



2021 corporate social responsibility report

All responsible and committed





milestone
dates

All responsible and committed

- 2000** Ethics Charter
- 2003** Bolloré Group joins the United Nations Global Compact
- 2005** Network of sustainable development officers is set up
- 2008** Code of business conduct
- 2012** Divisional mapping of CSR issues (Grenelle II law, decree 225)
- 2016** Materiality analysis and definition of the pillars of the 2017-2022 CSR strategy
- 2017** Preparation of the first duty of care plan (duty of care law)
- 2018** Group CSR risk mapping and non-financial performance statement (European directive on non-financial reporting)
- 2019** Human Rights Charter and Diversity and Inclusion Charter
- 2020** Overhaul of the Ethics and CSR Charter and of the Code of conduct. Publication of the Responsible Purchasing Charter, analysis of Group climate-related risks
- 2021** Development of the “climate strategy”. Defining core CSR objectives for the Group

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Editorial

For almost two hundred years, our Group's development has been focused on innovative international services and solutions.

Built for the long term, pragmatism and diversity, the Group's strong values are embodied by its ethical approach and its commitment to social and environmental responsibility that lie at the heart of its strategy and corporate culture.

The sincerity of these commitments is based on our local knowledge and long-term presence that characterize our collective adventure. These strong territorial roots, wherever they may be, mean that we are aware of the operational constraints we face and for which we are responsible. While the huge

governance challenges make enjoyment of human rights and environmental conservation difficult to ensure in many of the countries in which we operate, our Group is committed to these issues not only with a view to preventing and mitigating risks, but also in order to generate positive social and environmental impacts shared with our stakeholders.

This is why we have been working since 2020 to structure and strengthen our climate strategy, in line with the Paris Agreement.

Our prosperity and reputation rely on us meeting our CSR commitments, for which we are all responsible. I know that I can count on the women and men who make our Group work each day to meet these challenges.



“The sincerity of our commitments is based on our local knowledge and long-term presence that characterize our collective adventure. [...] I know that I can count on the women and men who make our Group work each day to meet these challenges.”

Cyrille Bolloré,

Chairman and Chief Executive Officer



The Bolloré Group

Almost two centuries of history

In seven generations, Bolloré has grown from one factory in Brittany to an international Group that is one of the world's 500 largest companies. This long history of handing the business down from one generation to the next, as well as its entrepreneurial spirit, has led the Bolloré Group to expand into multiple areas, in particular transportation and logistics, a sector in which it is recognized as a leader. For more than ten years, it has pursued a strategy of diversifying into new business lines such as media, content and communications, as well as electricity storage and systems for optimizing flows of people, hardware and data, sectors of the future that are fully in line with the energy and technological transition.



“The Bolloré Group holds today strong positions in its three activities. Its evolution has never distanced it from its heritage and family culture, which are based on strong values and a long-term vision.”

Cédric de Baillencourt, Chief Financial Officer and Vice-Chairman of the Bolloré Group

Created in 1822

A listed group with a stable shareholder base majority controlled by the Bolloré family

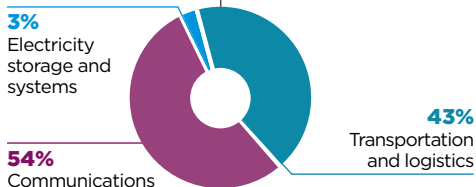
€24 billion in revenue

79,000 employees

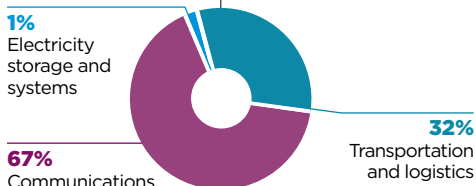
Operations in **130** countries

Business diversity

HEADCOUNT



REVENUE



A community of values

- Humility
- Excellence
- Courage
- Solidarity
- Agility & Innovation

Our commitments in brief

Bolloré Group's desire to play an active role in responsible development is reflected in four areas of commitment. These commitments are in line with the UN's 17 Sustainable Development Goals (SDGs), adopted in 2015. The Group's actions have a direct or indirect positive impact on 63 of the 169 targets.



"Our ambition is to invest sustainably in all regions in which we operate by combining financial and non-financial performance. Incorporating ESG criteria into our business strategy allows us to orient our development towards a more virtuous and inclusive model."

Fabricio Protti,
Bolloré Group Deputy Chief
Executive Officer



Acting

with integrity in our business conduct and promoting human rights

Our ethics system and procedures comply with the strictest standards

A more structured ethics system for the Bolloré Group

Review and publication of the Code of conduct and the Ethics and CSR Charter

Human rights

11,300 Bolloré employees trained through an e-learning

162 Bolloré Transport & Logistics entities evaluated in 89 countries



Uniting

and protecting people, the company's greatest strength

Our social policy protects, develops and values our employees

Nearly 10,600 new employees, 63% of whom are on permanent contracts

79,207 employees in 130 countries, 28.5% of whom are in Africa

99% of Bolloré Group's employees are covered by a QHSE management system

86% of Bolloré Group entities offer health coverage which includes dependents





Innovating

in response to major environmental challenges

Our investments in the development of sustainable products and solutions contribute to tackling climate change

45% of Bolloré Group's scopes 1, 2 and 3 GHG emissions covered by a quantified climate strategy

Vivendi objective: achieving "Net Zero" carbon neutrality by 2025

20.5 million euros invested in R&D projects serving the energy transition in 2020 (LMP® batteries, Bluebus, Bluestorage, electromobility projects)

47% of electricity consumed from renewable sources

97% of Bolloré Group's workforce covered by a management system that includes environmental considerations



Committing

over the long term to regional development

Our activities support local employment and contribute to economic development

More than 18 million euros

donated by the Bolloré and Vivendi groups to corporate foundations, solidarity programs, partnership and sponsorship initiatives, in kind donations and pro bono support

99% of local employment contributes to regional development (Bolloré Group excluding Vivendi)

More than 100 million euros

invested by the Bolloré Group in 2020 in the development of infrastructures in Africa (e.g. the modernization of port terminals)

77 pro bono campaigns completed by Havas Group branches



CSR at VIVENDI

Vivendi Group has its own ethics and CSR program applicable to its companies and adapted to their business lines. Defined in 2020, the Vivendi Group's new CSR program, Creation for the Future, is directly tied to Vivendi's raison d'être, "Creation Unlimited", which aims to unleash creation by revealing all talent, valuing all ideas and cultures and sharing them with as many people as possible. It consists of three core pillars: Creation for the Planet, Creation for Society and Creation with All.

vivendi
CREATION
FOR THE FUTURE

Non-financial rating

— CDP

Bolloré:
A List

— Vigeo Eiris

Bolloré: 51/100 (Robust level)
Vivendi: 63/100 (Advanced level)

— MSCI

Vivendi: AA

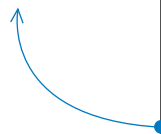
Steering CSR performance



“Taking into account the converging expectations of regulators, investors, customers and all our stakeholders, we strengthen our CSR strategy every day and set priority actions to be taken. We are counting on the Group’s employees to represent our commitments on the ground on a day-to-day basis and to embody this collective vision of the future.”

Élodie Le Rol-Berkmann,
Director of Communications
and CSR, Bolloré Group

Nearly
850
contributors
in more than
900 entities
worldwide



Governance and monitoring

Reporting to Cédric de Baillencourt, Chief Financial Officer and Vice-Chairman of the Bolloré Group, sitting on the Board of Directors, the Group CSR division defines the framework for our CSR strategy, conducts awareness-raising and mobilization campaigns, coordinates action plans, steers reporting, and analyzes and enhances performance.

It builds on the division’s CSR services and a network of representatives within each entity.

“Our mission is to support subsidiaries in controlling risks and promoting CSR objectives. We work to structure procedures and policies, and define common indicators to strengthen consistency and the oversight of CSR strategy, despite the wide diversity of our activities and geographical regions,” says **Caroline Beauvalet**, Bolloré Group CSR Manager.

For more than ten years, an IT system dedicated to non-financial reporting has been used to measure the Group’s CSR performance.

“This tool now covers more than 900 entities. It is used to report and consolidate a number of indicators, particularly environmental indicators on an annual basis,” explains **Louis Libeau**, Bolloré Group Reporting and CSR Audit Manager.



The strategic pillars of CSR, its priority targets and outlook are endorsed at meetings of the Ethics-CSR and Anti-Corruption Committee, which take place twice a year. In January 2021, the Committee approved a core set of measurable objectives to strengthen the oversight of the CSR policy and to include it within a continuous improvement approach.

2022 targets

- **Ensuring that the new ethical framework** (Charters, Code of conduct) is applied by subsidiaries and continuing its roll-out: policies, procedures and action plans
- **Continuing work on strengthening the management of CSR performance** in light of Group objectives and stakeholders' expectations (changes to NFRD, taxonomy, etc.)
- **Formally documenting the "Group climate strategy"** currently being developed
- **Establishing a procedure for mapping stakeholders at Group level,** then in the divisions
- **Refining the mapping of non-financial risks and due diligence measures** (in particular human rights)
- **Strengthening the Group's CSR policies and action plans** with regard to third parties: customers, suppliers, subcontractors, local communities, etc.
- **Continuing the responsible purchasing strategy**



Acting

**with integrity
in our business
conduct and promoting
human rights**

Regulatory and societal obligations have led the Group to phase in due diligence processes in all its operations and as part of its business relationships. The Group is thus committed to an ethics policy based on commitments shared by all its subsidiaries and it makes every effort to institute a framework that guarantees ethical practices that respect human rights in its business conduct.

