

All responsible and committed



**2021-2022
corporate
social
responsibility
report**

All responsible and committed

Key dates

2000

Ethics Charter

2003

Bolloré Group joins the United Nations Global Compact

2005

Creation of the network of sustainable development representatives

2008

Code of business conduct

2012

Grenelle II law, decree 225: mapping of CSR issues

2016

Materiality analysis and definition of the 2017-2022 CSR strategy pillars

2017

Sapin II law: mapping of anti-corruption risks and drawing up of the first action plans

Duty of care law: drafting of the first duty of care plan

2018

European directive on non-financial reporting: Group CSR risk mapping and publication of the first non-financial performance statement

2019

Human Rights Charter
Diversity and Inclusion Charter

2020

Revision of the Ethics & CSR Charter and the Code of conduct
Responsible Purchasing Charter

2021

Launch of work to define a Group climate strategy: analysis of the carbon footprint, identification of decarbonization levers and preliminary work to define GHG emission reduction targets in line with the Paris Agreement

2021-2022

European taxonomy regulation: identifying the “green” proportion of economic activities

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Editorial

For the past two hundred years, our Group has been developing innovative services and solutions with an international focus. Built for the long term, diversity and pragmatism, the strong values on which the Group relies are embodied in its ethical approach and its commitment to social and environmental responsibility, which underpin 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. It is this strong territorial anchorage, which, wherever it is, structures the acute awareness of the operational constraints we face and of our responsibility. While the immense challenges of governance make it difficult to enjoy human rights

and preserve the environment in many of the countries in which we operate, our Group is committed to these issues not only in a risk prevention and mitigation approach but also to generate positive social and environmental impacts, shared with our stakeholders.

Our prosperity and our reputation are based on the implementation of our CSR commitments, which is the responsibility of each and every one of us. I know that I can count on the men and women 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 men and women who make our Group work each day to meet these challenges.”

Cyrille Bolloré,
Chief Executive Officer



The Bolloré Group

Two centuries of history



In seven generations, the Bolloré company has grown from a factory in Brittany to an international group that ranks among the 500 largest companies in the world.

This long history of transmission and entrepreneurial spirit has led the Bolloré Group to grow through multiple activities and, in particular, transportation and logistics, a sector in which it is recognized among the world's leaders. For more than ten years, it has been pursuing its strategy of diversification into new businesses such as media, content and communication, as well as electricity storage and systems for optimizing flows of people, equipment or data. Sectors for the future that are perfectly in line with the energy and technological transition.



"The Bolloré Group now has strong positions in all three of its core businesses. Its evolution has never distanced it from its heritage and family culture, based on strong values and a long-term vision."

Cédric de Baillencourt, Chief Financial Officer

Founded in 1822

A listed company owned and majority controlled by the Bolloré family

20 billion euros revenue

Over 73,000 employees

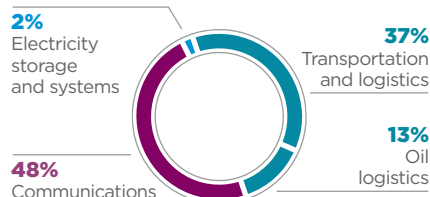
Operating in **130** countries

Diversity of businesses

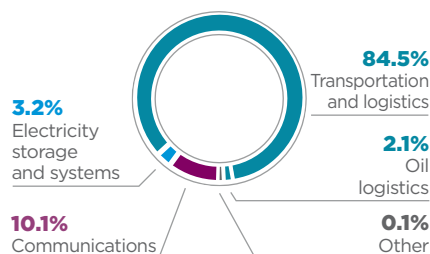
WORKFORCE



REVENUE



BREAKDOWN OF GREENHOUSE GAS EMISSIONS, SCOPES 1 AND 2



The Group's values

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

“All responsible and committed”

The Bolloré Group’s CSR programme is based on 4 fundamental pillars for a sustainable commitment.

The Bolloré Group’s corporate culture and values, its desire to meet the expectations of its stakeholders and to be a player in responsible development are reflected in four areas of commitment, while the Vivendi group has its own CSR strategy.

These commitments are in line with the 17 UN 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. The integration of ESG criteria into our business strategy allows us to orient our development towards a more virtuous and inclusive model.”

Fabricio Protti,
Deputy Chief Executive Officer
of the Bolloré Group



Acting

with integrity in our business conduct and promoting human rights

Our ethics system and procedures comply with the strictest standards

Transmission of the **Responsible Purchasing Charter**, the **Ethics & CSR Charter** and the **Code of conduct to 100% of central suppliers** in 2021

Distribution of the Code of conduct, translated into 15 languages, to **74%** of employees

93% of employees aware of the Code of conduct and human rights (e-learning)

74% of registered employees associated with the human resources business lines have completed the diversity and inclusion awareness module





Uniting

and protecting people, the company's greatest strength

Our social policy protects, values and promotes the development of our employees

5,343 new hires, 57% of whom on permanent contracts

37% of women trained in the year

28,218 employees attended at least one training course

75% of Bolloré entities covered by a HSE management system declare that they have at least one certified or labelled health and safety site

93% of Bolloré entities offer health coverage that is more favourable than the legal requirement



Innovating

in response to major environmental challenges

Our investments in the development of sustainable products and solutions support the energy transition

17.7 million euros invested in R&D projects serving the energy transition in 2021 (LMP® batteries, Bluebus, Bluestorage, electromobility)

37% of electricity consumed from renewable sources

76% of entities have at least one site certified or labelled by an environmental standard

Definition of a climate strategy: analysis of the carbon footprint, identification of decarbonization levers and preliminary work to define GHG emission reduction targets in line with the Paris Agreement



Committing

over the long term to regional development

Our activities support local employment and contribute to economic development

Nearly 6 million euros donated by the Bolloré Group in 2021 to corporate foundations, solidarity programmes, partnership and sponsorship activities, and donations in kind

99.1% of local employment, and 92% of local managers

366 social impact projects in 49 countries, of which nearly **70%** are in Africa



CSR at VIVENDI

The Vivendi group has its own ethics system and CSR programme applicable to its subsidiaries and adapted to its businesses, in which the CSR issues are specific to the communications businesses. Defined in 2020, Vivendi's CSR strategy, Creation for the Future, is directly linked to Vivendi's raison d'être: "Creation Unlimited". It is a lever for contributing to the success of Vivendi's mission to "liberate creation by promoting all talents, ideas and cultures and sharing them with as many people as possible". **It is structured around three pillars:** Creation for the Planet, Creation for Society and Creation with All.

vivendi
CREATION
FOR THE FUTURE

More information on the policies and action plans deployed in the Communications division is available in Vivendi's 2021 non-financial performance statement.

Non-financial rating



**Bolloré: A-
Vivendi: C**



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



SUSTAINALYTICS
**Bolloré: 11.7 (Low Risk)
Vivendi: 10.5 (Low Risk)**

Steering CSR performance



“Taking into account the converging expectations of regulators, investors, customers and all our stakeholders, we reinforce our CSR strategy every day and define priority actions. We are committed to ensuring that the Group’s men and women live up to our commitments on a daily basis and embody this collective vision for the future.”

Élodie Le Rol-Berkmann,

CSR Director of the Bolloré Group

GOVERNANCE AND MONITORING

The CSR Department reports to the Group Finance Department. The Chief Financial Officer is a member of the Board of Directors, and the CSR Director is a member of the Executive Committee. The CSR Department defines the framework of the CSR strategy, ensures awareness and mobilization, coordinates action plans, steers reporting, analyses and values performance.

The CSR strategy, priority targets and perspectives are approved by the Ethics – CSR and Anticorruption Committee which meets twice a year. Its role is to ensure the compliance and results of the actions taken to guarantee promotion of and respect for its values, and in particular strict application of the Group’s ethical principles published in the Group’s Ethics & CSR Charter and Code of conduct.

The mission of the CSR Department is to support the subsidiaries in controlling risks and promoting CSR targets. While taking into account the great diversity of business lines and geographical areas, it ensures that policies and procedures are structured and that common indicators are defined to improve the

consistency and steering of the CSR strategy. It relies on the divisions’ CSR departments and a network of delegates within each entity.

For more than ten years, an IT system dedicated to non-financial reporting has been used to measure the Group’s CSR performance: “This system now covers more than 900 entities. It allows for the annual reporting and consolidation of numerous environmental, social and societal indicators,” explains **Louis Libeau**, CSR Reporting and Audit Manager, Bolloré Group.

The Group consolidates its results in the non-financial performance statement and the duty of care plan (regulatory exercises) published within the universal registration document.

Nearly
1,000
contributors
in over 900 entities
worldwide





An Independent Third Party verifies compliance of the Statement with the applicable regulatory provisions. The exercise consists in reviewing indicators and verifying the existence of CSR policies and action plans, through audits conducted at the beginning of the year. These audits support the consistency between the commitments made at headquarter level and their proper appropriation at local level.

2022-2023 targets

ENSURING APPROPRIATION OF THE ETHICAL SYSTEM

(Charters, Code of conduct) by the subsidiaries and continue its deployment: policies, procedures and action plans

CONTINUING WORK ON STRENGTHENING THE MANAGEMENT OF CSR PERFORMANCE with regard to the Group's objectives and stakeholder expectations (NFRD evolution, taxonomy, etc.)

