

# Bolloré Logistics CSR report



**POWERING SUSTAINABLE LOGISTICS**



Sustainability commitments  
2020-2021 Progress Report

**Thierry EHRENOGEN**

Chair and Chief Executive  
Officer of Bolloré Logistics

2020 has been an exceptional year for our clients, our activities and our staff, who have all lived through an unprecedented period.

Our primary concern was and remains the health and safety of our employees, which we have been able to maintain through effective crisis management procedures. Despite severe logistical constraints, marked in particular by the drastic reduction in air transport capacity, we have maintained the continuity of our activities in all territories, enabling us to fulfil a fundamental mission: the delivery of essential goods, such as medical equipment.

We have organized transportation a billion masks and hundreds of millions of test kits and vaccines around the world. The agility and responsiveness of our teams have been widely recognized by our customers.

More than ever, our goal is to strengthen the resilience of our customers' supply chains through our expertise and to develop new high-performance solutions on an ongoing basis. The Covid-19 crisis will primarily disrupt development models by accelerating underlying trends, namely the digital transformation of organizations and long-term sustainability. Instant and predictive data management is now considered to be a key success factor in an increasingly complex world. Moreover, environment and societal social echo the growing perception of the risks associated with climate change and societal imbalances. Digital transformation and sustainability are two of the strategic pillars of Bolloré Logistics.

We remain focused on innovation as an axis of development.

B.Lab represents our a program of projects in five areas: real-time supply chain visibility and flow management,

flow optimization and anticipation, warehouse automation, operational excellence and sustainable development.

The deployment of the TMS CargoWise ONE program throughout the network entered its active phase at the beginning of 2021. ONE will profoundly transform our organization. It will harmonize our processes and provide improvements in terms of transparency, quality of service and productivity. The digitalization of customer relationship through our collaborative platform is also a major area of evolution for our systems. The 4PL/supply chain offering from our independent subsidiary PRISM has been strengthened. It integrates and implements the best solutions on the market. The acquisition of a majority stake in OVRSEA, a 100% digital freight forwarder, reflects also we are accelerating our digital transformation.

For several years now Bolloré Logistics supports its its customers in their development by offering eco-responsible solutions. Initially geared towards key account customers, the Bolloré Logistics' sustainable supply chain offering is being strengthened in all segments, meanwhile it has become widespread and industrialize, and bringing even more value, to operational and environmental transport data.

After having set carbon reduction targets for its direct emissions, Bolloré Logistics has also committed to reducing its scope 3 CO<sub>2</sub> emissions by 30% by 2030, which are linked to the execution of its transport services. This ambitious goal, well below the 2° C trajectory, involves placing the sustainable offering at the heart of our operations. We are facing great challenges which involve considerable transformations along the entire value chain. The scope 3 target that we have set is extremely ambitious, but it is essential to contribute to the fight against climate change. The preservation of natural capital through by rationalizing the use of plastic and cardboard consumables used in transport and logistics services, as well as the implementation of circular economy projects, are also increasing within the network.

Integrated in the B.Lab's "sustainable supply chain" pillar, these approaches are deployed with dedicated innovation projects developed in cooperation with our partners and our customers, they complement other solutions and allow Bolloré Logistics to contribute to supply chain decarbonization.

It should also be noted that Bolloré Logistics was awarded the Platinum medal by the EcoVadis sustainability ratings.

Lastly, in order to unite employees around the "Powering Sustainable Logistics" CSR program, we hosted the first edition of ActTogether throughout 2020. This is an annual inter-country challenge linking the global strategy to local actions and giving each employee the opportunity to act towards achieve common goals of sustainable development.

