discharges from polluting products	Installation of filters in accordance with Atex instructions Treating discharges into the atmosphere by filter, condensation or catalytic oxidation
High-voltage transformer: fire risk or risk of operating losses due to mechanical breakdown	Fire and gas detectors Back-up installations Oil retention
Batteries for electric vehicles	Safety tests for misuse; partnerships with fire fighters and recycling
Dedicated terminals and systems	
Electrical and electronic equipment waste	Treatment of WEEE (waste electrical and electronic equipment) contracted out to companies authorized to carry out waste reuse, recycling or recovery processes
Oil logistics	
Storage of hydrocarbons	Continuation of investment in bringing our ICPE sites (facilities classified for the protection of the environment) up to standard and ensuring compliance: 88 sites Completion of depollution of 34 LCN sites, more than 15,000 metric tons of polluted earth excavated and treated Continuation of environmental monitoring of 21 operating sites (monitoring the groundwater, retesting of tanks, piezometric analyses, etc.) ICPE inspection of the 17 sites subject to simple declaration by an approved body
Road tankers	Training of employees in fuel depot management "Driver safety" training at the APTH center in Le Creusot: 59 drivers trained Ordering of 20 new road tankers meeting the Euro 5 standard with automatic gearshift and sale of 20 vehicles more than ten years old
Monitoring of SFDM pipeline	Remote operation of motors, pumps and valves 24 hours a day Continuous video-surveillance Isolation valves permitting isolation of line segments Setting up and complying with Seveso procedures Major works to bring storage facilities into compliance (fire protection, tightness of tank seals, tank testing, etc.)
Transportation and logistics in Africa	
Industrial accidents	Continued training of staff and subcontractors in health and safety regulations applicable to the different businesses and all activities carried out by the division (number of hours of training tripled between 2009 and 2010)
Port risks	Application of the International Maritime Organization (IMO) and International Ship and Port Facility Security (ISPS) Codes to all port concessions In accordance with these codes, the division has committed to achieving maximum safety levels in its port facilities
Transportation and logistics accidents	Implementation of a quality, health, safety and environmental (QHSE) management system Training of employees in International QHSE rules and standards With regard to rail operations, the investment program concerning rolling stock and fixed installations continues in accordance with the original schedule A management system based on the provisions of the International Railway Industry Standard (IRIS) was launched in 2010
Storage of hazardous materials	Strict rules and specific procedures have been implemented for the storage of cotton and have been approved by the Group's insurers The transportation of cyanide is carried out in strict compliance with the International Cyanide Management Institute (ICMI) Code. The transportation of other hazardous materials is systematically carried out in accordance with the provisions of the International Maritime Dangerous Goods (IMDG) Code All employees have been made aware of these various regulations Specific technical installations (buildings and equipment) have been developed depending on our projects

Risks identified	Action taken
Discharges, pollution	Recycling and treatment of engine oils and solid waste (scrap metal, etc.) Introduction of retention Continuous improvement of the environmental management system
International logistics	
Industrial accidents	Existence of action plans formalized in the “unique document”, after evaluation of risks or analysis of workplace accidents Management of external companies working on the sites Follow-up on periodic regulatory inspections of equipment and installations HSE audits aimed at improving prevention by regular monitoring of establishments Obtaining authorizations from the French Nuclear Safety Authority for sites with X-ray generators Safety training and information (first aid, fire-prevention, driving fork-lift trucks, etc.) Training of new local safety officers (DCSOs) Publication of a monthly newsletter Monitoring of regulations and telephone support
Incidents related to the transportation or storage of hazardous goods	Improvement of storage procedures Training of Transportation of Hazardous Goods personnel (ADR, IMDG and IATA) Creation of an e-learning refresher training program on the Transportation of Hazardous Goods Revision of decision-support tools made available to businesses Renewal of authorization to transport category III nuclear material
Environmental impact	Constant assessment of the classification of establishments governed by the French regulations on facilities classified for the protection of the environment (ICPE) Authorization, registration or declaration application files (DREAL), end of activity declaration
Plantations	
Pollution of surface water by factory effluents	Sludge-settling ponds and biodegradation ponds for organic materials Recycling of waste water as organic fertilizer
Soil erosion while young trees are first growing (three to four years)	Staggered cultivation and groundcover plantings between young plants
Destruction of fauna by frequent use of non-selective insecticides or poisons	Biological parasite control: – growing nectar-producing plants to attract insects that are predators (or parasites) of harmful larvae and caterpillars; – scent traps to fight oryctes, insects that destroy young palms
Pollution of the groundwater table by use of chemical fertilizers	Limiting the use of mineral fertilizers by: – use of plant waste as an organic fertilizer; – growing nitrogen-fixing cover plants between the young trees Restrictions on the use of plant health products: – cultural practices stemming from the concept of science-based agriculture; – use of fallow land to combat root system parasites
Vineyard: pollution of the groundwater table by use of chemical fertilizers	Minimizing the use of chemicals on vines through science-based agricultures Leaving land fallow for long periods rather than using products for disinfecting the ground
Vineyard: pollution of surface water by factory effluents	Water treatment station

SOCIETAL INITIATIVES SUPPORTED BY THE GROUP

2012	Number of societal initiatives supported by the Group in partnership with NGOs, companies and/or institutions
Transportation and logistics	156
Oil logistics	87
Energy storage and industry	82
Holdings	37
TOTAL	362

CROSS-REFERENCE TABLE BETWEEN THE GRENELLE II ACT AND THE INFORMATION PRESENTED BY THE GROUP

(See 2012 Registration Document.)