CONTINUING TO FORMALIZE the Group's climate strategy

CONTINUING TO DEPLOY THE GROUP'S DUTY OF CARE approach to the priority areas identified in its human rights risk mapping

STRENGTHENING THE GROUP'S CSR POLICIES AND ACTION PLANS with regard to stakeholders: customers, suppliers, subcontractors, local communities, etc.

CONTINUING THE RESPONSIBLE PURCHASING STRATEGY

Acting

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



Normative and societal expectations have led to the gradual integration of a due diligence approach within the Group, in all its operations and also in its business relationships. The Group is thus committed to an ethical approach based on commitments shared by all its subsidiaries and makes every effort to fight corruption and establish a framework that guarantees ethical practices and respect for human rights in its business conduct.



Ensuring ethical business conduct



“Because of its presence in regions of the world with multiple regulations and business practices, the Bolloré Group’s businesses can have a significant impact on its responsibility and reputation, which requires the deployment of sound common rules of conduct.”

Ange Mancini, Advisor to the Chairman,
Chairman of the Ethics – CSR and Anticorruption Committee
of the Bolloré Group

Considered as integral parts of the Group’s assets, ethics and CSR are based on an effective and consistent system, common to all divisions (except Vivendi, which operates its own system, tailored to the challenges of the communications activities). The Group’s approach, which combines economic performance with a shared business ethic, is based on the principles of the United Nations Global Compact in the areas of human rights, employment law, environmental protection and the fight against corruption.

A dedicated organization ensures effective implementation of a compliance programme inspired by the best standards in the field, aiming to prevent, detect and deter, in the three areas of prevention of corruption and influence peddling, prevention of anticompetitive practices and compliance with export controls and economic sanctions programmes.

The compliance programme is based on the following pillars: the commitment of the governing body, a Code of conduct, a whistleblowing system, risk mapping, third-party assessment, anticorruption accounting controls, training plan, and the system’s internal audit and evaluation scheme.

93%

of employees

with an e-mail address
have completed the Code
of conduct module

A CODE OF CONDUCT

The Bolloré Group’s Code of conduct is binding on all persons acting on its behalf (employees, business partners, etc.). The Code of conduct defines the Group’s policy and details, for all its employees and partners, the behaviour expected in their everyday work. This Code describes the sensitive situations that may occur in the conduct of our business (for example, unseemly gifts and invitations, and facilitation payments) and also provides recommendations for preventing, identifying and reporting them. It is included in the rules of procedure for those of the Group’s companies having them, and has been the subject of the consultation procedure with the employee representative bodies, where applicable.

A WHISTLEBLOWING PROCEDURE

The Group does not tolerate breaches of its Code of conduct. A whistleblowing procedure is used to report actions in breach of it. This whistleblowing system allows employees of the Bolloré Group and third parties to report a crime or offence, a violation of the law or regulations, a threat to the general interest or a presumed breach of the Bolloré Group’s Code of conduct, resulting from the activities of the Group’s companies or their subcontractors or suppliers. Accessible via the Internet at the whistleblowing address alert.bolloré.com, this reporting procedure does not replace the conventional methods of reporting information, such as the line management path that it complements.

RISK MAPPING

Mapping of corruption and influence peddling risks enables the mobilization of the organization through a common method and system. It is the cornerstone of the Bolloré Group’s corruption risk management strategy. In the area of sanctions, an analysis was carried out within the transportation and logistics businesses to implement processes to mitigate the risks identified.

THIRD-PARTY ASSESSMENT

The Bolloré Group ensures that its intermediaries, suppliers, subcontractors, and other commercial partners follow the same business ethics. A risk-based approach is used to ensure compliance with our Code of conduct, including economic sanctions.



92%

**of the additional
e-learning modules**
assigned to employees
identified as being at risk
have been completed

ANTICORRUPTION ACCOUNTING CONTROLS

These controls allow for specific anticorruption controls to be exercised at different levels of the organization. With regard to sanctions, financial controls are carried out on our transactions to ensure compliance with sanctions.

THE TRAINING SYSTEM

The Bolloré Group ensures that its employees have a solid understanding of the Code of conduct and holds special training courses for employees identified as exposed to a risk. Training sessions are organized face to face or remotely (e-learning) to promote the Code of conduct, the whistleblowing procedure and the various procedures specific to the fight against corruption, anticompetitive practices and compliance with international sanctions. Between 2020 and 2021, 8 e-learning modules were developed by our training institute (B'University) and distributed worldwide. More than 23,000 employees participated in this campaign, with a completion rate of over 90%.

THE FIGHT AGAINST CORRUPTION

In order to meet the requirements of the Sapin II law and the recommendations of the French anticorruption agency (AFA), the Group continues to update and deploy its anti-corruption system. 2021 was marked by monitoring the effectiveness of the system by AFA under a judicial public interest agreement (CJIP).

Since 2018, the governing body's commitment to the fight against corruption has taken concrete form on the occasion of

International Anticorruption Day on December 9. Each year, representatives of the General Management, commercial, purchasing, operational and compliance functions have led a webinar aimed at recalling the challenges of the fight against corruption and the programme implemented by the Group. In 2021, the various communications on this day generated a total of 8,244 views, including 4,926 live participants and 3,318 replay views.

"The Group's ethical approach is based on the principles embodied by all its executives and employees. A dedicated organization ensures compliance with the Code of conduct, whose members have the proper skills, the authority and sufficient means to carry out this task."

Gilles d'Arras, Compliance Director of the Bolloré Group



The Bolloré Group's ethics and compliance system





DUTY OF CARE

Since 2017, French regulations require companies to be more vigilant about their activities and those of their supply chain in terms of human rights and fundamental freedoms, health and safety and the environment. Each year, the Bolloré Group publishes a duty of care plan (excluding the communications activities), following the non-financial performance statement within its universal registration document.

The duty of care plan is drawn up in the Group CSR Department, which is responsible for studying, drawing up, analyzing and making recommendations that must then be applied by the subsidiaries and business lines concerned by the risks identified, in particular the Purchasing Department, together with the QHSE, CSR, Legal, Human Resources and Compliance Departments. The plan sets out the system and the general approach deployed to establish and reinforce its culture of vigilance, applied on a daily basis by its employees. Finally, as mentioned above, the Compliance Department, the Human Resources Department and the CSR Department have worked together to revise the existing whistleblowing system, which now incorporates in a single unit the subjects concerning, on one hand, the fight against corruption and influence peddling and, on the other, the duty of care themes. It is accessible to all Group employees and third parties at the following address: alert.bolloré.com.

Due to the nature and diversity of its geographical locations and activities, the Group has adopted an approach to care based on the following principles:

- **to ensure compliance** of the Group and its business relationships with the most relevant international standards and local legislation where these are more demanding;



- **to pay particular attention** to its employees, suppliers and subcontractors, notably through care for working conditions and high health and safety standards for all;
- **to preserve the environment** by measuring the impact of its activities and those of its business relations, and by taking action to protect and mitigate environmental risks;
- **to apply particular care** to safety conditions and respect for the fundamental rights of the users of its products and services, and of the populations living near its areas of activity.

These principles reflect the Bolloré Group's ambition to operate in accordance with the best international standards and in line with its CSR commitments. They are expressed through concrete measures, formalized in the framework of a methodology based on a continuous improvement approach. In addition, to optimize its approach, the Bolloré Group has identified the priorities on which to focus its efforts, in terms of action plans, geographical areas and allocation of its resources. This approach aims to achieve effective results that can be transferred progressively to all the Group's businesses in all its areas of operation, and also aims to improve its due diligence processes.

The 2021 financial year was an opportunity for the Group to improve several aspects of its approach to care for human rights issues, which will be described in greater detail in the following chapter:

- raising awareness on human rights issues among all employees: through the Code of conduct module and through the specific human rights module (77% of employees trained);
- finalization of the mapping of human rights risks initiated on the Bolloré Transport & Logistics (157 entities, representing a workforce of 32,674 employees in nearly 80 countries). While the Group's duty of care approach applies to the entire scope of its operations and extends to the activities of its suppliers and subcontractors, in order to optimize its approach, a priority geographical area on which to focus actions has been established.



100%
of the Group's suppliers
have been sent the Code
of conduct and the
Responsible Purchasing
Charter





Thus, in 2021, the human rights risk mapping process identified a priority scope of 48 entities and a “reinforced vigilance” scope of 13 entities, spread over 29 countries (22 countries in Africa and the Middle East, 6 countries in Asia-Pacific and 1 country in South America).

THE FIGHT AGAINST TAX EVASION

As part of the regulations on the fight against tax evasion that went into effect in 2018, the Group has initiated several actions to comply with these requirements. The Group’s legal and tax teams advise and assist the operational teams on a daily basis to ensure proper compliance.

These issues have also been incorporated into the 2020 revision of the Code of conduct, which sets out the criteria for identifying behaviour that may constitute tax evasion, the commitments made by the Group and the behaviour to follow in order to meet them. In addition, within the Group’s whistleblowing procedure, a dedicated website is available to employees and business partners in order to report acts that constitute or may constitute tax evasion.