Ensuring ethical business conduct



“Due to the fact that it operates in regions that have many different regulations and business practices, Bolloré Group activities require a strong commitment in terms of its responsibility and reputation, necessitating the roll-out of robust common rules of conduct.”

Ange Mancini, Advisor to the Bolloré Group Chairman, Chairman of the Bolloré Group Ethics-CSR and Anti-Corruption Committee

Considered a Group asset, ethics and CSR are based on an effective and consistent system, common to all divisions excluding Vivendi which operates its own system, adapted to the challenges of communication activities. The Group's approach, which combines economic performance and shares the same approach to business ethics, is based on the principles of the United Nations Global Compact on human rights, labor, environmental protection and anti-corruption. A dedicated organization ensures the effective implementation of a compliance program based on the best standards in this area aimed at preventing, detecting and deterring, in the following three areas: the prevention of corruption and influence peddling, the prevention of anticompetitive practices and compliance with export controls and economic sanctions programs.

The compliance program is based on the following pillars: the commitment of

135
compliance
officers,
who ensure that
the Group's
commitments
are fed down

senior management, a code of conduct, a whistleblowing system, risk mapping, third-party evaluation, anti-corruption accounting controls, a training system, internal control and evaluation system.

Combating corruption

To fulfill the requirements of the Sapin II law and French anti-corruption agency (AFA) recommendations, the Group is pursuing the deployment of its anti-corruption system. Since 2018, senior management has continued to be committed to this policy, particularly on International Anti-Corruption Day, on December 9. Four webinars for the main regions in which the Group operates were organized on that day, led by the regional departments and local compliance officers. The various communications for this day generated a total of 6,694 views, including 3,858 views of webinars.

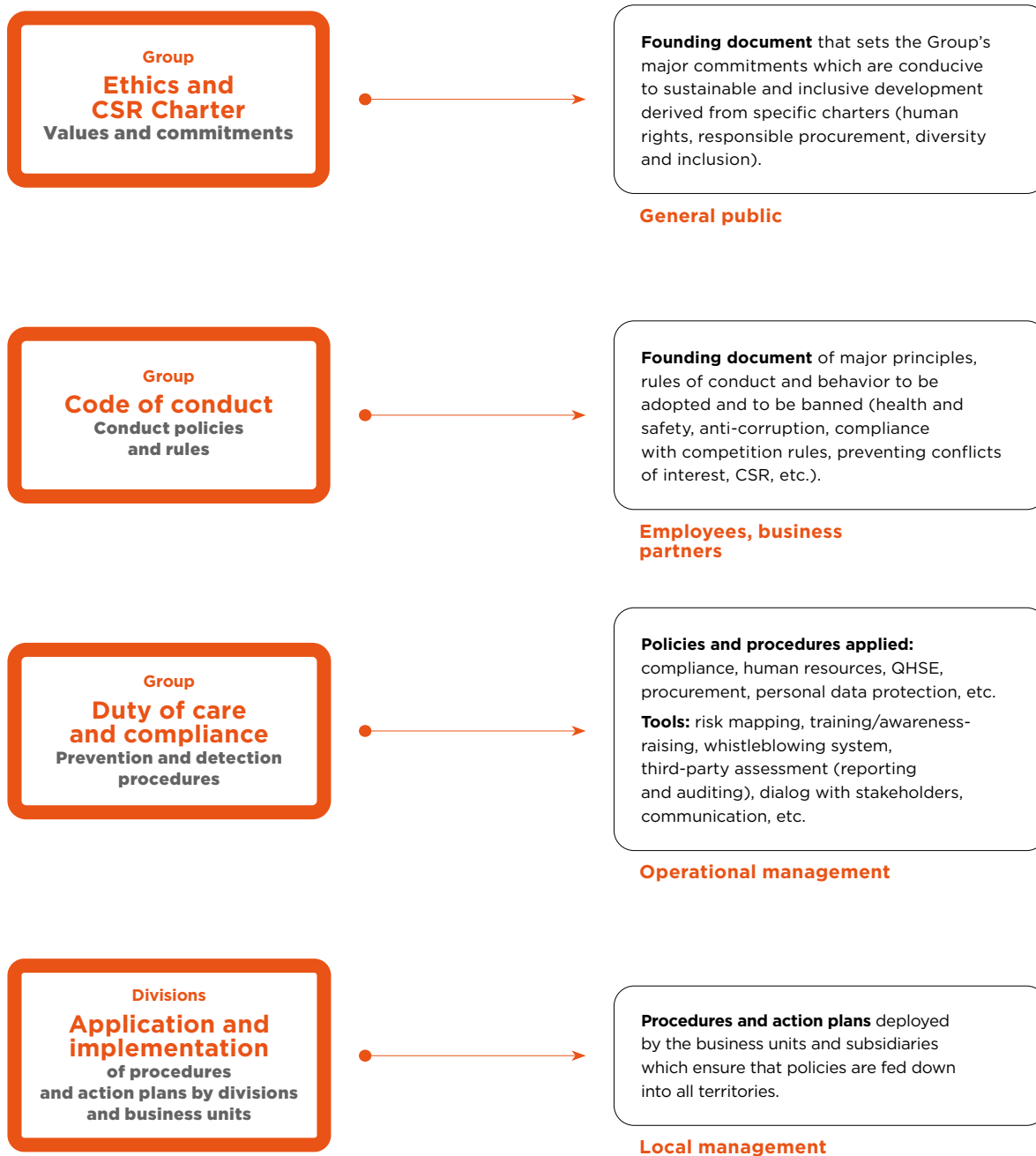


“The Group's ethics approach is based on principles embodied by all its managers and employees. A dedicated organization ensures compliance with its Code of conduct, whose members have the skills, authority and resources required to carry out this mission.”

Gilles d'Arras, Compliance Director, Bolloré Group

More than
9,200
employees
participated
in anti-corruption
awareness and
training initiatives

The Bolloré Group's ethics and compliance system



The update and publication of the Group Code of conduct was one of the major actions carried out in 2020. Also in 2020, in addition to the widespread training of company employees since 2018, a training program aimed at the most exposed employees was rolled out to the Group's principal executives in France and abroad. In 2021, a dedicated e-learning training course on the guidelines included in the Code of conduct was undertaken by all employees, which will be expanded to cover risk categories.

Combating tax evasion

As part of the regulations to combat tax evasion, which entered into force in 2018, the Group launched several initiatives to comply with these requirements. The Group's legal and tax teams provide advice and assistance daily to Group operatives to ensure compliance with tax evasion laws and regulations. These challenges were also included in the 2020 revision of the Code of conduct, which defined the criteria for identifying behavior that constitutes, or is liable to constitute, tax evasion, the Group's commitments and the behavior required to respect these commitments. An awareness-raising campaign among all staff and business partners on these issues is ongoing.

Protection of personal data

The General Data Protection Regulation (GDPR), which entered into force in 2018, and the increasing digitization of activities mean that people have to be certain that their personal data is being processed securely and effectively, thereby offering them the greatest guarantee of confidentiality. "To do this, explains **Juliette Laquerrière**, Bolloré Group Treasury, Financing and Data Protection Director, the Bolloré Group has established a GDPR Steering Committee which focuses on:

- strengthening the rights of individuals over their personal data;
- security measures governing the processing of data;
- the distribution of roles and responsibilities between the different companies that process such data."

98
GDPR
correspondents
within the Bolloré
Group



Duty of care and responsible purchasing

Since 2017, French regulations have required companies to apply a more stringent duty of care to their activities and those of their supply chain in relation to human rights and fundamental freedoms, personal health and safety and the environment.

"With a view to favoring business partners that respect its principles, the Group requires appropriate reasonable diligence procedures to identify, prevent and mitigate the risks of serious violations to be implemented within both divisions and subsidiaries and also the supply chain," says **Marie Debains**, Group CSR Officer.

Actions are implemented based on the challenges identified. Ethics processes were thus strengthened in 2020 in respect of freight forwarding activities by deploying control measures for the various types of carriers.



“The Group Procurement Department works with the CSR Department to develop the tools necessary to meet the commitments made in the Responsible Purchasing Charter published in 2020, with the formal introduction of a CSR clause aimed at embedding these principles in our contractual relationships.”

Michel Sibony, Group Procurement Director

The purpose of formally documenting the Group Responsible Purchasing Charter is to establish a common core of commitments applicable to all the Group's procurement units. The supply chain is structured around four main departments (general purchases, production purchases, real estate and infrastructure purchases and freight purchases), with dedicated procedures, referencing methods and platforms. For this reason, in order to optimize the implementation of these commitments as fluidly and effectively as possible, ethical representatives have been appointed in each of these departments.

The procurement and legal teams are involved in applying our responsible purchasing strategy, and they act in line with the ethical framework, the CSR clause, the risk

identification procedures, due diligence procedures and the ethical policy on selecting suppliers. “Dedicated workstreams combining lawyers and buyers will continue in 2022 to ensure that these systems are properly applied,” says **Francine Sebire**, Procurement Compliance Officer – CSR Responsible Purchasing – GDPR.