	Information required under the Grenelle II act	Information presented by the Group
Social information	Total workforce and breakdown of employees by gender, age and geographical area	See 17.1.3.b "Headcount at December 31, 2012" in "The Group's social commitment" See workforce indicators in 17.3.1 "Employee information reporting"
	Hiring and departures	See 17.1.3.b "Recruitment and departures" + "A recruitment policy in line with the Group's development" in "The Group's social commitment" See 17.2.1 "Jobs and skills management planning" in "Commitment to the workforce" See 17.2.1 "Retain and develop existing talent and attract the talent of the future" in "Commitment to the workforce" See 17.2.5 "Guaranteeing and improving the safety and employability of staff" in "Social policy" See workforce indicators in 17.3.1 "Employee information reporting"
	Compensation and changes in compensation	See 17.1.3.b "An equitable, motivating and competitive pay policy" in "The Group's social commitment"; see 17.2.2, "Profit-sharing schemes" in "Commitment to the workforce" See 17.2.3 Havas "Equal opportunities: equality in the workplace among men and women" in "Commitment to the workforce" See 17.2.4 Plastic films, Batscap, Bathium "An essential forward-looking approach to jobs and skills" in "Commitment to the workforce" See workforce indicators in 17.3.1 "Employee information reporting"
	Organization of working time	See 17.1.3.b "A recruitment policy in line with the Group's development" in "The Group's social commitment" See 17.2.1 "The organization of dialogue with the workforce" in "Commitment to the workforce" See 17.2.3 Media "A social policy adapted to business demands" See 17.2.4 Plastic films, Batscap, Bathium "An essential forward-looking approach to jobs and skills" in "Commitment to the workforce" See workforce indicators in 17.3.1 "Employee information reporting"
	Absenteeism	See workforce indicators in 17.3.1 "Employee information reporting"
	Organization of dialogue with the workforce (in particular the procedures for informing and consulting staff as well as negotiation procedures)	See 17.1.3.b "Increasing dialogue with staff and internal communication" in "The Group's social commitment" See 17.2.3 Media "A social policy adapted to business demands"
	Collective agreements	See 17.1.3.b "Increasing dialogue with staff and internal communication" in "The Group's social commitment" See 17.2.1 "Recruit, integrate and develop" + "The organization of dialogue with the workforce" in "Commitment to the workforce" See 17.2.3 Havas "Labor relationships" in "Commitment to the workforce" See workforce indicators in 17.3.1 "Employee information reporting"
	Occupational health and safety conditions	See 17.1.3.b "Preventing accidents in the workplace" in "The Group's social commitment" See 17.2.1 "Prevent occupational risk and accidents in the workplace" in "Commitment to the workforce" See 17.2.1 "Ensure the health and safety of employees: a division priority" in "Commitment to the workforce" (Bolloré Africa Logistics) See 17.2.3 Havas "Health and Safety" in "Commitment to the workforce" See 17.2.3 Communication and Media "A social policy adapted to business demands" See 17.2.4 Plastic films, Batscap, Bathium "Prevent occupational risk and accidents in the workplace" in "Commitment to the workforce" See 17.2.4 Autolib' electric vehicles "Managing safety and the environment is a priority for Autolib'" in "Environmental performance" See 17.2.5 "Guaranteeing and improving the safety and employability of staff" in "Social policy" See 17.2.2 "Commitment to the workforce" See workforce indicators in 17.3.1 "Employee information reporting"
	Accidents in the workplace (in particular their frequency and severity and work-related illnesses)	See 17.2.1 "Prevent occupational risk and accidents in the workplace" in "Commitment to the workforce" (Bolloré Logistics) See workforce indicators in 17.3.1 "Employee information reporting"

	Information required under the Grenelle II act	Information presented by the Group
Social information	Agreements signed with unions or employee representatives with respect to occupational health and safety	See 17.1.3.b "Increasing dialogue with staff and internal communication" in "The Group's social commitment" See workforce indicators in 17.3.1 "Employee information reporting"
	Training policies	See 17.1.3.b "Training" + "Anticipating skills for the future" + "Supporting professional mobility" in "The Group's social commitment" See 17.2.1 "Recruit, integrate and develop" + "Prevent occupational risk and accidents in the workplace" in "Commitment to the workforce" (Bolloré Logistics) See 17.2.1 "Retain and develop existing talent and attract the talent of the future" + "Ensure the health and safety of employees: a division priority" in "Commitment to the workforce" See 17.2.2 "Commitment to the workforce" See 17.2.3 Havas "Training" in "Commitment to the workforce" See 17.2.4 Autolib' electric vehicles "Training plans ensure staff employability and offer employees the opportunity to progress" in "Social policy" See 17.2.5 "Guaranteeing and improving the safety and employability of staff" in "Social policy"
	Total number of hours of training	See workforce indicators in 17.3.1 "Employee information reporting"
	Measures taken to improve gender equality	See 17.1.3.b "A equitable, motivating and competitive pay policy" + "Increasing dialogue with staff and internal communication" in "The Group's social commitment" See 17.2.4 Autolib' electric vehicles "Promoting diversity in the recruitment process" in "Social policy"
	Measures taken to encourage the employment and integration of disabled people	See 17.1.3.b "A recruitment policy in line with the Group's development" in "The Group's social commitment" See 17.2.3 Havas Indicator scorecard + "Disability" in "Commitment to the workforce" See workforce indicators in 17.3.1 "Employee information reporting"
	Policy to combat discrimination	See 17.1.3.b "A recruitment policy in line with the Group's development" in "The Group's Social Commitment" See 17.2.1 "Recruit, integrate and develop" in "Commitment to the workforce" See 17.2.1 "Commitment to the workforce" (Bolloré Africa Logistics) See 17.2.3 Media "A social policy adapted to business demands" in "Commitment to the workforce" See 17.2.4 Autolib' electric vehicles "Promoting diversity in the recruitment process" in "Social policy"
	Respecting freedom of association and the right to collective bargaining	See 17.1.3.b, "Increasing dialogue with staff and internal communication" in "The Group's social commitment"
	Elimination of discrimination in respect of employment and occupation	See 17.1.3.b "A recruitment policy in line with the Group's development" in "The Group's social commitment" See 17.2.1 "Recruit, integrate and develop" in "Commitment to the workforce" See 17.2.4 Autolib' electric vehicles "Promoting diversity in the recruitment process" in "Social policy" See 17.2.5 "Guaranteeing and improving the safety and employability of staff" in "Social policy"
	Elimination of forced or compulsory labor	See 17.2.5 "Sharing the same business ethics" in "Ethics and governance"
	Effective abolition of child labor	See 17.2.5 "Sharing the same business ethics" in "Ethics and governance"