99
GDPR representatives
within the Bolloré Group



PROTECTION OF PERSONAL DATA

The General Data Protection Regulation (GDPR) which came into force in 2018, the emergence of international legislation and the increasing digitization of businesses require for companies to ensure that personal data collected from individuals is processed in a secure manner in order to offer them the best confidentiality guarantees.

“To this end, explains **Laure Cartigny**, DPO of the Bolloré Group, the Group has set up a steering committee dedicated to the protection of personal data, whose main missions are to:

- make the DPOs and referents of the entities aware of their obligations in terms of personal data protection;
- develop guidelines and procedures in line with the applicable laws;
- share the best practices implemented.”

RESPONSIBLE PURCHASING

Supply chain duty of care approach

With a view to favouring principled business partners, the Group calls for the implementation of appropriate due diligence mechanisms to identify, prevent and mitigate the risk of serious harm, within divisions and subsidiaries, as well as the supply chain. In 2021, a special effort was made to raise buyers' awareness of vigilance issues: 100% of buyers have taken the "Human rights" and "Code of conduct" modules.

"The Group's Purchasing Department is working with the Compliance Department and the CSR Department to develop the necessary tools for the good application in the field of the commitments made in the Responsible Purchasing Charter published in 2020."

Michel Sibony, Group
Procurement Director

The aim of formalizing the Group's Responsible Purchasing Charter is to constitute a common base of commitments applicable to all the Group's purchasing families. Translated into English, Spanish, Italian and Portuguese, the Responsible Purchasing Charter is always forwarded when new commercial relations are struck up. Thus, in 2021, 100% of the Group's suppliers received the Code of conduct and the Responsible Purchasing Charter. The organization of the supply chain is structured around four main departments (general purchasing, production purchasing, real estate and infrastructure purchasing, and freight purchasing), with dedicated procedures, listing arrangements and platforms.

This is why, in order to optimize the smoothest and most efficient implementation of these commitments, ethics advisers

have been appointed in each of these departments. The application of our responsible purchasing strategy requires the involvement of the purchasing and legal teams, which rely on the ethical system, the CSR clause, risk identification procedures, due diligence procedures and the ethical supplier selection policy. By 2021, more than 80% of new supplier contracts will include a CSR and compliance clause.

"On January 1, 2022, a responsible purchasing policy specific to non-production suppliers was formalized, including the listing of all strategic suppliers on EcoVadis (76% of listed suppliers were assessed). Dedicated workshops will continue in 2022, bringing together lawyers and buyers, to ensure that these tools are used properly", says **Francine Sebire**, Procurement Compliance Officer – CSR Responsible Purchasing – GDPR.



Promoting human rights

As a signatory of the United Nations Global Compact and responsible for the employment of several hundred thousand people, directly or indirectly, in 109 countries, the Bolloré Group has made respect for and promotion of human rights a fundamental imperative of its CSR policy.

While the Group's strong international presence attests to its ability to anchor and adapt, it also implies a multitude of socio-economic contexts with which a diversity of issues can be associated, covering in particular the guarantee of decent working conditions, promotion of social dialogue and freedom of association of trade unions, the principle of non-discrimination (respect for the rights of individuals irrespective of their origins, gender, sexual orientation, political or trade union affiliation, or state of health, etc.) and the fight against any form of harassment. Furthermore, the fight against forced labour and child labour is an absolute priority for the Bolloré Group. While internal measures and audits allow for good control, vigilance remains total and must be tailored to meet the local context of certain regions, right down to the supply and subcontracting chain.

For the Vivendi group, support for creation, publishing, the commitment to be a responsible cultural player and the promotion of diversity and inclusion are all human rights issues.

HUMAN RIGHTS IMPERATIVES WITHIN THE BOLLORÉ GROUP

Governance of these subjects is embodied in the bi-annual meeting of the Ethics – CSR and Anticorruption Committee, which monitors the efficiency of the human rights strategy. In 2021, a set of common objectives for the Bolloré Group (excluding Vivendi) was approved by the Committee members. “Human rights are a fundamental pillar of the Bolloré Group's CSR strategy, which has formalized dedicated commitments within its Group ethics system, and specifically within its dedicated charter,” explains **Marie Debains**, CSR Officer for the Bolloré Group. Deployed since 2019, the Group's Human Rights Charter is based on three pillars:

- 1) respect for workers' rights in the value chain;
- 2) respect for the fundamental rights of local communities;
- 3) the constant search for a positive societal contribution.

These commitments are also in line with the UN Sustainable Development Goals (SDGs) and are backed by international standards:

- the International Human Rights Charter;
- the UN Guiding Principles on Businesses and Human Rights;
- the OECD Principles for Multinational Enterprises;
- the core conventions of the International Labor Organization;
- the recommendations of the French anticorruption agency.

As human rights issues have been identified as a priority for the Bolloré Transport & Logistics division, a steering committee has been set up to work on drawing up a human rights reporting questionnaire. It contains more than 60 indicators and has been sent to all the General Management.



77%
completion rate of the
Human rights e-learning
among Bolloré Group
employees



This approach, which identified a priority perimeter and reported on good practices deployed by the entities, focused on six themes:

- conditions and welfare at work;
 - modern slavery and forced labour;
 - child labour;
 - harassment and discrimination;
 - health and safety;
 - supplier and subcontractor relations.
- 100% of the priority entities deploy processes formalizing aspects relating to the prevention of modern slavery in the recruitment phase.
 - More than 95% of employees in the surveyed entities have social security coverage: 94% of the entities in the priority perimeter apply it to those entitled to it.
 - 100% of the entities apply processes to guarantee payment of wages on a regular basis.

While demonstrating that these imperatives have been duly considered and that the HR and QHSE processes are robust in the field, this human rights approach has enabled the deployment of action plans. Thus, an area for improvement in terms of raising awareness of the commitments made in the Diversity and Inclusion Charter was identified and led to the deployment of a specific awareness-raising module for employees associated with managerial functions and human resources positions. In 2021, 86% of this panel had already completed this module.

VIVENDI

Creation with All: building a responsible world together

For Vivendi, respect for and promotion of human rights are manifested in particular by support for ambitious and concerted creation, and by the revelation of talent in all its diversity, a policy based on the two strategic pillars Creation with All and Creation for Society. Vivendi's audiovisual, publishing and live performance divisions deploy systems – organizations, artist residencies, competitions, partnerships, etc. –, wherever they are present, to detect, attract and retain talent. Improving the representation of women on screen, making content accessible, offering visibility to people with disabilities, conveying messages of inclusion... at all levels, whether on stage, on cinema screens or on the group's channels, in a video game or in advertising and communication, the group intends to support open and responsible creation.

54%
of Vivendi's recruitment
teams trained on
non-discrimination over
the last 24 months

8,586
Vivendi group employees
attended a training course
on harassment in 2021

Uniting

and protecting people,
the company's greatest strength



The development of our employees is directly linked to that of the Bolloré Group: their commitment and skills are at the heart of its performance. The Group positions itself as an employer of choice by attracting talent that shares its values. Health and safety are an absolute priority, both for employees and for people linked indirectly to the Bolloré Group's businesses.



Attracting talent



“Because our employees are our greatest asset, the Group works to identify and attract the best talent. Our recruitment policy is based on strong relationships with schools and on principles common to all our subsidiaries, so that the ambitions of our future employees, our values and the challenges of our businesses can be met.”

David-Alexandre Fournier,
Human Resources Director of the Bolloré Group

To guarantee the sustainability and growth of our activities, attracting, retaining and developing the skills of the company's men and women is a strong lever for operational efficiency and innovation. Our actions are based on seven pillars: school relations, recruitment, diversity, mobility, training, professional support and finally compensation.

SCHOOL RELATIONS

Relations with schools are a real pillar of the recruitment policy and must involve long-term collaboration. Their main purpose is to attract and help train trainees, as well as to create fast-track opportunities for new graduates. Despite the global crisis, the Group is committed to maintaining its 2020 long-term partnership strategy and to helping schools in this particular context. In 2021, the number of school partnerships continued to increase, reaching 232 schools.

5,343

new hires in 2021,
of which 57% were on
permanent contracts

37%

of women trained
during the year

and

31%

of women trained
in management

RECRUITMENT AND DIVERSITY

In order to guarantee transparent, non-discriminatory recruitment, free of any conflict of interest, in line with its values and performance requirements, the Bolloré Group has established a common recruitment process for all business units. Recruitment ethics are governed by the Diversity and Inclusion Charter signed by the Group in 2019.

Through the implementation of this Charter, the Bolloré Group is committed to:

- non-discrimination;
- welcoming and integrating disabled persons;
- promotion and equality between men and women;
- professional integration of young persons, in line particularly with the sponsorship policy.

GENDER EQUALITY

Gender equality is seen as a lever for transformation with a unifying potential common to all the Group's business units. Three objectives have been set:

- increasing the proportion 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 in management training programmes;
- supporting women in their career development.





VIVENDI

Creation with All: building a responsible world together

Vivendi's businesses are made up of passion, creativity and talent. Diversity, equity and inclusion are at the heart of their identity and are part of the major commitments of the group, which operates in 80 countries. Because everyone's differences are a source of wealth, Vivendi places individual skills at the heart of collective performance. Making its activities more inclusive is a long-standing commitment of the group, both internally and externally, notably through Vivendi Create Joy's support for people working to increase access to the creative professions. More recently, Vivendi has enhanced its approach by launching multi-business working groups on the issues of disability and equal opportunities, and creating an international Diversity & Inclusion task force, responsible for drawing up proposals for joint action at group level. With the Creation with All programme, Vivendi is setting a global framework for these actions in order to enhance the intensity and impact of its commitment to help build a more inclusive world.