Promoting human rights



“A signatory to the United Nations Global Compact and responsible for employing several hundreds of thousands of people, directly or indirectly, in 130 countries, including 47 in Africa, respect for and the promotion of human rights is a fundamental issue of the Bolloré Group’s CSR policy.”

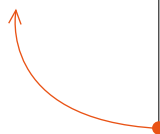
David-Alexandre Fournier,

Director of Human Resources of Bolloré Transport & Logistics

While the Group's strong international presence is testament to its ability to anchor itself and adapt in various countries, it is also faced with a multitude of socio-economic contexts along with a diversity of human rights issues, including guaranteeing decent working conditions, the promotion of social dialog and the freedom of association of trade unions, the principle of non-discrimination (respect for the rights of individuals regardless of their origins, of their gender, sexual orientation, political or



48%
of executives
in the Vivendi group
are women

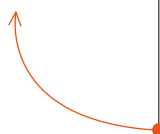


trade union membership, or health status, etc.) and combating all forms of harassment. It should be noted that the fight against forced labor and child labor is an absolute priority for the Bolloré Group, and while the internal measures and controls mean that we have good control over these, we must remain vigilant and adapt to the local context of certain regions, through the supply and subcontracting chain. For the Vivendi Group, supporting creativity, publishing, undertaking to act as a responsible cultural player and promoting diversity and inclusion are human rights.

Human rights issues within the Bolloré Group

The governance of human rights issues is dealt with at the biannual meetings of the Ethics-CSR and Anti-Corruption Committee, attended by Senior Management, which oversees the performance of the human rights strategy. In 2021, a common set of objectives for the Bolloré Group (excluding Vivendi) was approved by the members of the Committee. With regard to the protection of human rights, the Group is constantly strengthening its duty of care cycles, an approach based on four phases in the exercise of the corporate duty of care law: the identification of risks, the development of associated action plans, the monitoring of these action plans and the development of objectives, and reporting on the results of the systems in place. The Group is continuing its awareness-raising campaign by rolling out an e-learning human rights module for all employees. Lastly, once these issues were identified as priorities for the Bolloré Transport & Logistics division, a Steering Committee was established to work on the development of a human rights reporting questionnaire. Including more than 60 indicators, it was sent

11,300
Bolloré Group
employees
trained through an
e-learning





Havas communication campaign in favor of inclusion.

to all division heads, at 162 entities in 89 countries and representing more than 35,000 employees. This approach, which focuses on 6 areas (conditions and well-being at work, modern slavery and forced labor, child labor, harassment and discrimination, health and safety, supplier relations and subcontractors), allows us to assess to what extent the commitments in the Group Human Rights Charter have been incorporated at local level and come up with individualized adapted action plans. The data collected through individual interviews, now undergoing analysis and internal verification by Bolloré Transport & Logistics' Human Resources Department, will help to refine the human rights risk mapping of the division's activities and determine action plans.

Human rights issues within the Vivendi Group

For Vivendi, respect for and the promotion of human rights are reflected by supporting

7,000
young people
trained in Vivendi
group's business lines

multi-faceted creative content, and by discovering talent in all its diversity, a policy based on the two strategic pillars, Creation with All and Creation for Society. Vivendi's audiovisual and musical divisions are deploying systems – organizations, residencies for artists, competitions, partnerships, etc. – to detect, attract and retain talent in the places in which they are located. Improving the representation of women on the screen, making content accessible, providing visibility to persons with disabilities, conveying messages of inclusion... At all levels, whether on stages, on cinema screens or the Group's channels, in music or in advertising and communications, the Group intends to support open and responsible creative content.



Uniting

**and protecting people,
the company's greatest
strength**

The development of employees is directly linked to the development of the Bolloré Group: their commitment and skills are at the heart of its performance. The Group's position as a leading employer is based on attracting talented individuals who share its values. Health and safety are an absolute priority both for employees and for individuals indirectly exposed to the Bolloré Group's activities.

Attracting talent



“Because our employees are our most valuable asset, the Group works hard to identify and attract the best talents. Our recruitment policy is based on strong relationships with schools and on principles common to all our subsidiaries to align the ambitions of our future employees, our values and the issues faced by our business lines.”

Xavier Broseta,

Bolloré Group Director
of Human Resources

To ensure the sustainability and growth of our activities, attracting then retaining and developing the skills of the company's employees is a major lever for operational efficiency and innovation.

Our actions are based on seven pillars: relationships with schools, recruitment, diversity, mobility, training, professional support and compensation.

Relationships with schools

Relationships with schools is a key part of our recruitment policy and must be long term. Their main purpose is to attract and train trainees and also to build bridges for recent

2021

Launch of
an awareness-raising
program among all
managers to combat all
forms of discrimination



graduates. Despite the global crisis, in 2020, the Group committed to keeping its long-term partnership strategy in place and to helping schools in this particular environment. In 2020, the number of school partnerships increased to 223 schools (excluding Vivendi).

Recruitment and diversity

To guarantee transparent, non-discriminatory recruitment without any conflict of interest, in line with its values and performance requirements, the Bolloré Group has drawn up a recruitment process common to all divisions. Recruitment ethics are governed by the Diversity and Inclusion Charter, signed by the Group in 2019.

Through this charter, the Bolloré Group is committed to:

- non-discrimination;
- the recruitment and integration of people with disabilities;
- promoting equality between women and men;
- the professional integration of young people, particularly in connection with the sponsorship policy.

HAVAS GROUP/VIVENDI/BOLLORE

Gabereek, the digital school

The Vivendi, Havas and Bolloré groups have partnered with OpenClassrooms, the leading online education platform in Europe, to launch an innovative educational offering in work-study programs, in the most sought-after digital

skills, for jobs of the future, including Web developers, data analysts, digital project managers, etc. In addition, Gabereek follows an engaged approach, in that it is defined as an “innovative digital school open to all” that

recruits diverse profiles throughout the year, without any time constraints: young graduates, job seekers or professionals looking to change career, people from priority neighborhoods under the city's policy.



Happyindex® Trainees

The intern experience at Bolloré Transport & Logistics has been awarded the Happyindex® Trainees label

Gender equality

Gender equality is seen as lever for transformation, with a potential to bring people together that is common to all the Group's divisions. The Group has set itself three objectives:

- increase the presence of women in jobs where, for equal skills, women are poorly represented;
- promote women's access to positions of responsibility, through the selection of more women for management training programs;
- support women in their career development.

In 2020, the percentage of women in the Group (excluding Vivendi) increased again, reaching 30% of the total workforce.

This improvement illustrates the gradual impact of all areas of the Group's action plan.

Nearly
10,600
new employees
in 2020, including 63% on
permanent contracts

67%
of women
trained in the year,
including 20% trained
in management

VIVENDI

Creation with All: building a responsible world together

Vivendi's businesses are built on passion, creativity and talent. Diversity, equality and inclusion are central to their identity and among the major commitments made by the Group, which is present in 82 countries. Because everyone's differences are a source of wealth, Vivendi places individual skills at the heart of collective performance. Making its businesses more inclusive is a long-standing commitment that the Group fulfills both internally and externally, notably through the support provided by Vivendi Create Joy to people

working to enhance access to the creative professions. Vivendi recently strengthened its approach by launching multi-business working groups on disability inclusion and equal opportunity and by creating a global Inclusion & Diversity task force in charge of drawing up proposals for joint initiatives to be implemented at Group level. The Creation with All program provides a global framework for these initiatives, enabling Vivendi to increase the intensity and impact of its commitment to creating a more inclusive world.

Indicators for monitoring the number of women in Bolloré Group senior management⁽¹⁾

(as a percentage)	At 12/31/2020
On the Board of Directors	45
On the Compensation and Appointments Committee (CAC)	50
On the Audit Committee	67
On the Executive Committee	60

(1) Bolloré Group excluding Vivendi.

Supporting career development



“Developing our employees over the long term is key to strengthening each person’s and each team’s contribution and commitment. Training, internal mobility and mentoring are all levers activated to support our employees in their daily working lives and in their career plans.”

Laurent Rebischung, Director of HR Development and social responsibility programmes

Training and development

Developing our employees over the long term is key to ensuring the excellence of our products and services and anticipating the skills needed by our businesses in a rapidly changing and increasingly competitive environment. The company’s investment in training is therefore important, because it is by developing and improving their personal and career management that employees can position themselves better in their job and duties and increase their employability. To strengthen its commitments to the development of its employees, in 2020 the Group launched Bolloré University. It is positioned to serve all employees, as a vector of the shared core of values, commitments and individual, managerial and collective behaviors that make the Group’s DNA and as a catalyst for cross-disciplinary and innovative approaches to shared business lines (e.g. finance, HR, etc.). In addition, the career committees anticipate changes at Group level in order to proactively offer provisional management of jobs and skills. The business line Career Committees



2020

Launch
of B'University

allow us to anticipate and address collective challenges such as skills development, organizational changes and increased diversity. They also cover individual issues for the Group’s critical positions by promoting cross-functionality.