	Information required under the Grenelle II act	Information presented by the Group
Environmental information	Organization of the company to respond to environmental issues and, where applicable, environmental evaluation and certification processes	See environment-related industrial risks in 17.1.2 “Industrial and environmental risks” See 17.1.3.c “Environmental commitment” See 17.2.1 “Services that better respect sustainable development” + “New services to address the major issues in sustainable development” + “Managing risks associated with services and sensitive activities” in “Environmental performance” (Bolloré Logistics) See 17.2.1 “Ensure the health and safety of employees: a division priority / Safety issues” in “Commitment to the workforce” + “Environmental performance: managing and reducing environmental hazards” (Bolloré Africa Logistics) See 17.2.3 Havas Indicator scorecard See 17.2.4 Plastic films, Batscap, Bathium “Environmental performance” See 17.2.5 “Environmental performance”
	Training and raising awareness of employees on environmental protection	See environment-related industrial risks in 17.1.2 “Industrial and environmental hazards” See 17.2.1 “Building synergies within the Group so as to develop the sustainable mobility solutions of the future” in “Environmental performance” (Bolloré Logistics) See 17.2.1 “Ensure the health and safety of employees: a division priority / Safety issues” in “Commitment to the workforce” + “Environmental performance: managing and reducing environmental hazards” (Bolloré Africa Logistics) See 17.2.2 “Commitment to the workforce” See 17.2.3 Havas Indicator scorecard See 17.2.3 Media “Environmental commitment” See 17.2.5 “Environmental performance”
	Resources allocated to preventing environmental hazards and pollution	See environment-related industrial risks in 17.1.2 “Industrial and environmental hazards” See 17.1.3.c “Environmental commitment” See 17.2.1 “Managing risks associated with services and sensitive activities” in “Environmental performance” (Bolloré Logistics) See 17.2.1 “Ensure the health and safety of employees: a division priority / Safety issues” in “Commitment to the workforce” + “Environmental performance: managing and reducing environmental hazards” (Bolloré Africa Logistics) See 17.2.2 “Reducing environmental impact” + “Optimizing products and services” in “Environmental policy” See 17.2.4 Plastic films, Batscap, Bathium “Environmental performance” See 17.2.5 “Environmental performance”
	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)	See note 16 – Provisions for contingencies and charges
	Measures to prevent, reduce or remedy emissions into air, water and soil that seriously damage the environment	See environment-related industrial risks in 17.1.2 “Industrial and environmental hazards” See 17.1.3.c “Environmental commitment” See 17.2.2 “Reducing environmental impact” + “Optimizing products and services” in “Environmental policy” See 17.2.4 Plastic films, Batscap, Bathium “Environmental performance” See 17.2.5 “Environmental performance”
	Measures to prevent, recycle and eliminate waste	See environment-related industrial risks in 17.1.2 “Industrial and environmental hazards” See 17.2.1 “Services that better respect sustainable development” in “Environmental performance” See 17.2.1 “Environmental performance: managing and reducing environmental hazards” (Bolloré Africa Logistics) See 17.2.2 “Reducing environmental impact” in “Environmental policy” See 17.2.3 Communication and Media “Environmental commitment” See 17.2.4 Autolib’ electric vehicles “Environmental performance” See 17.2.5 “Environmental performance”

	Information required under the Grenelle II act	Information presented by the Group
Environmental information	Taking account of noise pollution and any other form of pollution specific to a business	See environment-related industrial risks in 17.1.2 "Industrial and environmental hazards"
	Water consumption and water supply having regard to local constraints	See 17.2.1 "Environmental performance: managing and reducing environmental hazards" (Bolloré Africa Logistics) See 17.3.2 Environmental indicators in "Sustainable development reporting"
	Consumption of raw materials and measures taken to use them more efficiently	See 17.2.2 "Optimizing products and services" in "Environmental policy" See 17.2.3 Havas Indicator scorecard See 17.2.4 Plastic films, Batscap, Bathium "Environmental performance" See 17.2.5 "Environmental performance" See 17.3.2 Environmental indicators in "Sustainable development reporting"
	Energy consumption, measures taken to improve energy efficiency and the use of renewable energy	See 17.2.1 "Services that better respect sustainable development" in "Environmental performance" (Bolloré Logistics) See 17.2.2 "Reducing environmental impact" in "Environmental policy" See 17.2.3 Communication and Media "Environmental commitment" See 17.2.4 Plastic films, Batscap, Bathium "Environmental performance" See 17.2.4 Autolib' electric vehicles "Environmental performance"
	Land use	See Environment-related industrial risks in 17.1.2 "Industrial and environmental hazards" See 17.2.2 "Reducing environmental impact" in "Environmental policy"
	Greenhouse gas emissions	See 17.1.3.c "Greenhouse gas emissions" in "Environmental commitment" See 17.2.1 "Services that better respect sustainable development" + "New services to address the major issues in sustainable development" in "Environmental performance" (Bolloré Logistics) See 17.2.2 "Optimizing products and services" in "Environmental policy" See 17.2.5 "Environmental performance"
	Adapting to the consequences of climate change	See 17.2.1 "Environmental performance" See 17.2.2 "Reducing environmental impact" + "Optimizing products and services" in "Environmental policy" See 17.2.4 Plastic films, Batscap, Bathium "Environmental performance" See 17.2.5 "Environmental performance"
	Measures taken to conserve or enhance biodiversity	See 17.2.1 "Societal initiatives" (Bolloré Africa Logistics)