2021

In 2021, the percentage of women in the Bolloré Group increased again, reaching 31% of the total workforce. This progress illustrates the gradual impact of the Group's action plan in all its dimensions.

An awareness-raising programme for all managers has been launched to combat all forms of discrimination.

Finally, a diversity and inclusion awareness-raising module for employees registered in and associated with the human resources business lines (or senior management functions) was deployed throughout the Group, and followed by 74% of the panel.

Happyindex® Trainees

Bolloré Transport & Logistics' trainee experience has been rewarded twice with the Happyindex® Trainees label in 2020 and 2021.

Indicators for monitoring the proportion of women in the Bolloré Group's management bodies

(as a percentage)	12/31/2021
On the Board of Directors	45
On the Nomination and Remuneration Committee (NRC)	50
On the Audit Committee	67
On the Executive Committee	50

10,375

new hires

in 2021, 68% of them
on permanent contracts

3,620

young people on work
experience or work-study
contracts in 2021

52%

of women managers
in the Vivendi group

Supporting careers



“Developing our people over the long term is essential to improve the contribution and commitment of everyone, individually and collectively. Internal mobility, training and, more broadly, development programmes are all levers used to support our employees in their daily lives and in their career plans.”

Laurent Rebischung,

Director of HR development and social responsibility programmes

TRAINING AND DEVELOPMENT

Development of our employees through training is a key lever to ensure the excellence of our products and services and anticipation of the skills required for our businesses in a rapidly changing and more competitive context. The company's investment in training is therefore an important point enabling each employee to be positioned better in his job and thus extend his employability.

To reinforce its commitment to the development of its employees, the Group launched Bolloré University in 2020. It is positioned at the service of all employees as a vector for the common base of values, commitments and behaviours that make up the Group's DNA and as a catalyst for cross-functional and innovative approaches to common businesses (e.g. finance, HR, etc.).



In addition, the careers committees anticipate changes at Group level in order to propose proactive management of jobs and skills.

In particular, they address collective issues such as the development of skills, organizational changes and the strengthening of diversity. They also cover the individual challenges of the Group's critical positions by promoting cross-departmental cooperation.

MOBILITY POLICY

Employee mobility is a priority and a concrete reality within the Bolloré Group. It can be geographical (national or international) or functional with a change of position within the same business line or even between our different activities. It is an opportunity for the employee to continue his or her development and improve his or her employability while offering the organization the opportunity to capitalize on the experience already acquired and promote cross-departmental cooperation.

WAGE POLICY

The Bolloré Group has set a clear course for its remuneration policy. Its ambition is that salaries are aligned with each of the local markets in the countries in which the Group operates and that the benefits it offers to its employees compare favourably with practices in those markets.

A job weighting system was deployed on a trial basis in Asia and in one of the Group's African units as well as at headquarters.

75%

of employees
were trained in 2021,
compared to 45% in 2020

100

career committee
meetings were
organized in 2021

SOCIAL DIALOGUE

For the Bolloré Group, quality social dialogue must combine economic reality with a response to internal social expectations in order to ensure collective performance without jeopardizing existing balances.

In order to guarantee and promote such a dialogue over the long term, the Group has established guiding principles, which the Human Resources Departments deploy and adapt to local conditions and legislation.

The Group is committed to facilitating the expression of employees, including in countries where the International Labor Organization (ILO) fundamental conventions on trade union freedoms have not been ratified.



210

social agreements
or amendments signed
or renewed worldwide
(Bolloré + Vivendi)

57%

of employees
promoted in 2021 at
Vivendi were women

Guaranteeing health and safety

The health and safety of our employees and subcontractors are key issues for the Group. Managing the risks associated with our businesses and locations requires rigorous procedures compatible with local contexts.

HEALTH AND SAFETY GOVERNANCE

The performance of the QHSE policies is supervised by the general management of each business unit.

Performance monitoring was enhanced in early 2021 by the validation of a set of common objectives for the Transportation and logistics and Electricity storage and systems divisions by the members of the Ethics – CSR and Anticorruption Committee.

MANAGEMENT SYSTEMS

The Bolloré Group deploys management systems and a certification policy 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 systems ensures that the health and safety of employees and third parties is taken into account on a daily basis.”

Christian Devaux, QHSE and CSR Director of Bolloré Ports and Bolloré Railways



PREVENTION OF OCCUPATIONAL RISKS

The occupational risks associated with the Group's activities and business lines are subject to specific health and safety analyses. Based on these findings, ergonomic rules and risk reduction measures are deployed. Regular audits and analysis of incidents and accidents lead to improvement plans that include preventive and corrective measures in a continuous improvement process. Contractors are also subject to accident prevention plans and work permits aimed at guaranteeing minimum protection for workers.

“To prevent risks, the layout of production and storage lines and, in general, the activities of Blue Systems' sites are analyzed with the aim of reducing accidents and occupational illnesses (e.g. musculo-skeletal disorders). The associated action plans are followed up with year-end completion rates of over 80%.”

Emmanuel Bedague, IER Facility Manager

TRAINING AND AWARENESS-RAISING

Training and awareness-raising are central to ensuring health and safety within the Group and its business ecosystem. Employees and subcontractors alike must carry out their work in the best possible conditions and with the right gestures. The Bolloré Group ensures that employees are recruited and trained for their positions and are capable of performing the tasks entrusted to them. In 2021, close to 361,000 hours of HSE training were provided to employees as well as subcontractors.

93%

of the Bolloré Group's entities⁽¹⁾ offer health coverage that is more favourable than the legal requirements

(1) Excluding Vivendi.

HEALTH PROTECTION

The Bolloré Group protects the health of its employees by ensuring that they are medically fit for the mission to which they are assigned. To this end, it implements an effective social protection policy and provides enhanced medical surveillance for staff who may be exposed to health risks.

When local health services are deemed insufficient or too far from the operational sites, the business units deploy the necessary resources (medical centers, medical staff, ambulances, medical equipment) to ensure the health of employees, their dependants and, if necessary, subcontractors.

“Bolloré Energy deploys extensive training plans, both for our employees and for third-party companies that work on our sites. In 2021, we focused our training activities specifically on the prevention of chemical risks.”

Frédéric Pasque, QSE Engineer at Bolloré Energy

Each year, the entities organize vaccination, screening or awareness campaigns to combat diseases such as malaria, sexually transmitted infections (STIs) and HIV/AIDS. In 2021, 63 entities (62% in Africa) organized vaccination and screening or awareness campaigns for employees.

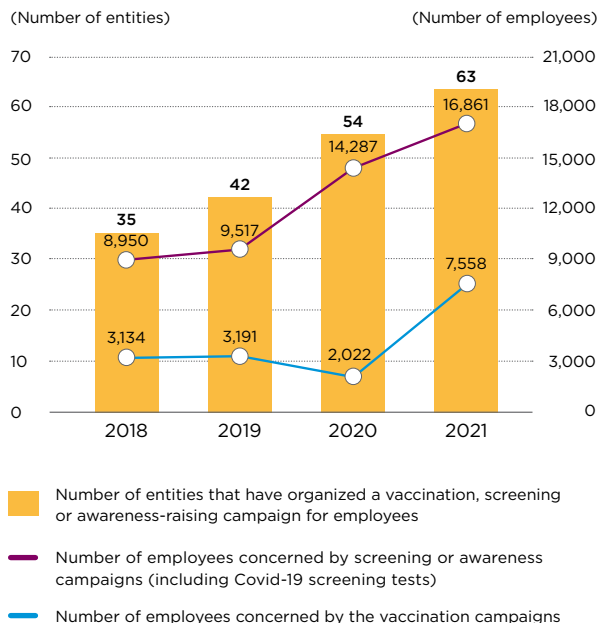
75%

of the entities covered by a HSE management system have at least one certified or labelled health and safety site

99%

of the workforce within the reporting scope is covered by an HSE management system

Vaccination and screening campaigns for employees



BOLLORÉ LOGISTICS Triple certification

“In 2020, Bolloré Logistics obtained triple IMS (Integrated Management System) certification, which includes all the standards related to safety at work (ISO 45001), quality management (ISO 9001) and the environment (ISO 14001) for the Europe, Americas, Asia-Pacific, Middle East and South Asia regions. One year later, in 2021, coverage has expanded to over 420 sites in 60 countries, including 136 sites in Africa. This ambition is in line with the Group’s objectives for 2022.”

Christian Teillet,
Corporate QHSE Director
– Bolloré Logistics

Innovating

in response to major
environmental challenges



In order to anticipate major changes in society and support the adaptations necessary for sustainable development, such as reducing the environmental footprint of human activities or promoting the energy transition, the Bolloré Group deploys mitigation measures, is working to enhance its climate strategy and investing for the long term in order to offer low-carbon, innovative and connected products and services.



Protecting the environment



“The environmental performance of the entities is monitored regularly by steering committees at headquarters and locally. While complying with national regulations, the subsidiaries are committed to pollution prevention, waste management and biodiversity protection.”