Mobility policy

Employee mobility is both a priority and a practical reality within the Bolloré Group. It may be geographical (national or international) or functional with a change of position within the same business line or even through the creation of bridges between our various

BOLLORÉ RAILWAYS

Training in the railway industry provided by Sitarail

In 2017, Sitarail was involved in establishing a post-secondary school for the railway professions and provides premises and accommodation for students. With a pool

of trainers selected in part from Sitarail’s employees, the school trains students in railway-related fields and provides an introduction to logistics and mechanical

concepts. The specialized training gives access to a nationally certified degree and represents an important recruitment pool for Sitarail.

activities. It is an opportunity for employees to continue their development and increase their employability and, for the organization, an opportunity to build on the experience already acquired and promote cross-functionality.

Wage policy

The Bolloré Group has set a clear course for its compensation policy. Its aim is that wages should be aligned with local markets in each of the countries in which it operates and that the benefits it offers its employees should compare favorably with established practice in each market. A system for weighing up job requirements has been adopted on a test basis in Asia and one of the Group's African units, as well as at the head office.

74
meetings of Career
Committees were
organized in 2020⁽¹⁾
(1) Bolloré Group excluding Vivendi.

215
collective agreements
or riders signed or
extended worldwide

Social dialog

For the Bolloré Group, high-quality social dialog must be combined with economic reality and respond to internal social expectations, to ensure collective corporate performance without jeopardizing existing balances. Committed to guaranteeing and promoting such dialog over the long term, the Group has established guidelines, which the Human Resources Departments deploy and adapt to local specific requirements and laws. The Group is committed to facilitating employee expression, including in countries in which the fundamental conventions of the International Labour Organization (ILO) on the right to organize have not been ratified.



Guaranteeing health and safety



“The health and safety of our employees and subcontractors is a key issue for the Group. Managing the risks related to our numerous activities and locations requires rigorous procedures adapted to local contexts.”

Christian Devaux, QHSE and CSR Director
Bolloré Ports, Bolloré Railways, in charge
of the Bolloré Group Covid-19 prevention plan

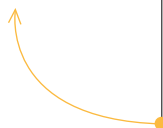
Health and safety governance

The performance of QHSE and CSR policies is supervised by the Executive Management teams of each business unit, which ensure that the resources required to implement, maintain and continually improve their QHSE management system are available. Performance monitoring was strengthened in early 2021 by the validation of a set of

+17%
of entities

health and safety certified
compared to 2019 ⁽¹⁾

(1) Bolloré Group excluding Vivendi.



objectives common to the Transportation and logistics and Electricity storage and systems divisions by the members of the Ethics-CSR and Anti-Corruption Committee.

Management systems

The Bolloré Group implements management systems and certification policies in accordance with recognized standards such as ISO 9001 (quality management) and ISO 14001 (environmental management), ISO 45001 (occupational health and safety management), ISO/TS 22163, and other international standards. The implementation of these management



BOLLORÉ LOGISTICS

Bolloré Logistics' triple certification

“In 2020, 100% of Bolloré Logistics' entities were covered by a QHSE management system, and 68% of entities received health and safety certification. In September 2020, Bolloré Logistics was awarded the triple IMS (Integrated Management System) certification, combining

all occupational safety standards (ISO 45001), quality management (ISO 9001) and the environmental management (ISO 14001) for the following regions: Europe, Americas, Asia-Pacific, Middle East and South Asia. In 2021, the aim is to extend the triple certification to the

African continent. This ambition is in line with the Bolloré Group's objectives to certify 70% of its Transportation and logistics and Electricity storage entities by 2022.”

Christian Teillet,
Director of Corporate
QHSE, Bolloré Logistics

systems ensures that the health and safety of the Group's employees and third parties are taken into account on a daily basis within a virtuous duty of care cycle.

Prevention of occupational risks

Occupational risks related to the Group's activities and business lines are specifically analyzed in terms of health and safety. Based on these findings, ergonomic principles and risk mitigation techniques are then implemented. Regular audits and the incident

and accident analysis implemented lead to improvement plans incorporating preventive and corrective measures. External companies are subject to prevention plans and work permits with the aim of ensuring, at the very least, that workers are protected.



“To prevent risks, the locations of the production and storage lines and, in general the activities, of IER, Automatic Systems and EASIER plants are analyzed to reduce the likelihood of accidents and occupational diseases such as musculoskeletal disorders. Health, safety and working condition improvement plans are monitored with year-end completion rates of more than 80%.”

Emmanuel Bedague,

IER Facility Manager

Training and awareness-raising

Training and awareness-raising are key to ensuring health and safety within the Group, as well as throughout its entire business ecosystem. Both employees and subcontractors must do their jobs in the best possible conditions and in the right positions, without ever being put in danger. The Bolloré Group ensures that employees are hired and trained to be able to take on the role they are awarded and to carry out the tasks given to them, including those that may have an impact on health, safety and the environment. In 2020, nearly 170,300 hours of HSE training were provided to employees and more than 77,000 hours to subcontractors.

Health protection

The Bolloré Group protects its employees' health by ensuring that they are medically fit for the jobs that they have been given. To this end, it does its utmost to prevent and reduce occupational risks, implements an effective social welfare policy and offers more medical check-ups to staff who may be exposed to health risks. When local health services are deemed inadequate or too far from operational sites, the business units implement the necessary resources (medical centers, medical personnel,



Nearly
90%
of the Bolloré
Group's entities⁽¹⁾

offer more favorable health coverage than required under legal obligations and most local practices in the countries in which it operates.

(1) Excluding Vivendi.

ambulances and medical equipment) to ensure the health of their employees, their dependents and, where necessary, subcontractors.



“In 2020, Bolloré Energy launched a prevention and safety program for delivery drivers. It is intended that this practical preventive driving exercise, developed with the Association pour la prévention dans le transport d'hydrocarbures, will be provided to around 50 drivers per year out of approximately 250 drivers in total. In 2020, 10 people received training.”

Frédéric Pasque,

QSE Engineer at Bolloré Energy

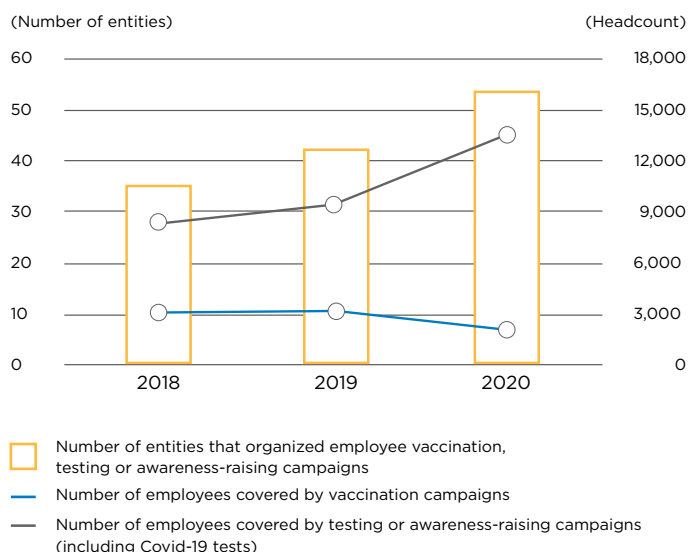
Every year, the entities implement various prevention measures, notably through the organization of vaccination, screening and awareness campaigns to fight against illnesses such as malaria, sexually transmitted infections and HIV/AIDS. In 2020, 54 entities (including 61% in Africa) organized vaccination and screening or awareness campaigns for employees resulting in the vaccination of 2,022 employees (including 79% of employees in Africa) and testing (including for Covid-19) or raising awareness for 14,287 employees (including 81% of employees in Africa).



“Bolloré Railways has extended the vaccination campaigns for employees to local populations. As a former government company, Camrail still plays a role in delegating the state’s public services by organizing vaccination campaigns at its medical centers. More than 32,000 consultations are recorded each year at the medical center located near Camrail’s Central Workshops in the Bassa region, in Cameroon.”

Éric Melet,
CEO of Bolloré Railways

Vaccination and screening campaigns for employees





FEEDBACK ON MANAGEMENT OF THE COVID-19 PANDEMIC



“All our businesses and teams have, for a number of months, been working through an unprecedented global health crisis. The impacts on everyone's daily lives and on businesses are immense. The recovery will be long and difficult, with greater consequences for some sectors than others. In our industry, the aviation sector in particular has been hit hard by the effects of the current crisis. While it is currently difficult to estimate the medium-term impact of the crisis, it is very likely that this pandemic will also result in lasting changes to the way we act, behave and operate. And this is a positive aspect that needs to be seized now. Given this unprecedented environment, is this not the best time to reconsider our model and evaluate its long-term sustainability?”

Thierry Ehrenbogen,

Deputy CEO of Bolloré Transport & Logistics, member of the Ethics-CSR and Anti-Corruption Committee



BOLLORÉ LOGISTICS

Bolloré Logistics has worked alongside its customers to facilitate the delivery of products and goods considered to be priority (medical and pharmaceutical products, etc.) by constantly adapting its organization and operational processes to an ever-changing global situation. To do this, a crisis unit was formed around internal experts and several charter flights were deployed in the various regions. In an effort to protect the populations impacted by the pandemic, Bolloré Logistics has made every effort to deliver these essential goods as quickly as possible. A task force was put in place as early as the summer to prepare for the arrival of vaccines around the world and to adapt the service offering by mobilizing the network in collaboration with the health care sector, made up of 6,000 experts in 24 countries, own resources and partners approved to address this complex market.