	Information required under the Grenelle II act	Information presented by the Group
Information on societal commitments	Geographic, economic and social impact in terms of jobs and regional development	See 17.1.3.d "The Group's societal commitments" See 17.2.1 "Corporate social responsibility: a joint commitment by the company and its employees" (Bolloré Logistics) See 17.2.1 "Retain and develop existing talent and attract the talent of the future" in "Commitment to the workforce" + "Relations with local suppliers and subcontractors" (Bolloré Africa Logistics) See 17.2.5 "Societal commitment"
	Geographic, economic and social impact on neighboring or local populations	See 17.1.3.d "The Group's societal commitments" See 17.2.1 "Ensure the health and safety of employees: a division priority / Health issues" in "Commitment to the workforce" + "Relations with local suppliers and subcontractors" + "Societal initiatives" (Bolloré Africa Logistics)
	Nature of dialogue with these persons or organizations	See 17.1.3.d "The Group's societal commitments"
	Partnership or sponsorship initiatives	See 17.1.3.d "The Group's societal commitments" See 17.2.1 "Corporate social responsibility: a joint commitment by the company and its employees" (Bolloré Logistics) See 17.2.1 "Societal initiatives" (Bolloré Africa Logistics) See 17.2.2 "Contribution to local development" See 17.2.3 Havas Indicator scorecard + "Societal initiatives" See 17.2.3 Media "Societal initiatives" See 17.2.4 Plastic films, Batscap, Bathium "Societal initiatives" See 17.2.4 Autolib' electric vehicles "Societal initiatives" See 17.2.5 "Societal commitment" See 17.3.2 table of societal initiatives supported by the Group in "Sustainable development reporting"
	Inclusion of social and environmental issues in purchasing policy	See 17.1.3.c "Environmental commitment" See 17.2.1 "Relations with local suppliers and subcontractors" (Bolloré Africa Logistics) See 17.2.3 Havas "Objectives" and Indicator scorecard See 17.2.5 "Innovating in order to develop new services that address the main sustainable development issues" in "Environmental performance"
	Extent of subcontracting and taking account in dealings with suppliers and subcontractors of their social and environmental responsibilities	See 17.2.1 "Ensure the health and safety of employees: a division priority / Safety issues" in "Commitment to the workforce" + "Relations with local suppliers and subcontractors" (Bolloré Africa Logistics) See 17.2.3 Havas "Objectives" + Indicator scorecard + "Societal initiatives" See 17.2.5 "Sharing the same business ethics" in "Ethics and governance"
	Initiatives to prevent corruption	See 17.1.3.a "The common basis: business ethics" See 17.2.1 "Transportation and logistics" See 17.2.5 "Sharing the same business ethics" in "Ethics and governance"
	Measures taken to enhance the health and safety of consumers	See 17.2.5 "Environmental performance"
	Other initiatives	See 17.1.3.d "The Group's societal commitments"

APPENDIX

EXAMPLES OF REPORTS DRAFTED BY OUR SUBSIDIARIES AND EARTHTALENT

Earthtalent	SDV Singapore Sustainable Development Report	Bolloré Africa Logistics Cameroon Sustainable Development Report
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EARTHTALENT

7

COMMUNITY PROJETS IN AFRICA IN 2012

BURKINA FASO

- Nékéré, women's awakening
- Corn field

CAMEROON

- A tale for all
- Women for women
- Alpha education

MALI

- Fara and Fina
- Farala

FARALA



A TALE FOR ALL



ALPHA EDUCATION



MALI

ZOOM ON FARA AND FINA



Why do African children only play with light-skinned dolls?

Haoua Toe Konate was already asking this question in 2008. Her response was to create the boy and girl dolls Fara and Fina. These two life-like talking dolls promote African culture in Mali and worldwide. At the beginning, Haoua mobilized her own capital. In 2010, she was able to finance new accessories and use different communication approaches with a grant from Earthtalent. One of the main aims is to supply toys to a maximum number of African children, but production costs are too high to offer attractive prices.

Tomorrow

In 2012, the adventures of Fara and Fina became available in seven cartoons destined for countries outside of Africa, and a children's book was published.



Haoua Toe Konate

Haoua is the Shipping and Marketing Manager at SDV Mali. She devotes most of her spare time to developing Fara and Fina, an association that she founded with four other members of her family. Today, satisfied with the progress made, she wants to develop her activity internationally, and create cartoons to further promote her culture and its traditions.

RESULTS

13
craftspeople
employed

150
dolls sold

Order from
UNICEF in 2011

Sold
internationally

Distributed
in several local
supermarkets
and in an eco-
friendly toy store
in Lyon, France

EARTHTALENT

7

COMMUNITY PROJETS IN ASIA IN 2012

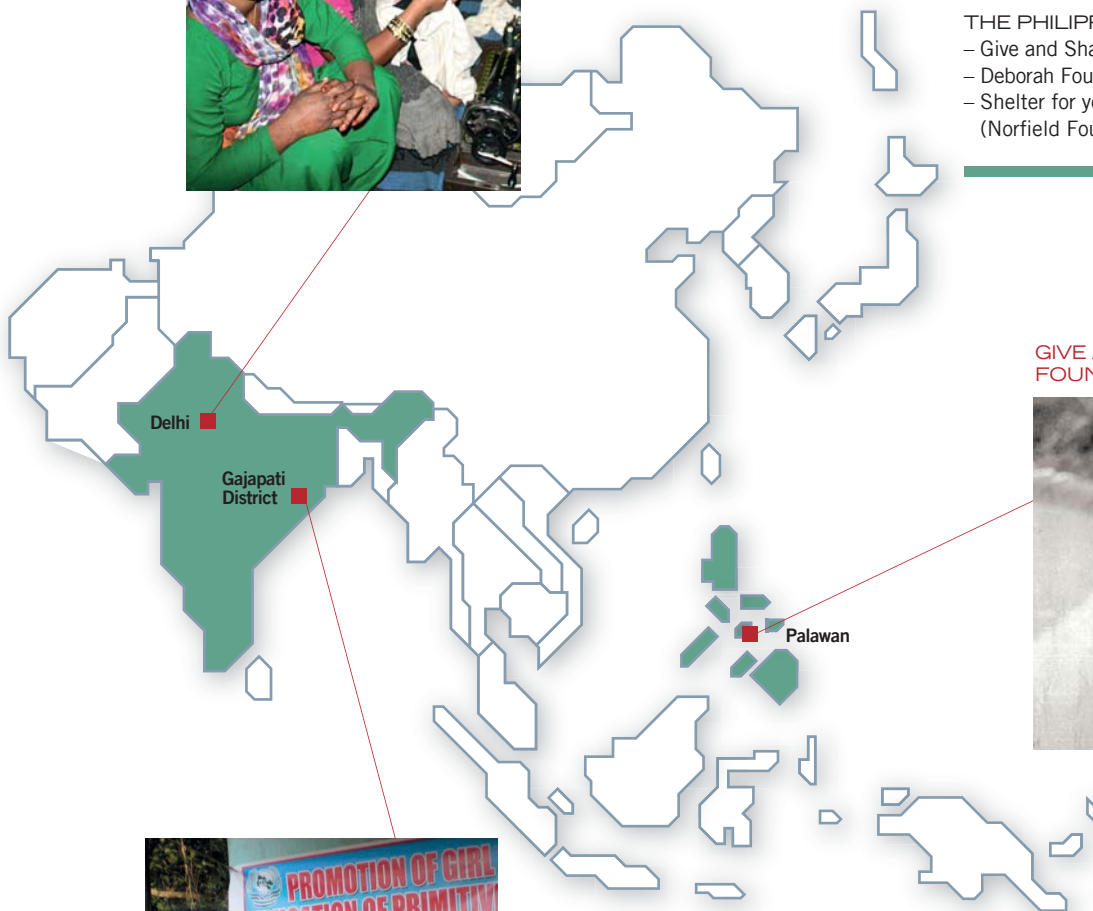
INDIA

- Asylum
- Jagriti
- Swabhiman
- Promotion of education for young girls of the indigenous tribes of the Rayagada region