Thierry Ehrenbogen, Deputy CEO of Bolloré Transport & Logistics, Managing Director of Bolloré Logistics, Member of the Ethics – CSR and Anticorruption Committee

ENVIRONMENTAL MANAGEMENT SYSTEMS

The Group uses environmental management systems (EMS) to anticipate and control the impact of its activities on the environment. At the heart of the continuous improvement process, they constitute a virtuous vigilance cycle. Controlling the environmental footprint of the Group's sites involves deploying EMSs in accordance with recognized standards such as ISO 14001 or ensuring compliance with strict regulations such as Seveso or ICPE (facilities listed for the protection of the environment) for industrial sites. Prevention

of pollution and management of hazardous materials is a priority issue for the Group, whose objective is that 100% of the legal entities involved in the storage and transport of hazardous materials should be equipped with pollution prevention systems.

PREVENTION OF LOCAL POLLUTION

Within its industrial activities, and in line with its vigilance approach, the Group implements specific procedures and equips itself with appropriate emergency response equipment. Sites are subject to industrial and environmental risk analyses which list the preventive or corrective actions to be implemented and constitute a decision-making tool for their implementation.

WASTE MANAGEMENT AND THE CIRCULAR ECONOMY

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

Entities endeavour to entrust all their waste to service providers approved by the Ministries of the Environment of the countries in which they operate, in order to have the best level of treatment available in the territory concerned.



99%

of the workforce of Bolloré entities⁽¹⁾ covered by a management system including environmental protection

(1) Bolloré Group, excluding Vivendi.



PROTECTING BIODIVERSITY

Bolloré Logistics has an active policy in favour of biodiversity, deployed on its sites certified “Biodiversity Commitment” by Ecocert® and labelled BiodiverCity® in France and Singapore. “Recognized as a ‘Company committed to nature’ in 2021 by the French office for biodiversity, Bolloré Logistics, with its five-year action plan, is one of the companies that are integrating biodiversity into their strategy, activities and value chain,” says **Valérie Pira**, CSR Manager at Bolloré Logistics. Biodiversity is also taken into account by Bolloré Ports in the context of impact studies carried out prior to any new port construction.

76%
of the entities covered
by an environmental
management system have
at least one site certified
or labelled by an
environmental standard

Adapting to and combating climate change



“By developing innovative products and services, particularly for clean transport and electricity storage, the Bolloré Group invests in environmentally friendly activities that support the energy transition. The Group is also committed to improving its energy performance in order to limit greenhouse gas emissions and combat climate change.”

Marie Bolloré, Chief Executive Officer of Blue Systems, Member of the Ethics – CSR and Anticorruption Committee

TOWARDS THE IMPLEMENTATION OF A GROUP CLIMATE STRATEGY

As part of the development of the actions carried out by the business units in favour of the climate for several years now, the Bolloré Group wishes to structure its climate strategy at Group level. This approach aims to define quantified reduction targets for its GHG emissions. In cooperation with each of its divisions, the Group will thus strengthen its commitment to reducing the impact of its activities on the climate in the medium and long terms. With the help of a specialized firm, the Bolloré Group has initiated work to implement a Group-wide decarbonization strategy using the following approach:



- **phase 1:** analysis of the Group's carbon footprint to identify the main GHG emitters;
- **phase 2:** identification and quantification of specific and common decarbonization levers through interviews with the business units to define the relevant levers with regard to their activity;
- **phase 3:** elaboration of a decarbonization trajectory and temporal phasing of the levers identified in phase 2.

CONTROLLING OUR CARBON FOOTPRINT AT THE HEART OF OUR PRODUCTS AND SERVICES

The Group engages in long-term investment processes. The diversification of its activities strengthens its resilience to market hazards and enables it to create jobs by developing its businesses and making low-carbon an opportunity to develop its products and services in line with the major challenges of the energy transition and climate change.

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

- the development of innovative sustainable supply chain offers, for example through the extension of low-carbon air and sea transport partnerships and plans, the deployment of regular river and rail service lines, the development of value-added warehouse services, etc.;
- the development of an environmental labelling process for port facilities, “Green Terminal”, contributing to the reduction of the carbon footprint of the Group's port activities;

37%
of the electricity
consumed comes from
renewable sources

- reducing the share of fossil fuels among the energy products distributed by developing alternative products (Biofuel Evolution, Koolza biodiesel);
- the integration of the LMP® battery into public transport solutions that promote the transition of urban mobility to electric power;
- the provision of services to regulate traffic flows and optimize urban travel with the Smart Mobility Platform at Blue Systems;
- the development of intelligent energy management solutions to improve access to renewable energy and optimize its use (stationary electricity storage solutions based on LMP® technology).

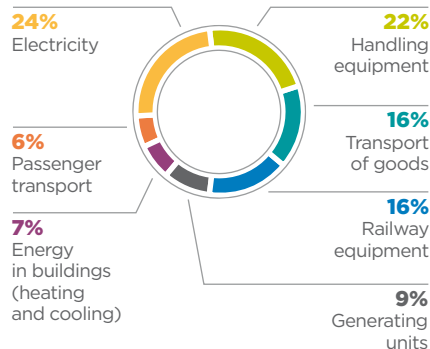
REDUCTION OF GHG EMISSIONS

In order to reduce its greenhouse gas (GHG) emissions, the members of the Group's Ethics – CSR and Anticorruption Committee (excluding the Communications division) have validated the setting of targets relating to the implementation of an energy consumption management approach based on:

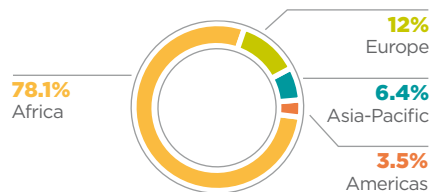
- thrift: optimizing consumption, combating energy waste, eco-actions, etc.;
- energy efficiency: investments in energy optimization (LEDs, presence detectors, renovation of heating/air conditioning systems, etc.), renewal of vehicle fleets, electrification, etc.;
- promotion of renewable energy: increasing the share of electricity consumption from renewable energy sources (guarantee of origin certificate and electricity production via solar panels installed on certain infrastructures).

Breakdown of the Bolloré Group's greenhouse gas emissions, scopes 1 and 2

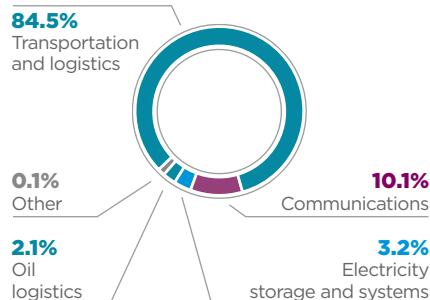
BY EMITTER



BY GEOGRAPHICAL REGION



BY DIVISION/BUSINESS LINE



Dossier

Our climate commitments

Climate change is an undeniable reality, with unprecedented consequences in terms of the increased frequency and intensity of extreme weather events leading to population movements, worsening food crises, deprivation of access to energy and water, disruption of ecosystems, etc. The Paris Agreement adopted in 2015, in which 192 countries committed to limiting their emissions in order to contain average warming by the end of the century to well below 2 °C, attests to the urgency of embarking on a low-carbon trajectory.

In addition, stakeholders (investors, customers, civil society, extra-financial rating agencies, etc.) are now expressing demanding expectations of companies in terms of their ability to reduce their carbon footprint and to direct their innovation efforts towards the creation of low-carbon products and services. Limiting global warming has become essential and imposes a new deal for companies. In order to adapt to climate change and strengthen its resilience to climate-related risks, the Group is deploying concrete initiatives through each of its business units, whether through investments in the development of low-carbon products and services, or their efforts to reduce consumption, optimize operating costs and reduce the impact of their activities on climate change.



34%
of the Group's GHG
emissions (scopes 1 and 2)



"Since the launch of Bolloré Logistics' CSR programme 'Powering Sustainable Logistics' in 2018, our business unit has strengthened its commitments to tackling climate change for our own operations. Through our sustainable supply chain programme, we place the environment at the heart of our market approaches. As a global player in the supply chain, it is our role to act responsibly in the way we address environmental issues in our business."

Odile Maarek, CSR Director of Bolloré Logistics

MEASURES TO REDUCE CARBON IMPACT

As part of its "Powering Sustainable Logistics" CSR programme, Bolloré Logistics has committed to reducing GHG emissions from its own operations. Based on the methodological approach of the Science-Based Targets initiative, the target is aligned with the 1.5 °C trajectory and sets a GHG emission reduction target of 43% for its scopes 1 and 2⁽¹⁾ in absolute terms by 2027⁽²⁾ for its entire network (baseline: 2017).

In 2022, in order to reinforce its commitments, Bolloré Logistics will submit its carbon reduction targets to the Science-Based Targets initiative, and will adjust all of its objectives in line with the latest recommendations and sectoral methodological approaches. To reach its reduction target, Bolloré Logistics is deploying measures at all its sites: annual eco-actions campaigns, "Green IT" assessment, annual AcTogether international CSR challenge, strengthening of the sustainable real estate policy, guidance on the replacement of vehicle fleets with more environmentally efficient solutions, budgetary

guidance for investments and expenditure contributing to carbon reduction objectives.