BLUE SYSTEMS

Innovative solutions to ensure the health of third parties

The Covid crisis has mobilized Blue Systems' innovation efforts, leading it to develop new applications adapted to its products, in order to ensure the health of third parties. These include:

- **SafeFlow** developed by Automatic Systems, a temperature monitoring and mask wearing solution integrated into its access control equipment (airports, train stations, etc.). The Vital Check device developed by EASIER is also used to measure body temperature and breathing using a state-of-the-art thermal sensor;
- **the Touchless Solution**, launched by EASIER, allows users to use self-service equipment without touching it. By scanning a QR code, a smartphone app is launched that allows you to move the mouse cursor;
- **the Smart Mobility Platform**, an innovative solution used to regulate mobility operators and infrastructure in real time. Using this real crisis management tool, the city can then reorganize its urban space very quickly if necessary. It is thereby possible to limit contaminated areas during an epidemic, for example;
- **the Coviflex solution**, developed by Polyconseil, allows companies to reorganize themselves to ensure a controlled return by their employees to their workplace and manage flex-offices. The Coviflex application has been rolled out at Wifirst, Brut, Vivendi and Groupe Canal+.



Innovating

in response to major environmental challenges

In order to anticipate major societal changes and support the adaptations necessary for sustainable development, such as a reduction in the footprint of human activities on the environment or the promotion of the energy transition, the Bolloré Group is deploying mitigation measures, strengthening its climate strategy and investing for the long term in order to offer innovative and connected low-carbon products and services.

Protecting the environment



“The environmental performance of the various entities is monitored regularly at meetings of central and local Management Committees. While complying with national regulations, the subsidiaries are committed to preventing pollution, managing waste and protecting biodiversity.”

Philippe Labonne,

Deputy CEO of Bolloré Transport & Logistics, member of the Ethics-CSR and Anti-Corruption Committee

Environmental management systems

The Group uses environmental management systems (EMSs) to anticipate and control the impact of its activities on natural environments. They are a virtuous duty-of-care cycle that is central to the continuous improvement process.



97%

of Bolloré's⁽¹⁾ employees are covered by an EMS that includes environmental preservation

(1) Bolloré Group excluding Vivendi.



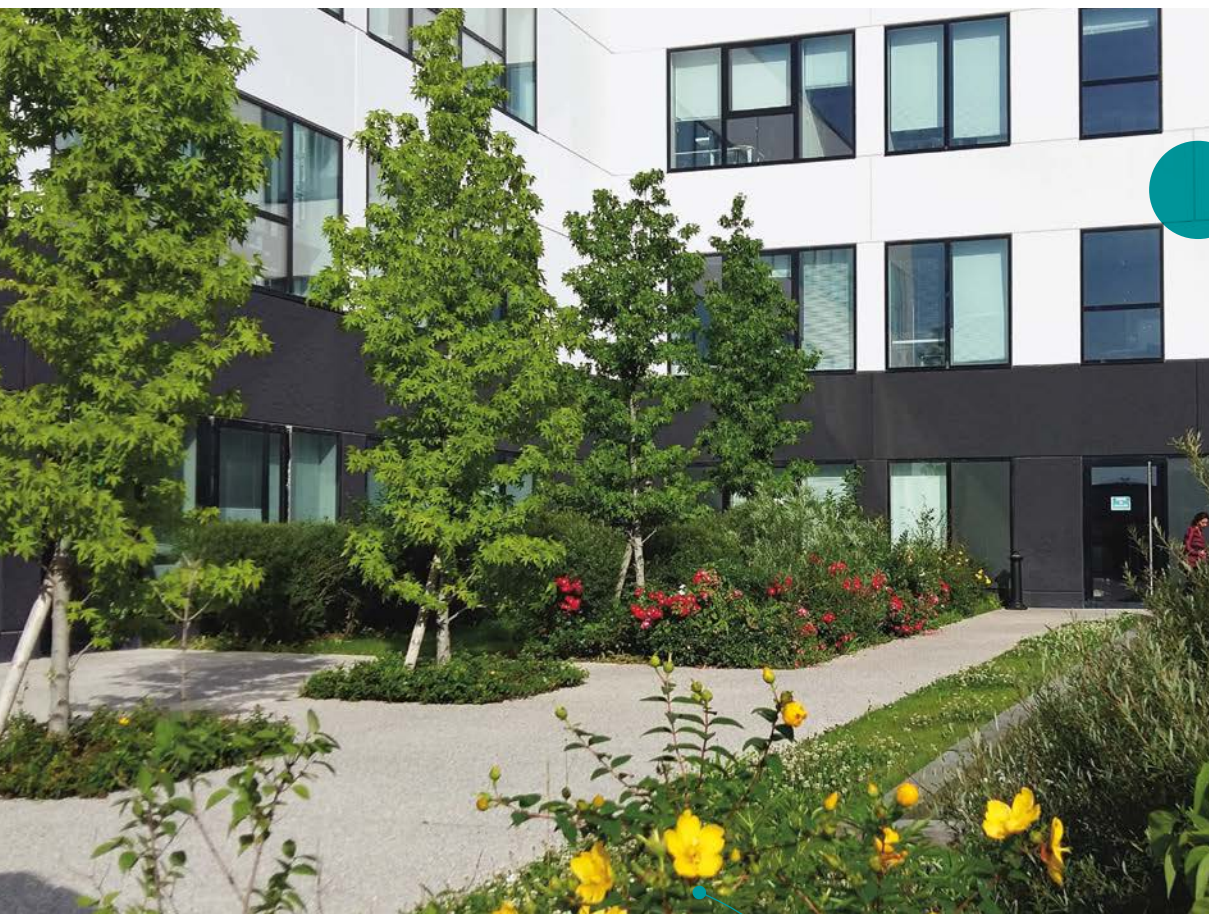
Controlling the environmental footprint of the Group's sites requires the deployment of EMSs in accordance with recognized standards such as ISO 14001 or standards that ensure compliance with strict regulations such as Seveso or ICPE for industrial sites. Pollution prevention and the management of hazardous materials were included in the Group's core objectives approved by the members of the Group's Ethics-CSR and Anti-Corruption Committee in early 2021.

BOLLORÉ LOGISTICS Protecting biodiversity

“Bolloré Logistics has been pursuing an active policy in favor of biodiversity, rolled out on its ‘Biodiversity Commitment’ sites, certified by Ecocert® and awarded the BiodiverCity® label in France and Singapore. Recognized as a

Company Committed to Nature since March 2021 by the French Office for Biodiversity, Bolloré Logistics, with its five-year voluntary action plan, is among the French companies that are integrating biodiversity into their strategy, activities and

value chain,” explains **Valérie Pira**, CSR Manager and Biodiversity Referent at Bolloré Logistics. Biodiversity is also taken into account at Bolloré Railways as part of the impact studies carried out prior to any new port or rail construction.



Preventing local pollution

In its industrial activities, consistent with its vigilance processes, the Group implements specific procedures and has adequate emergency response equipment. Industrial and environmental risk analyses are conducted on the sites to identify and make decisions about the preventive or corrective actions to be implemented.

Waste management and the circular economy

The Group monitors its waste at its various sites in France and abroad. Particular attention is paid to the management of hazardous waste, which, due to its reactivity, flammability, toxicity and other dangerous properties, must be the subject of specific and dedicated reprocessing in order not

50%
of entities are
certified

or have at least one site that
has been awarded
environmental certification

to harm either humans or the environment. The entities make every effort to have all of their waste retreated by contractors approved by the Ministries of the Environment of the countries in which they operate to obtain the best level of processing available in the territory in question.

Adapting to and combating climate change



“Through its development of innovative products and services, in particular for clean transportation and electricity storage, the Bolloré Group invests in environmentally friendly activities and supports the energy transition. The Group is also committed to improving its energy performance to limit greenhouse gas emissions and combat climate change.”

Thierry Ehrenbogen,

Deputy CEO of Bolloré Transport & Logistics, member of the Ethics- CSR and Anti-Corruption Committee

Climate strategy (see “Our climate commitments” on p. 32)

As part of the development of actions taken by business units to promote climate change in recent years, the Bolloré Group wants to structure its “climate strategy” at Group level. In 2021, this approach seeks to define quantified GHG emission reduction targets. Developing the policy alongside each of its divisions, the Group will strengthen its commitment to reducing the impact of its activities on the climate over the medium and long term.

Low-carbon products and services

The Group is committed to long-term investment processes. The diversification of its activities strengthens its resilience to market

45%
of the Group's
GHG emissions

are covered by quantified reduction targets in 2020. The intention is that coverage will be extended to 100% of emissions in 2022

fluctuations and enables it to create jobs by altering its business lines and by making low carbon an opportunity to develop its products and services in a manner consistent with the major challenges posed by the energy transition and climate change.

Innovative products and services to reduce the impact of activities on the climate include:

- developing innovative sustainable supply chain products and services, for example by extending partnerships and plans for low-carbon sea and air transport, the roll-out of regular river and rail service lines, the development of warehousing services with added value, etc.;
- reducing the proportion of energy products distributed comprising fossil fuels through the development of alternative products (Biofuel Evolution);
- integrating LMP® batteries into public transport solutions encouraging the transition of urban transport solutions towards electric power;



- the provision of services aimed at regulating flow management and optimizing urban travel with the Smart Mobility Platform at Blue Systems;
- the development of smart energy management solutions to improve access to renewable energies and optimize their use (stationary electricity storage solutions based on LMP® technology).