THE PHILIPPINES

- Give and Share Foundation
- Deborah Foundation
- Shelter for young single mothers (Norfield Foundation)

SWABHIMAN



GIVE AND SHARE FOUNDATION



PROMOTION OF EDUCATION
FOR YOUNG GIRLS OF THE
INDIGENOUS TRIBES
OF THE RAYAGADA REGION

INDIA ZOOM ON JAGRITI PIONEERING SOCIETY



RESULT

45
women trained
for craft work

Contribute to the empowerment of women, pillars of their families and the community

In India, the traditional preference is for boys and has led to an increasing imbalance within the population. It is in this context of sexist discrimination that the NGO Jagriti Pioneering Society was created in 2005, so that women stop being perceived within their families as a burden and for them to be recognized as pillars of development.

To facilitate women's empowerment, Jagriti Pioneering Society provides battered young girls and orphaned girls with basic education, decent housing and health care. In parallel, the NGO provides the young women skills training for craft work.



Jharna Parni

Jharna Parni is the Air Importer at SDV India and patron of the Jagriti Pioneering Society. Thanks to Earthtalent, she "realized the importance of using her spare time to help those in need."

Since the end of 2012 with Earthtalent

Jagriti Pioneering Society has expanded its actions to empower both personally and economically women from the slums in the Delhi region, by providing training for sewing and craft work.

SDV SINGAPORE 2012 SUSTAINABLE DEVELOPMENT REPORT

ENVIRONMENTAL PILLAR

Manage and reduce risks

Risk management and prevention

SDV Singapore has continued its certification in quality management (ISO 9001), health/safety (OHSAS 18001) and the environment (ISO 14001). In 2012, two new production sites (SDV Green Hub and the head office of SDV Singapore) were certified according to ISO 9001, OHSAS 18001 and ISO 14001, thus demonstrating the good QHSE practices in the company.

In addition, in 2012, SDV Singapore received bizSAFE approval, issued by the Singapore Workplace Health and Safety Council which promotes safety and occupational health.

In 2012, five work accidents were recorded with an average work interruption of 2.38 days (4.33 in 2011).

Pollution and waste management

Waste production has a significant environmental impact in the logistics industry. Within the framework of the development of SDV Green Hub, SDV Singapore has implemented a monthly reporting process concerning the waste production of this new site.

This reporting covers the production of “recyclable” waste: metal, plastics, paper/cardboard and wood and general waste (degradable) of the site as well as recycling rates.

Nearly 70 metric tons of waste was collected at SDV Green Hub from August to December 2012 with an average recycling rate of 46%.

Recyclable waste is collected by our waste management service provider for the site (Veolia) and then transported to their Singapore reprocessing and recycling plant.

This action will be extended in 2013 to the other SDV sites in Singapore.

This reporting is a new piloting tool which will, in the future, enable the entity to define its own objectives in terms of waste reduction and recycling.

Dealing with impacts of climate change

South Asia is particularly vulnerable to global climate change and its impacts. Singapore is a coastal City-State, along with the cities of Bangkok, Shanghai, Jakarta and Manila. Consequently, these cities will be increasingly vulnerable to rising sea levels, flooding and tropical and sub-tropical storms linked to a more unpredictable climate.

REPORT ON WASTE PRODUCED PER MONTH IN 2012

Company name	Sodexo Singapore Pte Ltd
Project address	SDV Logistic (S) Pte Ltd – 11, Pioneer Turn – Singapore 627575
Contact person	M Babu 81554665
Report date	01/25/2013

Month	Total waste	Recyclables					Dangerous waste		Other	Total solid waste	Total recyclable waste	Recycling rate
		Metal	Plastic (PE)	Glass	Paper (OCC)	Wood waste	Grease	Eco Lab				
	Mt	Mt	Mt	Mt	Mt	Mt	Mt	Mt	Mt	Mt	Mt	%
Aug. 2012	2.840	0	0.120	0	0.450	0.510	0	0	0	3.920	1.080	28%
Sept. 2012	3.110	0	0.010	0	0.350	0.170	0	0	0	3.640	0.530	15%
Oct. 2012	6.130	0	2.500	0	14.170	9.530	0	0	0	32.330	26.200	81%
Nov. 2012	4.540	0	1.280	0	7.250	4.290	0	0	0	17.360	12.820	73%
Dec. 2012	8.260	0	0.420	0	3.040	0.910	0	0	0	12.630	4.370	35%

Extract from the Waste and Recycling reporting introduced at SDV Green Hub in 2012.

In this context, in March 2012, SDV Singapore participated in Earth Hour, a WWF-initiated global environmental event, whose aim was to promote a “reduced” carbon future and highlight the challenges of climate change.

The concept of Earth Hour is to turn off all lights for one hour.

For the first time, SDV Singapore participated by turning off the lights in its offices for one hour, to show its commitment in favor of environmental protection and involve its employees.

The warehouses did not participate for safety reasons.

The celebration of Earth Hour was capped off with an e-mail to raise awareness about good environmental practices to be implemented in offices (rules about use of lights, adjustment of air conditioning to 23 degrees Celsius) and the distribution of “Green” presents provided by the WWF: Bodyshop cosmetics, posters, t-shirts, low consumption light bulbs, etc.

The Earth Hour campaign is already planned for 2013.

Optimize and innovate

SDV Green Hub

In December 2012, SDV Singapore inaugurated the SDV Green Hub, a new logistics site located in the west of Singapore. This nine-storey building (42,000 sq. m), containing four logistics warehouses, was eco-designed to guarantee optimum environmental performance throughout its life cycle.