Bolloré Logistics is also carrying out a personalized support approach for the countries with the highest scopes 1 and 2 emissions: energy analysis of key sites, control and optimization of electricity consumption in warehouses and offices via management and artificial intelligence solutions, optimization of air-conditioning systems, low-carbon equipment and vehicles, insulation, installation of renewable energy equipment, purchase of green electricity (REC/GO).

SUSTAINABLE SUPPLY AT THE HEART OF BOLLORÉ LOGISTICS' OPERATIONS

"Combating climate change is a major challenge for Bolloré Logistics as a global player in transport and logistics. Offering sustainable supply chain solutions to its customers has been a well-established approach at Bolloré Logistics for several 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 defined a reduction target for its total carbon emissions linked to the execution of transport services in its downstream scope 3, of 30% in absolute terms by 2030 (baseline: 2019)⁽³⁾.

(1) Scope 1: direct emissions (fuel combustion). Scope 2: indirect emissions associated with the production of electricity and heat.

(2) Calculation based on the methodology of the Science-Based Targets initiative.

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





The means implemented to reach this target include:

- **helping customers** to reduce the environmental impact of their supply chain, through work to standardize a sustainable transport solution offering for all customers and continuing the customized carbon-reduction programme with key accounts;
- **integrating internal digital solutions** that will gradually allow the CO₂ criterion to be taken into account in standard decision-making tools;
- **improving the relevance of information** provided to customers on transport-related GHG and other air pollutant emissions through an automated CO₂ equivalent dashboard;
- **systematic evaluation and selection of transport suppliers and subcontractors** according to environmental criteria;
- **the development of partnerships and low-carbon transport plans** with shipping and airline companies. For air transport, through its partnerships, Bolloré Logistics is increasingly proposing that its customers opt for sustainable aviation fuel (SAF). In January 2021, Bolloré Logistics joined the SAF programme of Air France-KLM Martinair Cargo (AFKLMP Cargo). For maritime transport, Bolloré Logistics launched a dedicated offer, SEAAlternative, at the end of 2021, giving its customers the opportunity to opt for SMF (sustainable maritime fuel), available on any commercial line following the mass balance system;

- **continued investment in low-carbon vehicles for own land transport:** two Oleo100 vehicles in the Le Havre region and a fleet of electric vans in Singapore with solar-powered charging stations;
- **the increasing development** of exclusive shuttle services with its road partners around the world, using alternative energy to diesel. In China and Hong Kong, for example, Bolloré Logistics uses more than 120 electric vehicles for its delivery services in various cities;
- **the deployment of regular river and rail services:** development of a rail service between Europe and China, between the port of Mombasa and Nairobi in Kenya; implementation of a weekly river shuttle service in the Seine Valley in France, operated upstream and downstream by gas-powered trucks;
- **by training the sales teams** who are the first vectors of Bolloré Logistics' sustainable supply chain solutions to customers. In 2021, more than 1,400 hours of training on these topics were provided to sales teams around the world;
- **by running the annual AcTogether challenge since 2020**, an inter-country competition inviting employees to carry out CSR actions locally, contributing in particular to the reduction of Bolloré Logistics' carbon footprint, including on the downstream scope 3 linked to the execution of transport services.



BOLLORÉ LOGISTICS

A sustainable real estate policy

Bolloré Logistics has committed to a sustainable real estate policy since 2012, with eight buildings with strong environmental characteristics (reduction of the carbon footprint during construction and operation, integration of biodiversity, resilience to climate risks, etc.). In addition, a systematic commitment to obtaining environmental certification during the construction phase has been formalized by Bolloré Logistics (double LEED® and BiodiverCity® certification for large logistics hubs).

Opening in December 2019, the Blue Hub in Singapore sets the standard for sustainable logistics hub design. Certified LEED® Gold, BCA Green Mark "Platinum" and BiodiverCity®, this 50,000 m² building incorporates numerous solutions that allow for an annual reduction of 100 tons of CO₂: use of green electricity, rainwater recycling system, photoelectric sensor to collect daylight, and food grinder for a waste-free canteen.

More than
38%
of the Group's GHG
emissions
(scope 3)

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

A-
CDP Supplier
Engagement
Rating



39%
of the Group's GHG
emissions (scopes 1 and 2)



“The involvement of private sector companies is essential to meet the challenges of the common good. Bolloré Ports, operator of port concessions on three continents, was very quick to take account of the expectations of its ecosystem to act responsibly throughout its value chain. By integrating ESG criteria into its development strategy, its ambition is to invest better and sustainably while combining financial performance and positive impact on its stakeholders.”

Olivier de Noray, Chief Executive Officer of Ports and Concessions

GREEN TERMINAL: THE UNPRECEDENTED ENVIRONMENTAL LABELLING PROCESS

In order to reinforce its commitment to the construction and modernization of port infrastructures which respect local environmental standards and which contribute to reducing its carbon footprint, Bolloré Ports has set up a labelling process for its installations: the Green Terminal.

Developed in collaboration with **Bureau Veritas**, this approach aims to deploy a strengthened environmental management system, the steering of which consists in voluntarily exceeding the ISO 14001 standard. The label is based on eight fundamental pillars, including: conducting environmental impact analyses for projects, building infrastructure that complies with international standards, deploying environmentally friendly handling solutions and equipment that promote the energy transition, implementing digital solutions to facilitate data

exchange, optimizing waste management (collection, recovery, recycling) with approved partners, treating water and improving air quality, and training and raising employee awareness of best practices related to environmental issues. Applicable to all port terminals, five terminals are as of 31/12/2021 “Green Terminal” certified, and the certification of five other terminals is planned for 2022.

CONCRETE MEASURES TO OPTIMIZE THE ENERGY PERFORMANCE OF PORTS

Bolloré Ports’ commitment to improving the energy performance of ports is also reflected in the substantial increase in the number of environmental technical initiatives carried out over the last few years. These include:

- the systematic connection of ports to national electricity grids where the grid is reliable (16 out of 19 terminals in 2021);
- investments made in the acquisition of new electric handling equipment. With an entirely electric fleet of ship-to-shore (STS) container cranes, Bolloré Ports has begun the gradual renewal of its rubber-tyred gantry cranes (RTGs) in favour of eRTGs, which by the end of 2021 accounted for 32% of the total number of RTGs. After an operational test phase on one terminal, the deployment of Gaussin electric tractors powered by Blue Solutions’ LMP® batteries will be carried out on the terminals under construction in 2022;
- the in-depth work to identify sources of high GHG emissions and potential decarbonization levers (MAPS project).



61%

of the Group's GHG emissions (scope 3) related to fuel combustion



“Since 2018, Bolloré Energy has participated in the energy transition by developing a strategy of diversifying its products in order to offer its customers cleaner alternatives. A pioneer in the distribution of biofuel in France with the launch in 2019 of Biofioul Évolution containing 5% rapeseed oil (F5), Bolloré Energy will offer its customers Biofuel Évolution with 30% rapeseed oil (F30) in September 2022. Composed of conventional fuel oil and biofuel, it is distinguished by its environmental qualities, and in particular by the reduction of CO₂ emissions.”

Hakim Britel, Chief Executive Officer of Bolloré Energy

LOW CARBON FUELS, AN INNOVATIVE ALTERNATIVE SOLUTION IN FAVOUR OF THE ENERGY TRANSITION

In 2021, Bolloré Energy launched the marketing of several “special products”, including:

- B100 biodiesel (Koolza 100): produced from rapeseed grown and processed in France, this biofuel is an ecological alternative to fossil diesel with equivalent range, reducing CO₂ emissions by 60% and fine particle emissions by 80%;
- the synthetic fuel Izipure, created from used oil, which reduces CO₂ emissions by at least 85%;
- B10 diesel fuel.

BOLLORÉ ENERGY COMMITTED TO ENERGY SAVING PROGRAMMES

Through the Energy Savings Certificates (ESCs) scheme, since 2017 Bolloré Energy has been initiating and financing several support programmes validated by the Ministry of Ecological Transition to support the development of eco-mobility and CO₂ reduction solutions.

Bolloré Energy has designed and financed the MoéBus programme to encourage the purchase of electric buses for local authorities. It is also a long-standing funder of the Advenir programme for the installation of electric vehicle charging points.

BIOFIOUL ÉVOLUTION

Some figures for 2021

36,000 m³

of Biofuel Évolution delivered through the retail network to more than 19,700 customers

120,000 m³

2022 target Biofioul Évolution sales

BRETAGNE DIVISION

BlueSolutions BOLLORÉ bluebus bluestorage



—
**€17.7
million**

invested in R&D projects
serving the energy
transition in 2021 (battery,
Bluebus, Bluestorage,
electromobility)



“The Bolloré Group is continuing its development efforts in electromobility by proposing innovations such as the LMP® batteries developed by Blue Solutions.”

Jean-Luc Monfort, Chief Executive Officer of Bolloré Bretagne Division

THE LMP® BATTERY, A SOLUTION FOR THE ENERGY TRANSITION

In a global and long-term innovation race, the “4th generation” solid state batteries are recognized as the most promising. Blue Solutions is currently the only company in the world to market and master the entire design and industrialization stages of an “all-solid state” battery and has become a preferred partner of industrial players in electricity storage and decarbonized urban transport.