Reducing GHG emissions

In order to reduce its greenhouse gas (GHG) emissions, members of the Group's Ethics-CSR and Anti-Corruption Committee (excluding Vivendi) approved objectives relating to the implementation of an approach to managing energy consumption based on:

- sobriety: optimization of consumption, fight against energy waste, environmentally friendly actions, etc.;
- energy efficiency: investments in energy optimization (LEDs, movement detectors, renovation of heating/air conditioning systems, etc.), renewal

47%
of electricity
consumed
comes from
renewable sources



of vehicle fleets, electrification, etc.;

- promoting renewable energy: strengthening the share of electricity consumption from renewable energy sources (certificate of origin and electricity production via solar panels installed on certain infrastructures).



DOSSIER

Our climate commitments

Climate change is an undeniable reality, causing unprecedented increases in the frequency and intensity of extreme weather events leading to population movements, worsening food crises, the inability to access energy, water and the disturbance of ecosystems, etc.

The Paris Agreement adopted in 2015, in which 192 countries committed to limiting their emissions with a view to keeping average warming between now and the end of the century to well below 2 °C, attests to the urgency of a low carbon trajectory.

In addition, stakeholders (investors, customers, civil society, non-financial rating agencies, etc.) now have strong expectations about the ability of companies to reduce their carbon footprint and direct their innovation efforts towards the creation of low-carbon products and services.

Limiting global warming has become key and represents

a new challenge for companies.

In order to adapt to the changes in the climate and strengthen its resilience to climate-related risks, the Group is rolling out concrete initiatives led by each of its business units, either through investments in the development of low-carbon products and services, or their efforts to reduce consumption, optimize operating expenses and reduce the impact of their activities on climate change.





“Since Bollore Logistics launched its ‘Powering Sustainable Logistics’ CSR program in 2018, our business unit has strengthened its commitments to tackling climate change for our own activities. Our sustainable supply chain program places the environment at the heart of our market approaches. As a global player in the supply chain, we must act responsibly in assessing the environmental challenges posed by our activities.”

Odile Maarek,
CSR Director at Bollore Logistics

Adaptation and mitigation measures to reduce the carbon impact of its own activities

As part of its “Powering Sustainable Logistics” CSR program and with a view to participating in tackling climate change, Bollore Logistics committed in 2019 to reducing the GHG emissions of its own activities, setting itself a target to reduce its scope 1 and 2⁽¹⁾ emissions by 43% in absolute terms by 2027⁽²⁾ across its entire network, aligned with the 1.5 °C trajectory (2017 basis).

To achieve its reduction target, Bollore Logistics is deploying measures at all its sites (implementation of a “Green IT” pilot project,

36%
of the Group's
GHG emissions
(scopes 1 and 2)

an annual CSR challenge for AcTogether, launched in January 2020, strengthening of the sustainable real estate policy with guidance on low-carbon equipment plans, replacing vehicle fleets with more environmentally efficient solutions) and is leading an initiative to provide personalized support to the 14 countries that emit the most scopes 1 and 2 emissions. There are three central themes – building/heating, air conditioning, vehicle fleets and machinery – in which three main areas are analyzed – sobriety, efficiency and renewable energy.

(1) Scope 1: direct emissions (fuel combustion).
Scope 2: indirect emissions associated with electricity and heat generation.
(2) Calculation based on the methodology of the Science-Based Targets initiative.

A committed sustainable real estate policy since 2012

Since 2012, Bolloré Logistics has been committed to a sustainable real estate policy with eight buildings with strong environmental characteristics (reduction of the carbon footprint at the time of construction and during operation, integration of biodiversity, resilience to climate risks, etc.). Bolloré Logistics has also made a formal commitment to

systematically obtaining environmental certification at the construction phase (dual LEED® and BiodiverCity® certification for major logistics hubs). Inaugurated in December 2019, the Blue Hub in Singapore is a benchmark for sustainable logistics platform design. Certified LEED® Gold, BCA Green Mark "Platinum" and BiodiverCity®, this

50,000 m² building features numerous solutions that result in an annual reduction of 100 tons of CO₂: the use of green electricity, a rainwater recycling system, photoelectric sensors to collect daylight, food grinder for a waste-free canteen.

Sustainable solutions at the heart of Bolloré Logistics' operations

"As a global transportation and logistics business, tackling climate change is a major challenge for Bolloré Logistics. As such, offering sustainable supply chain solutions to its customers has been an established approach at Bolloré Logistics for a number of years," explains **Béatrice Piau**, CSR Manager at Bolloré Logistics. In 2020, in order to strengthen its commitment and contribute to the decarbonization of the sector, Bolloré Logistics set itself a target of reducing its total carbon emissions related to the execution of transport services within its downstream scope 3 emissions by 30% in absolute terms by 2030 (2019 base)⁽³⁾.

The methods used to achieve this target include:

- supporting its customers in reducing the environmental impact of their supply chain and the development of low-carbon products and services;
- systematic evaluation and selection of transport suppliers and subcontractors based on environmental criteria;
- developing low-carbon transport partnerships and plans with shipping and airline companies. Bolloré Logistics is pursuing its commitments with players in the maritime industry through the signing of carbon pacts with CMA-CGM and Maersk in 2019. Through its partnerships with airlines, Bolloré Logistics is increasingly offering its customers the opportunity to participate

76/100
EcoVadis:
"Platinum" rating
for its entire scope

More than
40%
of the Group's
GHG emissions
(scope 3)

A-
CDP Supplier
Engagement Rating

in the SAF (Sustainable Aviation Fuel) program;

- pursuing investments in low-carbon vehicles for land transport. Own vehicles represent a very limited part of the land transport operated, nevertheless Bolloré Logistics is pursuing its investments such as in France (locally produced biodiesel vehicles), in Singapore (electric urban delivery powered by solar energy), and develops worldwide partnerships with road subcontractors for shuttles using alternative energy to diesel;
- the roll-out of regular river and rail service lines. In 2020, Bolloré Logistics operated the first all-rail freight transport from Djibouti to Indode in Ethiopia, via electricity powered rails;
- integrating internal digital decision-making solutions that assess the carbon impact of transport services during the design, quotation and execution phases;
- the development of circular economy projects on plastic packaging used in operations.

In order to strengthen its approach, aiming at transformative innovations and end-to-end eco-responsible solutions, Bolloré Logistics has made sustainable supply chain solutions a strong axis of phase 2 of the development of the B.Lab (the company's innovation strategy).

(3) The setting of this objective is part of a "well-below 2 °C" trajectory, as defined by the Science-Based Targets initiative.





The involvement of private sector companies is key to responding to public interest issues. Bolloré Ports, an operator of port concessions on three continents, has taken account of the expectations of its ecosystem by acting responsibly across its entire value chain. By integrating ESG criteria into its development strategy, its ambition is to make better and more sustainable investments, combining financial performance with a positive impact on its stakeholders. Since winning its first concessions, Bolloré Ports has integrated ESG issues into its operations, building sustainable infrastructure, acquiring environmentally friendly equipment and implementing digital solutions.

“Green Terminal”: a unique approach to reducing the environmental footprint of its activities



“In order to strengthen its commitments to the construction and modernization of port infrastructure that complies with local environmental standards and contributes to reducing its carbon footprint, Bolloré Ports has established a process for certifying its facilities, known as the ‘Green Terminal.’”

Olivier de Noray,
Chief Executive Officer of Ports
and Concessions

38%
of the Group's
GHG emissions
(scopes 1 and 2)

Determined to go beyond the requirements of ISO 14001, Bolloré Ports is rolling out a reinforced environmental management system under this name, with measures including: environmental impact analyses for its projects, building sustainable infrastructure, optimizing waste management (collection, recovery, recycling), water treatment and improvements to air quality, as well as training and awareness-raising initiatives for employees on best practices related to environmental issues.

Concrete measures to optimize the energy performance of ports

Bolloré Ports' commitment to reducing its environmental footprint also involves improving its energy performance and thereby contributing to the reduction in GHG emissions, through:

- connecting ports to national power grids (22 terminals and concessions out of 24, one of which partially in 2020);
- investments made to electrify handling equipment, such as the operation of Gaussin electrical tractors powered by Blue Solutions LMP® batteries (2 tractors commissioned in 2020 with a target of 26 tractors to be deployed in 2021);
- in-depth work to identify high GHG emission stations and potential carbon reduction levers (MAPS project).



The “Biofuel Evolution”: an innovative alternative solution for the energy transition

Since 2018, Bollore Energy has participated in the energy transition by developing a strategy to diversify its products with a view to offering its customers cleaner alternatives.



“Since October 2019, Bollore Energy has been distributing an alternative to domestic fuel oil, ‘Biofuel Evolution’, made up of conventional fuel oil and biofuels, which is distinguished by its environmental qualities and, in particular, a reduction in emissions of CO₂ into the atmosphere.”