It complies with two environmental reference standards for buildings:

- Green Mark Platinum (Building Construction Authority of Singapore);
- LEED Gold (US Green Building Council).

In March 2012, the SDV Green Hub was certified Green Mark Platinum by the Building Construction Authority of Singapore. The Platinum is the highest grade of the Green Mark standard, and this was the first time the grade was obtained by a logistics hub in Asia-Pacific.

The construction of SDV Green Hub is part of Bolloré Group's Sustainable Development policy. This new tool:

- contributes to the economic development of SDV Singapore;
- supports the environmental policy of our key local clients;
- promotes an eco-responsible logistics service in line with the SDV Save Program client solution;
- preserves the local environment;
- provides a first class working environment and conditions for its users.



SDV Green Hub @Pioneer Turn, Singapore.

The Green Mark and LEED standards incorporate the best environmental practices in terms of energy and water efficiency, sustainable sites and the health and well-being of users.

Singapore has a hot, humid equatorial climate. Consequently, the design of SDV Green Hub was optimized to provide better thermal insulation and limit the use of air conditioning.

SDV Green Hub promotes energy savings through the use of low thermal transmission materials for the building shell, the installation of low-consumption lighting and an eco-efficient air conditioning system.

Water efficiency is a key element, essential in a country with limited natural resources. The building should have around 50% less consumption than a conventional building, thanks to several systems, from rain-water collection to water saving faucets. Its air conditioning system is also connected to the Singapore waste water recycling system, called “NEWater”.

The site's sustainability is also accentuated by the following:

- the development of selective sorting practices and waste recycling;
- a shuttle-bus to transport our employees from the nearest metro station to SDV Green Hub, for “gentle”, responsible mobility;
- the installation of individual LED desk lights for better visual comfort. In addition, more than 90% of the site's surface has access to natural light;
- the installation of low-emission materials for paints, floor coverings, adhesives, etc.

Finally, the carbon footprint of the inauguration of SDV Green Hub, which brought together more than 250 people in December 2012, was measured and compensated via the purchase of Gold Standard carbon credits. These credits were allocated to a biogas development project in Cambodia.

The CO₂ emissions linked to the event were estimated at nearly 182 metric tons according to the Bilan Carbone® method. This evaluation includes transport for the guests to SDV Green Hub of Singapore (all modes of transport), energy



consumption, catering and the production of communication tools for the event.

The biogas project in Cambodia installs small scale biogas production units in rural areas.

The project supported by SDV Singapore aims to improve living conditions for local populations, protect the environment by reducing the rate of deforestation and support the local economy by creating new jobs.

Innovation: sustainable products and services

In 2012, the Alps site, head office of SDV Singapore, was equipped with low-consumption induction type lights in its offices and warehouses. An energy savings of close to 40% is expected.

There are numerous objectives: reduce the company's carbon footprint, lower operating costs and provide better visual comfort for employees.

Secondly, 2012 marks the deployment of the environmental Save Program client offering in Asia-Pacific.

In liaison with the Sales and Marketing division, Save Program training supports were given to SDV Singapore sales staff to initiate a new sales approach by highlighting SDV's environmental solutions:

- automatic calculation of CO₂ emissions for air and sea freight;
- design of transport and logistics scenarios to reduce CO₂ emissions in the client supply chain;
- proposal of carbon offsetting projects for a carbon-neutral supply chain.

In 2012, SDV Singapore produced five CO₂ reports at the request of regional clients.

Sustainable development synergy

In 2012, SDV Singapore joined the Sustainable Development committee of the French Chamber of Commerce of Singapore (FCCS). This committee is a platform for exchange and inter-company discussions in favor of sustainable development. It promotes the expertise of member companies and encourages synergies in terms of CSR between local Singaporean and French companies.

In April 2012, the Singapore Chamber of Commerce launched its own Sustainable Development charter. It commits signatory companies to sharing their CSR knowledge and practices and to diffusing a "CSR Best Practices" charter to create shared interest.

SDV Singapore, as an active member of the Sustainable Development committee, signed the charter in April 2012, during the "Work Together" forum organized by the Chamber of Commerce. On this occasion, SDV Singapore put forward its environmental Save Program solution, while outlining the challenges of a more responsible logistics chain.

The French ambassador to Singapore, Olivier Caron, stated that sustainable development has become a major factor for sales opportunities in the region and praised the signatories for their "forward-looking vision."

A dedicated resource in Singapore

At the end of 2011, SDV Singapore recruited an international volunteer intern (*volontaire internationale en entreprise*) to assist in developing its environmental program in line with the guidelines set out by head office. Reporting to the general management of SDV Singapore, this person is in charge of raising employee awareness to sustainable development issues, the development of a client offering and the management of projects aiming to measure, limit and reduce SDV Singapore's environmental footprint.

SOCIAL PILLAR

Staff training at SDV Singapore is a cornerstone of the Human Resources Department policy, with the aim of guaranteeing the "employability" of its employees.

Training is an integral part of the employee's time with SDV Singapore at all levels of the organization.

Staff training requirements are identified by department directors. They are also analyzed during the internal mobility selection process and following the annual interview with each employee.

In 2012, 5,343 hours of training were given to 534 employees. More than 63% of SDV Singapore's workforce received training this year.

Training records are kept by the Human Resources Department.

The success of training given is evaluated by each department director and is reviewed during annual interviews.

SDV Singapore gives a thirty-minute training session to all new employees ("Orientation Day"), concerning the company's quality, health, safety and environment policies. The environment section was launched in 2012. The training is part of the approach to prevent risks in the workplace.



Installation of a biogas unit (credit EcoAct- SNV).

All the achievements dealing with sustainable development are published in *Heartbeat @SDV Singapore*, the quarterly internal newsletter. This is the main diffusion channel for good practice and advice concerning protection of the environment.

In addition, SDV Singapore actively contributes to *QHSE Insight*, the quarterly review edited by SDV Asia-Pacific, which gives the Group's QHSE news in the region.

Finally, within the SDV Green Hub development framework, Singapore employees were asked to propose a name for the building. An intranet campaign was launched to obtain proposals for names. In addition, explanatory documents (presentations, posters and photos) were made available to employees, concerning the "Green building" concept and the technical and environmental characteristics of the building.

