

**Committing**

**Innovating**

**Acting**

**Uniting**

# **Diversity and Inclusion Charter**

# Preamble

Arising from a long tradition in papermaking, the Bolloré Group has proved able to develop over the last two centuries, adapting itself and transforming its business lines. The Group is currently present in the transportation and logistics, communications and industry sectors. This diversification of activities has also been accompanied by significant international development, with a presence on all continents.

This development was possible thanks to its ownership and family culture, which enabled it to see its activities from a long-term point of view and invest in innovative projects in complete independence. Of the six values that have guided the Group's development, diversity is perceived as a source of workplace balance indispensable to the Group's longevity, creating value in a globalized world.

If we are to continue to be a diverse, international and innovative group, we must reflect the societies in which we operate. The Group intends to continue these efforts by encouraging constant, meaningful social dialog and by adopting this diversity and inclusion charter, which formalizes our ambitions, our approach and the resources that the Group intends to leverage.

- By adopting this charter, the Group supports the Sustainable Development Goals (SDGs) set by the United Nations, particularly the following targets, which aim to achieve the following by 2030:
  - *“Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making, in political, economic and public life.” (SDG 5.5)*
  - *“Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.” (SDG 8.5)*
  - *“Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.” (SDG 10.2)*
  
- The Bolloré Group is committed to:
  1. Respecting and promoting the application of the principle of non-discrimination in all its forms and at all stages of the working relationship
  2. Promoting the employment and inclusion of people with disabilities
  3. Promoting gender equality in the workplace
  4. Promoting the workplace inclusion of young people



David-Alexandre Fournier  
Human Resources Director

# Our approach

The commitments expressed at Group level are worked on within each division; the divisions implement this policy taking into account the specific features of its business lines, to ensure consistent and lasting progress.

This overall approach is based on building an inclusive culture that enables everyone to fully develop his potential, no matter his singular characteristics. It is based on respect and acceptance of differences so that each person can be herself without suffering any negative consequences.

This inclusive culture:

- ↳ **creates** conditions conducive to the recognition and reciprocal understanding of each person, trust and integrity;
- ↳ **calls** for a cross-cutting approach that must be reflected in managerial decisions and all human resources processes;
- ↳ **is part of a wider** strategy to reduce inequality, whether social, generational or territorial;
- ↳ **works** to secure equal opportunities, promoting the independence of disadvantaged populations, and ensures that our employees remain employable;
- ↳ **helps** disadvantaged populations achieve independence, notably through education, training, social and workplace inclusion.

For this inclusive culture to be effective, existing diversity biases within the Group must be identified in the early stages of implementation, and all employees must be actively involved to ensure that everyone is respected.

To enable tangible application of this inclusive culture, the Group is adopting a theme-based approach, taking into account the specific features of all of our activities as well as the need to adapt to our locations and urgent situations locally.

# Our roadmap

The Group has set itself general targets covering the four topics which each division will be responsible for implementing internally, and with their service providers, recruitment agencies and via partnerships with any relevant stakeholders.

To this end, each division is introducing for each theme systems and tools to analyze the situation, and draw up action plans and monitoring indicators.

## 1. Non-discrimination

Any discrimination towards employees for reasons such as color, gender, religion, political opinions, sexual orientation, national ancestry or social background damages workplace cohesion. The Group has set itself three anti-discrimination targets which highlight skills and equal opportunities:

- 👉 **optimize recruitment** to encourage applications from a diverse range of candidates. this target requires procedures tackling self-censorship to be introduced and for recruitment processes to be focused on skills. It involves appropriate training for managers and recruiters, and the signature of partnerships with training institutions;
- 👉 **equal compensation** to ensure equal pay for jobs with the same skills, the same years of service and the same responsibilities (in accordance with convention no. 100 of the ILO on equal compensation). Attaining this objective requires the effective implementation of the “equal pay for a job of equal value” principle via appropriate wage transparency arrangements;
- 👉 **equal promotion** to provide all employees with career development opportunities in line with their skills and aspirations. Meeting this objective requires awareness to be raised among all employees in order to break down stereotypes. “Non-discrimination” components must also be included in all manager training.

## 2. Employment and inclusion of people with disabilities

Beyond compliance with regulatory requirements, the conditions under which people with disabilities are employed and incorporated are a strong driver of workplace cohesion within the company. The Group's approach is built around two objectives:

- **adapting job descriptions** to optimize recruitment of people with disabilities. To attain this objective, it is necessary to raise awareness among employees and managers as regards disabilities using all suitable methods (circulation of booklets, poster campaigns, intranet communication, etc.) and raise awareness among HR teams around recruitment and temporary employment agencies;
- **promoting a working environment that ensures the integration** of people with disabilities. The recommended strategies include training for HR teams and managers on integrating people with disabilities and adjustments to premises to allow for suitable accessibility.

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## 3. Workplace gender equality

Workplace gender equality has been identified as a driver of transformation with a potential to secure unity across all of the Group's divisions. The Group has set itself three objectives to promote this equality :

- **hire women for jobs with low female representation with equal skills**, by communicating with the appropriate audiences and institutions;
- **promote female access to positions of responsibility**, by selecting more women for management training programs;
- **monitor and support women in their professional development**, through mentoring.

#### 4. Workplace inclusion of young people

Attracting future talent is of strategic importance for a diverse Group operating across all continents, as is helping to build independence of young people in difficulty to anchor the company in the communities in which we work.

The Group has set itself three objectives to promote the workplace inclusion of young people:

- ③ **analyze the new generation's expectations and perceptions of the Group** to identify the measures necessary to engage them, in order to attract new talent ("New Bolloré Generation" project);
- ③ **optimize opportunities for internships, international volunteering and work-study placements for young people;**
- ③ **coordinate its european and international community engagement projects to improve as a priority the economic and social situation of young people,** and respond swiftly and meaningfully too international solidarity initiatives, in line with the Group's sponsorship policy, which aims to support young people as a priority.



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