The evolution of LMP® battery performance is a major challenge for the Group, which is following an ambitious R&D programme (objectives: increase energy density and power, reduce operating temperature, improve the ergonomics of packaging and electronic control systems).

ECO-DESIGNED PRODUCTS

Environmental assessments of the life cycle analysis type, governed by the ISO 14040 standard, have been carried out since 2013 on LMP® batteries. They also have the advantage of being more environmentally friendly than most of their rivals due to their not containing cobalt, nickel or cadmium and have a high-recyclability potential (more than 80% of metallic raw materials are reused or recycled). Since 2020, Blue Solutions

has been developing a patented solution to extract, recycle and reuse lithium metal from used batteries. The results obtained are very promising: up to 90% of the lithium metal can be extracted, and the purity rate obtained allows it to be re-used.

BLUE SOLUTIONS, A SUPPLY IN RENEWABLE ENERGY

The production activities of the Bretagne Division account for almost 33% of the Group's total electricity consumption. Since 2021, the French plants of the Bretagne Division have been supplied with 97% guaranteed renewable electricity. As for Blue Solutions Canada, it uses electricity from the Hydro-Québec network, which is almost 100% renewable.

PLASTIC FILMS 2020-2021 innovations

The Bretagne Division also includes the production of ultra-thin heat-shrinkable packaging film, which provides effective and aesthetic protection of packaged products for the industrial and food markets. Two new eco-designed Bolphane film products were introduced in 2020, and,

in 2021, OXBTEC-RCB® (Recyclable Circular-Based) is the first barrier shrink film containing recycled circular polymers to be developed for food contact.



30 M
journeys analyzed in 2021



“In a world that is accelerating, and in which use is replacing ownership, fluidity and access management are the challenges of the city of tomorrow. Drawing on the know-how and expertise of its subsidiaries, Blue Systems offers an ecosystem for optimizing the flow of people, equipment and data.”

Marie Bolloré, Chief Executive Officer of Blue Systems

INNOVATIVE SOLUTIONS IN SUPPORT OF TOMORROW'S MOBILITY

In order to face the new challenges linked to the rapid development of new mobility solutions in cities, the Smart Mobility Platform, developed by Blue Systems with its subsidiary Polyconseil, offers cities an innovative solution enabling them to regulate mobility operators and parking infrastructures in real time. It also helps to optimize the use of public space in a changing context. Thus, during pollution peaks, for example, the city can easily delimit zones in which car traffic is prohibited, and can decide to favour soft or zero-emission mobility rather than internal combustion powered

vehicles. The Smart Mobility solution is currently deployed in nine cities and has been launched in 2021 in London and New York.

ECO-DESIGNED PRODUCTS

Since 2017, IER has been carrying out life cycle carbon analyses of its products (airport self-service kiosks and charging stations) in order to measure the quantity in kg CO₂ equivalent emitted by the product over its lifetime. From design to end of life, IER seeks sustainability of its products, for example by favouring the use of locally produced parts. This is the case for almost 50% of the parts produced, thus 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. Thus, IER has developed solutions for optimizing delivery routes to maximize the use of the vehicle fleet, thereby reducing GHG emissions. In this respect, IER has been working for more than fifteen years with Auchan and Cogit on the traceability of the fruit and vegetable chain in order to follow the products from the producer to the end customer. More than seven million plastic crates are traced per year, resulting in less than 0.5% waste and optimized truck loads.

50,000
monitored vehicles:
bicycles, scooters,
car sharing, autonomous
vehicles in 2021



“The Creation for the Planet pillar of Vivendi’s CSR programme structures our commitment to act to respond to the climate emergency and protect the environment. In 2020, Vivendi decided to increase its environmental efforts by establishing a plan to avoid and reduce its greenhouse gas emissions, in line with the 2015 Paris Agreement, and by offsetting its emissions, at group level, from 2025.”

Caroline Le Masne de Chermont, Director of Legal Affairs, Compliance and CSR at Vivendi

to advance and federate all players in the audiovisual sector by committing them to virtuous environmental practices (filming sites without disposable sets, waste sorting, limiting travel, etc.). In 2020, Havas Group’s media division developed a dedicated measurement system to calculate the impact of its clients’ campaigns on all media. Havas Media is thus able to inform its clients of the carbon footprint of each of their campaigns and to offer corrective solutions to reduce their impact, by favouring less polluting media, for example.

CREATION FOR THE PLANET

With this in mind, in October 2020 Vivendi joined the Science-Based Targets initiative, which encourages companies to set greenhouse gas emission reduction targets based on scientific data. The group submitted its Paris Agreement compliant low carbon trajectory to Science-Based Targets in 2021 for validation. In addition, Vivendi is committed to going further to contribute to a carbon-neutral world by offsetting its CO₂ emissions from 2025, with some of the group’s entities, including Vivendi’s headquarters and Groupe Canal+ France, already committed to offsetting.

Aware of the ecological footprint of its content, Vivendi is working to reduce its environmental impact through various actions carried out by all its business units. In this respect, Groupe Canal+ has joined the Ecoprod collective, which aims

Objective
Acting for a carbon-neutral world

Committing

over the long term to regional
development



As a major global economic player, the Group has a proactive policy in the areas of access to education, training and healthcare. It sets up long-term partnerships on themes related to its activities and values, by developing synergies with local players in the areas where it is based. True to its DNA and values, it has made its activities long-term and is committed to reconciling its economic performance with its social mission and the preservation of the environment.



Creating local value



“In all of its activities, the Group’s priority is to contribute to the development of the regions in which it operates, above all through the recruitment and training of local employees, through its investments and through its dialogue with the communities in which it operates.

The Group contributes directly or indirectly to the development of the local economy and public services. The relationships established with local residents and various local players enable it to better participate in regional dynamics and be more closely involved in their issues.”

Philippe Labonne, Deputy CEO of Bolloré Transport & Logistics, General Manager of Bolloré Ports, Member of the Ethics – CSR and Anticorruption Committee

Thus, the Group’s policy on societal impacts is broken down into several key points:

- contributing to and promoting local employment;
- dynamizing territories;
- building and maintaining dialogue with stakeholders;
- engaging in social actions for the benefit of local populations.

The results of the socio-economic impact studies carried out since 2018 on nine countries in Africa attest to the Group’s putting down roots through its positive impact on job creation, the contribution of activities to the country’s economy through local purchases of goods and services, the development of employees (training, skills transfer, etc.) and the improvement of living conditions of local communities.

In 2021, Bolloré Transport & Logistics conducted a socio-economic footprint study in Guinea. Present in the country since 2011 through port handling and logistics, the integrated vision of Bolloré Transport & Logistics in Guinea allows the development of a global approach to promote the logistical fluidity necessary for the development of the country’s industrial activities and job creation.

CONTRIBUTION TO LOCAL EMPLOYMENT

With operations in 130 countries, 47 of which are in Africa, the Bolloré Group is a key player in the economic and social

development of these countries, in particular through its activities and purchases, which generate a large number of direct and indirect jobs. Retention, recruitment, salary conditions and the alignment of its skills to the changing needs of the business are some of the HR challenges the Group faces locally.

To address this, it is adapting its training plans, working more closely with partner schools and continually strengthening its internal C&B (Compensation & Benefits) arrangements while maintaining overall consistency.

INVESTMENT IN THE REGIONS

Through its activities, its investments and its local roots, the Bolloré Group is a major creator of territorial value, particularly through the support of employment and entrepreneurship, and the development of cultural, health and energy storage infrastructures.

It is not only active in terms of direct employment, but also indirectly through purchases from local suppliers and service providers and the constant search for a positive social contribution. The Group invests on average more than 150 million euros each year in Africa.

99.1%
of employees

and

92%
of managers are employed locally, out of more than 37,400 Group employees⁽¹⁾

⁽¹⁾ Excluding Vivendi.



A strong territorial base contributing to the development of the local economy

BOLLORÉ RAILWAYS

An essential link in the development of the countries it crosses...

The railway is a competitive transport tool that allows the export of agricultural products (cotton, sesame, cashew and wood) and the feeding of national economies (hydrocarbons, fertilizers, construction materials, consumer goods). It facilitates the flow of goods and people between the border countries and contributes to the opening up of the hinterland countries. In 2021, Camrail launched its express train between Douala and Yaoundé with over 500 seats available. Railways also reduce congestion, in a context of urbanization and development of African cities.

... supporting local procurement and youth employment

Railways use a large number of local companies in the conduct of their track and facilities maintenance operations (65 million m² for the 2,000 kilometers of both networks), generating almost 3,000 indirect subcontracting jobs. Sitarail works with 200 local companies and requires that the companies responsible for carrying out certain works recruit local labour, especially young people seeking employment. In 2021, Camrail recruited 119 young graduates selected in the framework of the recruitment competition organized by the entity in partnership with the Douala Professional and Continued Education Centre. Launched in 2017, this initiative has enabled more than 347 young Cameroonian to be trained and recruited by Camrail.



BOLLORÉ PORTS

A major player contributing to the integration of young people into the labour market

Bolloré Ports makes its expertise available to local institutions in order to contribute to the technical and professional training of young people and thus facilitate their integration into the labour market, contributing to the socio-economic development of countries. In 2021, as part of the international "B'Excellence" academic scholarship programme, labelled Earthtalent by Bolloré, a student in her first year at the San Pedro vocational training center in Republic of Côte d'Ivoire was awarded a scholarship to begin a two-year training course in boiler-making at the Institut de formation technique de l'Ouest (IFTTO), in Cholet.