Following discussions by the SDV Asia-Pacific Steering Committee, the proposal of "SDV Green Hub" was chosen.

It is an initiative which aims to involve all the SDV community in Asia-Pacific in a joint, wide scale project in improving the Company's environmental performance.

COMMUNITY DEVELOPMENT PILLAR

SDV Singapore carries out a proactive community development policy in education and support for disadvantaged people.

SDV Singapore's community development initiatives are piloted by an intra-company committee, the SRC ("Social and Recreation Club"), created in 2012.

The SRC, created by Achaibar Gupta (Employee Relations Manager in the Human Resources Department), is made up of 19 volunteer staff members.

In parallel, the SRC provides fun, sporting activities for employees and their families (yoga and dance lessons, inter-departmental soccer tournament) to contribute to staff well-being and promote team spirit.

Walk for Children 2012

In 2002, for the first time, 100 SDV Singapore staff members, accompanied by their children, took part in the "Walk for Children", an event organized by the Singapore Children's Society for disadvantaged children housed by the association.

SDV Singapore donated S\$10 (6.50 euros) to the association for each employee participating in the walk and the carnival to celebrate the end of the walk.

The staff members and their families participated in fun activities during the walk, which took place in Bishan Park, to show SDV Singapore's social commitment and promote team spirit.



Participation by SDV Singapore "Walk for Children 2012".

SDV Education Award 2012

In 2012, the SRC organized the first edition of the SDV Education Awards. The aim is to financially reward employees for their children's good grades at school.

The Human Resources Department and the SRC Club set out the rules and the criteria for the SDV Education Awards.

95% of participants (58 children) were awarded S\$150 (95 euros) for primary school children and S\$200 (125 euros) for high school children.

Group Sustainable Development Challenge

In 2012, SDV Singapore actively participated in the Sustainable Development Challenge for the Bolloré Logistics division. On a volunteer basis, five SDV Singapore teams submitted for competition high value environmental and community projects. One of these teams won the employee prize. The winning project aims to provide finance and logistics transport services for disadvantaged territories.

BOLLORÉ AFRICA LOGISTICS CAMEROON 2012 SUSTAINABLE DEVELOPMENT REPORT

SUSTAINABLE DEVELOPMENT, A LONG TERM STRATEGY

Cameroon is one of the most economically robust countries in Central Africa, with an active industrial infrastructure particularly in the sectors of agriculture, agro-industry, services, construction and also the rapidly growing hydrocarbon sector. According to the World Bank (January 2013), Cameroon's economic activity is growing by an average 4% to 5% per year. Cameroon has quality human resources and capital which helps it drive development in Central Africa. The country has, however,

societal challenges to be addressed. Faced with these challenges, the Bolloré Group in Cameroon has chosen to be one of the major players for economic and social development, thus accompanying the Cameroon people along the path to sustainable growth.

Bolloré Group in Cameroon employs nearly 4,000 direct employees over three major industries – railways, via its Camrail subsidiary; ports, via its Douala Terminal subsidiary; and logistics, via its subsidiary, Bolloré Africa Logistics Cameroon. These three companies have forged strong relationships with local suppliers and subcontractors, thus promoting sustainable jobs in Cameroon's small and medium sized companies and creating business value.

In Cameroon, where employment, particularly among young people, remains of constant concern for authorities, the Bolloré Group has carried out an active recruitment policy for a number of years. In 2012, Bolloré Africa Logistics Cameroon, which employs 1,422 workers, recruited 125 people, essentially in Douala, the economic capital of the country, and N'Gaoundéré, the main town in the north of Cameroon.

Camrail, the railway subsidiary of the Bolloré Group in Cameroon, has 2,100 direct employees. The company promotes the creation of local small and medium-sized companies to serve the railways. In 2012, around twenty small and medium-sized companies working for Camrail generated 1,200 jobs.

In addition to improving access to territories and the region (Chad and the Central African Republic, in particular) through its multimodal logistics activities, Bolloré Africa Logistics Cameroon has created six delocalized agencies in the main towns of the country, creating business value in economically disadvantaged regions. This is the case in Belabo, in the east of the country, and Garoua, in the far north, to name but two examples.



A MAJOR ECONOMIC AND SOCIAL ROLE IN CAMEROON

A major component of the sustainable development strategy in Cameroon is to guarantee and reinforce the safety and employability of its workers, in accordance with Cameroon's Labor Laws and the collective agreements for the industry (transport and logistics).

The Human Resources Department in Cameroon has implemented a recruitment and skills transfer strategy by offering apprenticeships. This strategy has several features. The first is to forge durable, renewable partnerships with the main schools and universities in Cameroon.

Bolloré Africa Logistics Cameroon has signed a partnership agreement with ISTAC, the Higher Institute of Technology of Central Africa, which trains high-level technicians and general engineers from Cameroon and all over Africa. A partnership also exists with COVEPSO, a vocational training school for transit professions. In 2013, Bolloré Africa Logistics will sign a partnership agreement with ESSEC Cameroon (business and management school). This partnership strategy is part of a global approach by the Bolloré Group in Africa. In Cameroon, it also meets the education requirements set out by donors such as the World Bank, which intends to invest 120 million dollars to support universities and higher education in Cameroon.

This strategy is accompanied by a real knowledge transfer through training and also apprenticeships. In 2012, Bolloré Africa Logistics Cameroon welcomed 450 young people in the following areas:

- vacation internships, destined as a priority to children of our non-management employees, carried out during July and August;
- academic internships, granted to students, subject to availability; Internships under agreements with higher education institutes and validated by an internship report;
- professional internships granted to students who have finished their studies, with the aim of gaining additional skills;
- training internships in our jobs, which lead to recruiting the best interns;
- on-the-job training, to acquire the essential knowledge of logistics jobs.

For its part, Camrail welcomes 500 young people every year for training internships via agreements with higher education establishments. The company has launched its own training school for railway jobs in order to pass on the company's knowhow to the next generation. Africa's railway networks often take part in exchanges of experience (Sitarail in Côte d'Ivoire and Burkina Faso, Comilog and Setrag in Gabon, NRC in Nigeria, etc.).