Hakim Britel,

Chief Executive Officer of Bollore Energy

By incorporating, at this stage, 5% plant matter (rapeseed), Bollore Energy is seeking to gradually increase the voluntary incorporation rate of biofuels, and is aiming, on January 1, 2022, to be able to offer its customers a F30 fuel containing 30% biofuel. At the beginning of 2020, Bollore Energy also created a new sales organization to promote solutions for reducing CO₂ emissions, known as “special products” incorporating biofuel. The creation of a task force in September 2020, aimed at preparing the marketing of the F30 fuel

51%
of the
Group's GHG
emissions
(scope 3) linked to
fuel combustion



by January 1, 2022 at the latest, confirms Bollore Energy's intention to participate in the energy transition.

Bollore Energy committed to energy saving programs

Bollore Energy, which is very active in financing energy saving programs under the Energy Economy Certificate (ECE) scheme, made the decision in 2017 to commit to sustainable mobility programs. Bollore Energy designed and funded the MoéBus program to encourage local authorities to purchase electric buses.

It is also a long-standing backer of the ADVENIR program to install electric vehicle charging stations.

Biofuel Evolution in figures

€370,000
invested
in biofuel
since 2019.

3,000 m³ of “Biofuel
Evolution” sold for
the retail scope out of
a total of approximately
380,000 m³.

900 customers delivered
to in 2019 and **2,800**
in 2020, with a target of
17,000 customers
delivered to in 2021.



BRETAGNE DIVISION

BlueSolutions **bluebus** **bluestorage**

Significant R&D efforts to support the energy transition



"The Bolloré Group is continuing its efforts to develop electric mobility solutions by offering products for public transport that use LMP® batteries."

Jean-Luc Monfort,

Chief Executive Officer of Bolloré's Bretagne Division

As one of France's leading electric bus operators, the company exclusively sells 100% electric buses, which help to reduce pollution in urban areas. Nearly 400 6-meter and 12-meter Bluebuses are currently in use worldwide. In 2020, Blue Solutions entered into partnerships to integrate its batteries into electric buses (Evobus, a Daimler subsidiary) and developed with Gaussin a 100% electric port handling tractor, with the first tractors being operated at the ports of Qatar and Abidjan.

Eco-designed products

Environmental assessments such as life cycle analysis, governed by ISO 14040, have been carried out since 2013 on LMP® batteries. They also have the advantage of being more environmentally friendly than most of their competitors as they do not contain cobalt, nickel or cadmium and have high recyclability potential. The assessment of the new LMP®

€20.5

million invested in R&D projects

serving the energy transition in 2020 (batteries, Bluebus, Bluestorage, electromobility)

battery generation (IT3) has also shown that its carbon footprint based on stored kWh has been reduced by about a third compared to the previous generation. The Bretagne Division also includes the production of ultra-thin thermo-retractable films, which offer effective and aesthetic protection for packaged products on the industrial and food markets. In 2020, the division developed two new eco-designed Bolphane film products: Bolphane BRi, containing 30% of recycled materials, and Bolphane B-Nat®, containing 20% to 40% of biosourced materials.

Blue Solutions, a supply in renewable energy

With its electricity consumption accounting for nearly 30% of the Group's total consumption, the Bretagne Division production activities, through contractual guarantees on renewable energy consumption, have a significant impact on the proportion of electricity obtained from renewable sources consumed at Group level (50% in 2020). The objective of a 100% renewable electricity consumption guarantee has been set for 2021 at French sites. In 2020, 99% of Blue Solutions Canada's electricity consumption is guaranteed to have been derived from renewable sources.



BLUESYSTEMS

BOLLORÉ

Innovative mobility solutions for smart cities



“In order to address new challenges posed by the fast growth of mobility solutions in cities, the Smart Mobility Platform has been developed by Blue Systems and its subsidiary, Polyconseil, to offer cities an innovative way to supervise and regulate mobility operators and parking infrastructure in real time.”

Marie Bolloré,

Chief Executive Officer of Blue Systems

It can also be used to optimize the use made of public spaces in a changing context. For instance, when pollution levels peak the city can easily impose bans on cars entering certain areas and can also decide to give priority to soft and zero-emissions mobility solutions over combustion engine vehicles. A pioneer in Los Angeles, the Smart Mobility Platform is now used in the Greater Lyon area, San José, New York and will soon be used in London, following the award of the tender at the end of 2020.

Eco-designed products

IER has carried out carbon analyses of the life cycle of its products since 2017 (airport self-service terminals and charging stations) in order to measure the quantity in kg of CO₂ equivalent emitted by the product over its

lifetime. From design to end-of-life, IER is seeking to make its products sustainable, for example by promoting the use of locally produced parts. This is the case for nearly 50% of the parts used in its products, thereby significantly reducing the carbon impact of transport.

Innovative services to reduce customers' carbon emissions throughout the supply chain

Through its Track & Trace business unit, IER designs and integrates traceability and mobility solutions for its customers throughout the supply chain. As such, IER has developed solutions to optimize delivery tours to maximize the use made of the vehicle fleet, thereby reducing GHG emissions. In this respect, IER has been working with Auchan and Cogit for more than fifteen years on the traceability of the fruit and vegetables sector in order to monitor the products from the producer to the end customer. More than 7 million plastic cages are traced each year, leading to less than 0.5% losses and optimizing truck loads.

10
million journeys
analyzed in 2020

50,000
supervised vehicles:
bicycles, scooters,
shared cars,
autonomous vehicles



vivendi CREATION FOR THE PLANET



“The Vivendi Group’s Creation for the Planet pillar structures our commitment to act in response to the climate emergency and to protect the environment. In 2020, Vivendi decided to increase its environmental efforts by establishing a plan to reduce its greenhouse gas emissions in line with the 2015 Paris Agreement and by setting a group-wide objective of carbon neutrality by 2025.”

Caroline Le Masne de Chermont,

Director of Legal Affairs,
CSR and Compliance at Vivendi

With this strategy in mind, in October 2020, Vivendi signed up to the Science-Based Targets initiative, which calls on companies to set emissions reduction targets derived through climate science.

The Group will submit its low-carbon pathway to meet the targets set forth in the Paris Agreement to the Science-Based Targets initiative for validation in 2021.

Vivendi has taken its commitment to the next level by aiming to achieve carbon neutrality (net zero carbon emissions) as of 2025, bearing in mind that some Group entities, including the Vivendi and Canal+ France

Objective
of carbon neutrality
 (“Net Zero”)
by 2025

headquarters, are already carbon neutral. Aware of the ecological footprint of its content, Vivendi is working on reducing their environmental impact through various actions carried out by all its business units. As such, Groupe Canal+ has joined the Ecoprod collective, which aims to advance and unite all players in the audiovisual sector by committing them to virtuous environmental practices (set without disposable props, waste sorting, limited travel, etc.). In 2020, Havas Group’s media division developed a dedicated system for calculating the impact of its customers’ campaigns across all formats.

As such, Havas Media can inform the latter about the carbon footprint of each campaign and offer corrective actions to reduce their impact, for instance by using media solutions that pollute less.



Committing

over the long term to regional development

As a major global economic player, the Group follows a proactive policy in the areas of access to education, training and care. It establishes long-term partnerships on themes related to its activities and values, by developing synergies with local businesses in the regions in which it operates. True to its DNA and values, the Bolloré Group has a long-term vision for its business activities and is committed to reconciling its economic performance with its social mission and the preservation of the environment.

Creating local value



“In all its activities, one of the Group’s priorities is to contribute to the development of the regions in which it operates. This is first and foremost based on the recruitment and training of local employees, on its investments and on the dialog with the surrounding communities in its locations. The Group contributes directly or indirectly to the development of the local economy and to the development of public services. Its relationships with local communities and the various local businesses enable it to better participate in regional dynamics and be more closely involved in their issues.”

Philippe Labonne,

Deputy CEO of Bolloré Transport & Logistics, member of the Ethics-CSR and Anti-Corruption Committee

The Group’s local social impact policy is broken down into several key points:

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

Socio-economic impact studies, carried out in eight countries in Africa to assess the positive impacts of the Group’s activities, attest to its strong local presence through its positive contribution to employment, increased skills

Nearly
99%
of employees
and
94%
of managers are
employed locally
out of more than
36,600 Group employees⁽¹⁾.
(1) Excluding Vivendi.

of local populations and the improvement of living conditions in local communities (value creation, health, education, etc.).

Contribution to employment

With locations in 130 countries, including 47 in Africa, the Bolloré Group is a key player in economic and social development, particularly through its activities and procurement operations, which generate a large number of direct and indirect jobs. Retention, recruitment, compensation and working conditions and the alignment of our skills with the changing needs of our business are among the HR challenges we face locally. In dealing with these challenges, we adapt our training plans, work more closely with our partner schools and continually strengthen our internal C&B (compensation and benefits) systems, while maintaining overall consistency.

Investment in the regions

Through its activities, its investments and its strong local presence, the Bolloré Group is a major local creator of value, thanks in particular to its support to employment and entrepreneurship, and its development of cultural, health and energy storage infrastructure. All the Group’s divisions are committed to maximizing their beneficial impact on local populations.

On average, the Group invests more than 100 million euros each year in Africa in developing its network. In 2020, it built a second container terminal in Abidjan, commissioned a dry port from Conakry Terminal and a third MPS terminal in Ghana.



A STRONG REGIONAL PRESENCE CONTRIBUTING TO THE GROWTH OF THE LOCAL ECONOMY

BOLLORÉ RAILWAYS

A major operator that invests in the local economy...