3,000

indirect subcontracting jobs
created by Bolloré Railways

BOLLORÉ ENERGY

An essential link in the continuity of public service

Bolloré Energy's total mobilization during the entire health crisis period ensured the supply of NRD (non-road diesel) to nearly 18,000 French agricultural businesses. Bolloré Energy's location in rural areas enabled it to be responsive to its customers' needs. Special "PEPA" allowances were paid to delivery drivers and heating service technicians who continued to visit customers throughout the crisis.

BRETAGNE DIVISION

A contribution to the local economic fabric

As part of the Ringo project conducted with RTE, the French grid operator, on the automated management of large-scale electricity storage at the Ventavon site (Hautes-Alpes), Blue Solutions is contributing to the local economic fabric, with 90% of the companies involved coming from the Hautes-Alpes or Alpes-de-Haute-Provence, and local economic spin-offs of 500,000 euros.

Building and maintaining dialogue with stakeholders

Although stakeholder dialogue is not organized in a centralized way, the divisions and subsidiaries maintain an ongoing dialogue with their stakeholders. The impacts inherent in their activities are indeed a fundamental aspect of the relationship.

DIALOGUE WITH INTERNAL STAKEHOLDERS: ACTOGETHER CHALLENGE, WITHIN BOLLORÉ LOGISTICS

Bolloré Logistics has strengthened the dialogue with its internal stakeholders since 2020 with the launch of the annual AcTogether challenge, an inter-country competition aimed at engaging and federating employees around common sustainable development objectives, directly linked to its “Powering Sustainable Logistics” CSR programme. This collective dynamic invites each employee to carry out CSR actions, individually or in teams, and thus share good practices and local initiatives through a digital platform.

In 2021, 807 actions were completed worldwide, 62% of which were environmental actions (waste management, energy efficiency, low-carbon transport plan, sustainable packaging solutions and circular economy) and 35% were social actions (well-being at work, preventive healthcare, diversity and inclusion, etc.).

INVOLVEMENT OF LOCAL COMMUNITIES WITHIN BOLLORÉ RAILWAYS

MONITORING COMMITTEES

Dialogue with local communities is ensured through the Monitoring Committees, where their needs and concerns are identified. In addition, a stakeholder information and consultation process is put in place prior to each site extension or modification project, particularly in the context of impact studies. For example, in conducting the environmental and social impact assessment of the infrastructure rehabilitation programme (IRP), Sitarail organized public consultation sessions with local authorities and elected representatives, local organizations (village and community leaders, presidents of agricultural cooperatives, etc.), NGOs and anyone else likely to be impacted by the project. Finally, in 2020, an expert in charge of informing and raising awareness of local communities on the prevention of gender-based violence and violence against children, as well as on the complaints management mechanism, was recruited by Camrail on the recommendation of the



807

**actions carried out
in 2021**, as part of the
AcTogether challenge,
62% of which were
environmental actions
and 35% social actions



World Bank. Four two-day training sessions were organized, resulting in the training of more than 360 community leaders (village chiefs, relays, women's contact points) in 135 villages. Camrail staff (mainly QHSE managers) and subcontractors were also trained on these issues.

SECURITY AROUND TRACKS

In order to ensure the safety of the local population in the vicinity of the railway tracks, vigilance committees are run by each of the railway networks within the local communities along the railway network. In this way, paid work is entrusted to the village communities, which thus participate in securing the national railway infrastructure. Among the various missions: reporting malfunctions or damage to the tracks, weed control, seizure of illegal forest and wildlife products, and raising public awareness.

In 2021, 163 Vigilance Committee meetings were held throughout the Camrail network. These Committee meetings also make it possible to identify and implement the training and equipment needs of the participating local populations,

particularly with regard to safety constraints in the vicinity of the tracks.

In 2021, two information and awareness-raising campaigns for communities along the railway line on the dangers of using creosote-treated wooden sleepers for domestic purposes were organized in 173 localities.

Engaging with local communities

The Bolloré Group's solidarity policy and the actions carried out each year within this framework are based on the Fondation de la 2^e chance, the Foyer Jean-Bosco, targeted societal actions and the Group's International Solidarity and Sponsorship division.

"The Bolloré Group has made all its social commitment actions part of a long-term approach that is meaningful for the territories in which it operates and for the employees who wish to get involved."

Dorothee Van der Cruyssen, Director of International Solidarity Commitments and Sponsorship, Bolloré Group

EARTHTALENT BY BOLLORÉ, THE BOLLORÉ GROUP'S INTERNATIONAL SOLIDARITY PROGRAMME

Knowing how to give back a part of what we have been lucky enough to receive is a value deeply rooted in the DNA of the Bolloré Group, which has chosen, as a priority, to support the empowerment of youth, while remaining very committed to responding to humanitarian and health emergencies.

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

Among the notable actions carried out in 2021 was the launch of the water purification project in four schools in Grande Comore financed by Moroni Terminal, a subsidiary of Bolloré Ports. With the help of the NGO 2 Mains, Moroni Terminal is committed, alongside the government, to improving access to drinking water and raising awareness of hygiene rules among children to reduce

the risk of spreading waterborne diseases. The project aims to provide nearly 4,000 schoolchildren with an autonomous and sustainable solution for the treatment of water for human consumption.

FONDATION DE LA 2^e CHANCE

Recognized as a public utility since 2006, the Fondation de la 2^e chance supports women and men aged 18 to 62, in very precarious situations and showing a real desire to get back on track. The Foundation offers them professional, human and financial support – up to 8,000 euros for business creation/takeover projects and 5,000 euros for training projects.

The Bolloré Group hosts the Foundation and its 6 employees who coordinate all its stakeholders: a network of 1,000 volunteers. In 2021, 246 project leaders – including 20 overseen by the Group's employees in Brittany – were supported through training and/or business creation or takeover.

FOYER JEAN-BOSCO

Furthermore, the Group acquired the former Maison des Petites Sœurs des pauvres in Paris, and entirely restored it. The Foyer Jean-Bosco now has more than 160 rooms, mainly for young provincial and foreign students, but also for young patients and the elderly. Among the 100 students and 10 senior residents present, there are many different nationalities from Europe, the Middle East and Asia.

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

Pacifique Le Clère, General Delegate of the Fondation de la 2^e chance

BE EARTHTALENT

The community of employees making a difference

Developed on an experimental basis in 2021 with more than 5,800 employees, the "Be Earthtalent" community of committed employees offers Bolloré Group employees in France and Singapore the opportunity to get involved with local associations.

One year after its launch, more than 300 employees are members of the programme, and more than 90 members are fully active in the 56 partner associations offering more than 100 volunteer missions, both remotely and in the field.

8,800

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

246

laureates supported in 2021, with an average grant of 2,869 euros

SUPPORTING SOLIDARITY PROJECTS

Within all the divisions of the Bolloré Group, employees support causes and get involved in projects that are in line with the Group's values, the first of which is solidarity.

On the occasion of International Women's Rights Day on March 8, Bolloré Logistics in the Asia-Pacific region organized two virtual sessions of the Women's Leadership Forum with their female leaderships, in which more than 500 employees participated. At BTL Mali, female employees met for a day to discuss gender inequality and violence against women, with the director of Amaldeme (Malian association for the fight against mental disabilities in children) as a guest.

Bolloré Transport & Logistics' subsidiaries continue to carry out a variety of actions in response to the needs of local communities and local educational structures. Among the notable actions in 2021 was the construction of a borehole in the Béréba railway station (Burkina Faso) by Sitarail in order to distribute drinking water to people living nearby, thus contributing to improving the living conditions of the local populations and the station agents. As part of its solidarity actions in favour of young people, Bolloré Transport & Logistics in Sierra Leone handed over financial, material and food donations to 180 children from the Don Bosco association, which works for the safety and development of vulnerable children.

MARATHON DAY, THE BOLLORÉ GROUP CHARITY RACE

"The 2021 edition of Marathon Day mobilized 12,000 Group employees in 91 countries with the same objective: to cover the greatest number of kilometers by walking, running, cycling or dancing."

Elsa Berst, Head of Communications
of Bolloré Transport & Logistics

BUILDING A RESPONSIBLE WORLD TOGETHER

Vivendi places individual skills at the heart of collective performance. Making its activities more inclusive is a long-standing commitment of the group, both internally and externally, notably through the support provided by the Vivendi Create Joy solidarity programme for initiation and occupational training projects in the group's businesses. In 2021, 6,741 young people benefited from the training or access to culture actions supported by the programme.



—
366



Earthtalent projects
with societal impact in
49 countries, of which nearly
70% are on the African continent

More than
€8 million
donated by Vivendi in 2021
through solidarity programmes,
partnerships and sponsorship,
donations in kind and pro bono
support

Summary of targets and progress of the CSR strategy

Pillars of the CSR strategy 2017-2022 commitments

Progress, results and prospects

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

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

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

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TRANSPORTATION AND LOGISTICS



COMMUNICATIONS



ELECTRICITY STORAGE AND SYSTEMS