SAFETY AND THE ENVIRONMENT, TWO KEY VALUES IN CAMEROON

One of the issues which has developed in Africa is the protection of the environment. In order to reduce its ecological footprint, the Bolloré Group and its subsidiaries in Cameroon have implemented an environmental protection strategy.

For more than ten years, Bolloré Africa Logistics Cameroon, in conjunction with the Head office department for health, safety and the environment (QHSE), has promoted a quality approach which culminated in the ISO certification of Bolloré Africa Logistics Cameroon and its subsidiary, SOCOPAO. In 2012, the Company was awarded the Gold Safety Award, from the Bolloré Group, for its performance in workplace safety. The teams locally undertake constant awareness-raising sessions and QHSE dedicated trainings.

In 2012, 1,150 employees out of the 1,422 at Bolloré Africa Logistics Cameroon were trained in work health and safety. This strategy has enabled a significant reduction in risks, as over two years, between 2010 and 2012, work related accidents were reduced by more than 20%.

A similar approach (HSE) is currently being rolled out for Bolloré Africa Logistics Cameroon suppliers. The aim is to raise the awareness of our partners to QHSE standards. A transport charter is being drafted.

Concerning the environment, in a context where the recycling sector is limited on the continent, Bolloré Africa Logistics Cameroon has signed an agreement with a certified Swiss-based company, which has created a dedicated subsidiary named "Bocam" in Cameroon. This company recycles waste oil generated by our logistics activity.

The Bolloré Group in Cameroon offers its clients multimodal forms of transport, including freight transport by train, which produces less CO₂ than road transport. In addition to the integrated logistics

solutions, the company has developed knowhow to provide clients and partners with more eco-friendly supply chain services.

The environment is of the utmost importance for Camrail. The rail company applies a QHSE strategy, with regular meetings of Health, Safety and Environment committees, including regular inspections of workplaces and the distribution of personal protective equipment (PPE). In 2012, 134,928 hours of training were given to 1,829 company employees.

Liquid waste generated by the company is systematically treated by hydrocarbon separators. Solid waste is also recycled via an approved company (Bocam). Camrail has implemented an annual reporting program to reduce all its waste: metals, plastics, cardboard/paper as well as general waste. In 2012, more than one billion CFA francs were invested by the company to reduce its environmental footprint.

To optimize its environmental performance, Camrail has chosen solar power for its trains and station lighting. In 2012, nearly 24,000 kilowatts of solar energy were used by Camrail.

Camrail participates in saving animal species through an anti-poaching agreement signed with the Cameroon Environment Ministry. Awareness training for Camrail personnel and the neighboring populations of the railway are organized each year.

As part of the Bolloré Group's community development commitment in Cameroon, Bolloré Africa Logistics Cameroon participated in an environmental awareness campaign geared for young people. With the French Institute in Cameroon, in Yaoundé, we launched the project "Young People Clean Energy". 300 high school students from Cameroon were able to showcase more than one hundred tangible projects for the preservation of the environment and clean energy solutions.

The safety of our workers in the port business and goods transiting through the container terminal is an absolute priority for us and our subsidiary Douala Terminal is certified as an International Ship and Port Facility (ISPS code). In 2013, Douala Terminal set the objective of "zero accidents." In 2012, 2,402 hours of training in QHSE standards were carried out. Of the 295 workers in the company, 210 participated in a training program in 2012.

HEALTH, A DEVELOPMENT PILLAR

Accessible and quality health care for employees has been a priority for the Bolloré Group in Africa. In Cameroon, the rail company, Camrail, can rely on a network of seven health centers, located all along the 1,000 kilometers of railway. A team of 11 permanent doctors and 45 paramedical personnel run these health centers, which are visited by 80 staff members and their families on average per day.

Within the framework of its health policy, Camrail has set up a committee to fight against HIV-Aids, with five regional committees throughout the Cameroon territory. These regional committees, run by company doctors, meet every two months under the direction of the general management. These committees are responsible for developing the strategy to fight against the pandemic in the company and the communities along the railway. Around 100 peer educators at Camrail have been trained by the National Aids Control Committee, an accredited training and certification organization. Each year, the Camrail committees organize sessions to raise awareness in the fight against HIV, with screening events and distribution of condoms.

Since the inception of Camrail's Committee to fight against AIDS in 2003, 9,630 people have been tested on a voluntary, anonymous basis. Camrail has also decided to entirely bear the costs of health care for its employees suffering from the Aids virus. This approach has been praised within the framework of the Bolloré group's commitment to the ten principles of the United Nations Global Compact.

A SOCIALLY COMMITTED EMPLOYER

On a society level, all the Bolloré Group companies in Cameroon are involved in a three-year project destined for young people in Cameroon. Over the last three years, the Bolloré Group has organized soccer tournaments for young people in the disadvantaged areas of Belabo, in the east, and Ebolowa and Bafoussam, in the west of the country. Under the patronage of the Cameroon soccer star, Joseph-Antoine Bell, 384 young people were able to defend the colors of their teams, sharing values of excellence, performance, team work and respect for others.





Bolloré Africa Logistics Cameroon is also committed to the NGO La Chaîne des foyers Saint Nicodème for children's education. Since the start of the partnership with this Cameroon NGO in 2008, Bolloré Group has financed the education of 480 children.

Similarly, Camrail donates 400 million CFA francs each year to associations representing local railway populations in their environmental efforts (clean up operations, weeding, etc.). Each year, the railways company finances well and borehole rehabilitation. In 2012, 26 wells and 6 boreholes were rehabilitated in the villages along the 1,000 kilometers of rails, enabling the populations to have access to drinking water.

In 2012, during the cholera outbreak in the north of Cameroon, Camrail rallied to provide medical kits to the Committee fighting cholera in N'Gaoundéré, the main town in the north of the country. Each year, Camrail supports hospitals in the main towns of Cameroon, via donations (hospital of N'Gaoundéré, Laquintinie hospital in Douala, leprosarium of Dibamba).

Douala International Terminal has within its organization, a women's association, the DIT Ladies, which is very active in community activities. In 2012, the DIT Ladies provided educational materials



to the education and professional integration centers for the blind in the towns of Bafoussam and Bandjoun. Within the framework of women's empowerment, the DIT Ladies also donated educational and medical materials to the Women's Crafts Center of Douala.

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