Through the purchase of equipment (locomotives, freight cars, spare parts, etc.), which generate a significant amount of import duties and taxes for the countries in which it operates, as well as local purchases (subcontracting and services), Bolloré Railways is a major contributor to the growth of local economies.

... by supporting local suppliers and providing employment for young people

As part of their maintenance operations for the railway and their facilities (65 million m² for the 2,000 km across both networks), the railways use a very large number of local companies, generating nearly 3,000 indirect subcontracting jobs. Sitarail works with 200 local companies and requires external companies responsible for implementing certain work to recruit local labor, and young people in particular. In addition, Sitarail regularly provides training in driver assistance to young people at its Abidjan and Bobo-Dioulasso vocational training centers with a view to hiring them.

BOLLORÉ PORTS

A major operator that contributes to the unlocking of the regions

In 2017, Bolloré Ports launched a strategy aimed at tackling port congestion and improving urban logistics flows on the African continent. Since then, it has continued its efforts to develop logistics and commercial platforms on the outskirts of cities. The aim is to enable urban port infrastructures to unlock their full potential as drivers of economic growth. This is the case at Diamniadio in Senegal, where a platform has been created for vehicles that have come off the Dakar roll-on/roll-off terminal.



It has already reduced truck traffic in the city by 5% to 10%, thereby contributing to urban decongestion.

BOLLORÉ ENERGY

An essential link to the continuity of public services

For the purposes of the health crisis, oil storage and distribution activities were considered essential to the proper functioning of countries in order to ensure the continuity of public services and meet the needs of their customers. The mobilization of Bolloré Energy during this period ensured the supply of non-road diesel to nearly 18,000 French agricultural companies that had been specifically asked to meet the population's food needs. Bolloré Energy's presence in rural areas enabled it to be responsive to the needs of its customers. PEPA premiums (exceptional purchasing power premiums) were deployed for delivery drivers and heating service technicians who continued to travel to customers throughout the crisis, while respecting social distancing measures.

BRETAGNE DIVISION

Bluestorage solutions to promote access to energy

Through its energy storage solutions developed by Bluestorage, the Bolloré Group contributes to improving access

to energy for off-grid sites or villages, which represents a major challenge in Africa. These solutions are based on renewable energy production facilities combined with a storage and distribution system based on LMP® technology, adapted to the rural electrification market and climate constraints in Africa. In 2020, in collaboration with the Générale du Solaire Group and Aress, Blue Solutions was selected by the authorities in Benin to build and operate mini-grids powered by solar panels coupled to storage batteries in 12 villages in the Alibori and Borgou departments. With an installed capacity of 3.2 MWc and a storage capacity of 3.8 MWh, this project will eventually connect more than 65,000 people who are not served by the conventional network in rural areas.

Building and maintaining a dialog with stakeholders

An identification and mapping method is being developed at the Bolloré Group level to be rolled out in the subsidiaries, for the purpose of further developing its duty of care plan. Although dialog with stakeholders is not organized in a consistent way at Group level, the divisions and subsidiaries maintain constant dialog with their stakeholders. The impacts inherent in their activities are a fundamental aspect of the relationships.

BOLLORÉ LOGISTICS

Dialog with internal stakeholders: AcTogether challenge

Bolloré Logistics strengthened dialog with its internal stakeholders with the launch in January 2020 of the AcTogether challenge. More than an inter-country competition, this CSR challenge aims to engage and unite employees around common objectives to create higher social and environmental value, directly linked to its "Powering Sustainable Logistics" CSR

program. This collective dynamic resulted in the completion of 497 initiatives around the world in ten months, motivated employee initiatives and disseminated best practices within the network. In 2020, 61% of the actions taken were aimed at the environment and 33% pertained to social programs. The challenge will be extended to other Bolloré Transport & Logistics entities in 2021.

BOLLORÉ RAILWAYS

Involvement of local communities: Monitoring Committees

Dialog with local communities is carried out as part of the Monitoring Committees, where their needs and concerns are identified. In addition, a stakeholder information and consultation process is put in place before each site extension or modification project, in particular as part of impact studies. For example, in carrying out the environmental and social impact assessment of the infrastructure rehabilitation program, Sitarail held public consultation sessions with local authorities and local elected representatives, local organizations (heads of villages and communities, presidents of agricultural cooperatives, etc.), NGOs and any person potentially impacted by the project. Finally, in 2020, an expert responsible for informing and raising awareness among local communities on the prevention of gender-based violence and violence against children, as well as on the complaint management mechanism, was recruited by Camrail on

the recommendation of the World Bank. She is also responsible for training Camrail's employees and its subcontractors on these issues.

Involvement of local communities: security around tracks

In order to ensure the safety of residents around the tracks on railway concessions, Vigilance Committees are coordinated by each of the railway networks within the local communities throughout the rail network. Paid work is allocated via these committees to village communities, which thus contribute to making the national railway network secure. Among the various missions: detection of anomalies and damage on the tracks, weeding, seizure of illegal forest and wildlife products and raising awareness among the public. These committees also identify and implement the training and equipment needs of the participating local residents, including safety constraints around the tracks used by people to travel from one town to another.



Engaging with local communities

The Bolloré Group's solidarity policy and the actions taken each year in this context are structured around the Fondation de la 2^e chance, the Foyer Jean Bosco, targeted societal actions and the Group's International Solidarity and Sponsorship division.



"For twenty years, the Foundation has been a wonderful collective adventure, shared by the teams that manage it on a day-to-day basis, by partners who provide financial support and by the thousands of volunteers who help our winners."

Marie Bolloré,

Chairwoman of the Fondation de la 2^e chance

Fondation de la 2^e chance

Recognized for its public utility since 2006, the Fondation de la 2^e chance helps people aged 18 to 62 who have faced extreme hardship in life and demonstrate a real desire to get their lives back on track. The Foundation offers them professional, human and financial support of up to 8,000 euros for business start-up projects and 5,000 euros for training projects. The Bolloré Group hosts the Foundation and its six employees, who coordinate its network of 1,000 volunteers. In 2020, 11 people with projects were assisted by Bolloré Group employees in Brittany with professional training and/or retraining. To provide the Fondation de la 2^e chance with a welcoming place to call home, the Group has acquired the former Maison des Petites Sœurs des pauvres on rue de Varize in Paris and completely restored it. Today, the Foyer Jean Bosco has more than 160 rooms, mainly



8,500

people
supported by
the Fondation de
la 2^e chance
since its creation

263

people
supported in 2020,
with average financial
assistance of 2,950 euros

used by young students from French provinces and from abroad, and also provides rooms for the sick and the elderly. The 140 students have a variety of nationalities, and come from Europe, the Middle East and Asia.

Sponsorship policy

Being able to give back some of what we have been lucky enough to receive is a value that is deeply embedded in the Bolloré Group's identity. In 2020, the Group contributed to the economic independence of more than 10,000 beneficiaries in some 50 countries through associations that work primarily in the fields of child protection, education, vocational training and entrepreneurship. In response to the Covid-19 health crisis and in addition to the mobilization of all of the Bolloré Group's local

teams, Earthtalent by Bolloré provided exceptional support to two of its non-profit partners:

- the Covid emergency fund of the Cité internationale universitaire de Paris in order to assist five students in vulnerable situations due to the health crisis;
- the Fédération française des banques alimentaires (French Federation of Food Banks) to enable its network to continue to provide food aid to the most deprived people in France and in the French overseas departments and territories.



“The Bolloré Group’s social commitment initiatives are part of a long term, meaningful approach for the regions in which it operates and for the employees who wish to get involved.”

Dorothee Van der Cruyssen,

Director of International Solidarity Commitments and Sponsorship of the Bolloré Group

MARATHON DAY

Annual global solidarity event

“The 2020 edition of the Marathon Day virtually mobilized 14,125 Group employees in 85 countries via a dedicated application. 175,600 km were covered on foot

or by bike in support of local associations, more than four times the distance around the earth”.

Elsa Berst,
Head of Communications at Bolloré Transport & Logistics.

369
societal impact projects,
76% of which were on the African continent

More than
€1 million
raised for humanitarian and health emergencies (including Covid-19)

Supporting solidarity-based projects

In all of the Bolloré Group’s divisions, employees support causes and embark on initiatives in line with the Group’s values, including, first and foremost, solidarity. On International Women’s Day on March 8, Bolloré Transport & Logistics Guinea participated in a project that sought to empower women in vulnerable situations by training them to manufacture soap. The subsidiaries of Bolloré Transport & Logistics listen to the needs of local communities and schools close to their sites and continue to implement various actions. For example, in 2017, Sitarail was involved in establishing a post-secondary school for the railway professions and provides premises and accommodation for students. With a pool of trainers selected in part from Sitarail’s employees, the school trains students in railway-related fields and provides an introduction to certain logistics and mechanical concepts.





CREATION WITH ALL

Building a more responsible world together

Vivendi places individual skills at the heart of collective performance. Making its businesses more inclusive is a long-standing commitment of the group, both internally and externally, notably through the support provided by Vivendi

Create Joy to start-ups and professional training projects for the group's business lines. In 2020, 13,000 young people benefited from training or access to culture supported by the program.



More than
€2.7 million
 in annual donations,
 including more than
 €545,000
 for youth support

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