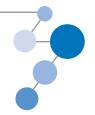
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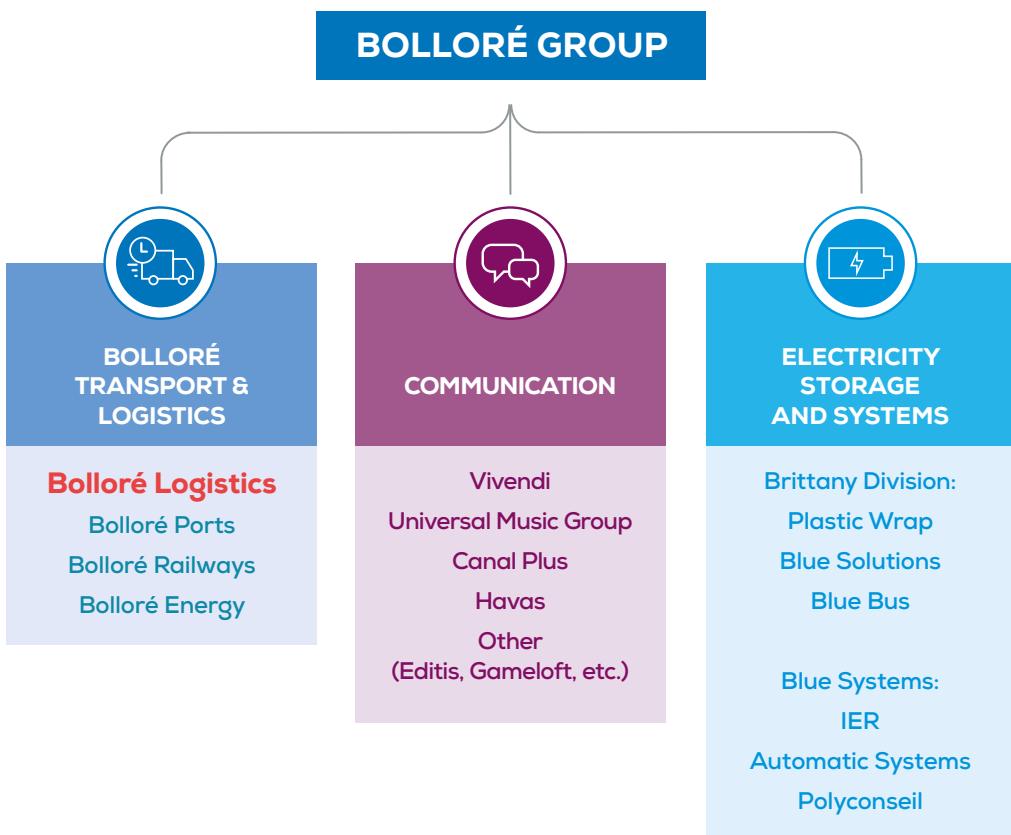
# PRESENTATION OF BOLLORÉ LOGISTICS, A GLOBAL PLAYER IN THE TRANSPORT AND LOGISTICS SECTOR

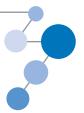


1.1

## Bolloré Group subsidiary

Bolloré Logistics is one of the four business units at the Bolloré Transport & Logistics Division.  
Bolloré Transport & Logistics is one of the three business units at the Bolloré Group.





1.1

## 1 PRESENTATION OF THE BOLLORÉ GROUP

Founded in 1822, the Bolloré Group is listed on the stock exchange, with 79,200 employees and turnover of 24,109 million euros in 2020. It has been majority-controlled by the Bolloré family since the beginning. The stability of its shareholding has allowed it to pursue a long-term investment policy.

With a diversification strategy based on innovation and international development, it now holds strong positions in each of its three activities: transport and logistics, communications, electricity storage and systems.

In Africa, the Bolloré Group invests 178 millions of euros every year. It has been established there for more than 50 years through its vast network of port and rail infrastructure and its logistics network. The Bluezones concept has been rolled out there: supported by Blue Solutions expertise in this area and the field presence of Transport division teams, these new fully autonomous spaces, which produce, store and distribute their own solar energy, have emerged in places with deficient or non-existent networks.

**A strategy based  
on diversification,  
innovation  
and international  
development**

The Bolloré Group's corporate culture and values and its desire to meet its stakeholders' expectations and be a responsible development player are now reflected in the four priority commitments of its CSR (Corporate Social Responsibility) policy:

- Innovating to deal with the major environmental issues;
- Uniting and protecting staff, the company's greatest strength;
- Acting with integrity in our business practices and promoting human rights;
- Making long-term commitments in terms of regional development.

The Bolloré Group has signed the United Nations Global Compact since 2003.

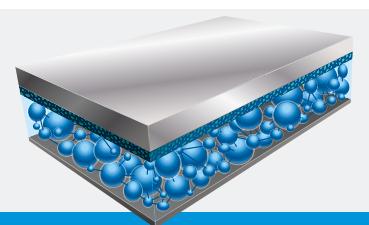
The Bolloré Group responds to the CDP Climate Change questionnaire. In 2020, it achieved a 'A' grade.

The Bolloré Group CSR issues and strategy are set out in the 2020 Universal Registration Document available at [bolloré.com](http://bolloré.com).



Bolloré Transport & Logistics is one of the world's major transport groups with more than 35,000 employees in 109 countries on all continents where it conducts its business in ports, freight forwarding and railways. It is also a major oil logistics player in France and Europe.

The Bolloré Group Communication unit is heavily reliant on its stake in Vivendi with: Universal Music Group, a global music leader, Canal+, France's largest pay-TV group, Havas, one of the world's leading advertising and communications consultancy groups, Editis, France's second largest publishing group, and Gameloft, a mobile video game leader.



Building on its position as a global leader in films for capacitors, the Bolloré Group has made electricity storage a major development priority. It has developed a unique electric battery technology, Lithium Metal Polymer (LMP®), produced by its Blue Solutions subsidiary. Drawing on batteries, the Group has embarked on car sharing, electric vehicles and systems through its Blue Systems brand, and energy storage solutions (Bluestorage). In 2019, the group invested more than 49 million euros in research and development to support the energy transition. Since the launch of this activity, 1.3 billion euros have been invested.

## 2 CSR MATRIX GOVERNANCE UNITING THE VARIOUS LEVELS OF THE ORGANIZATION

CSR governance is structured around the three levels of the organization:

- At Bolloré Group level for: ethics, the fight against corruption, human and social rights, financial and non-financial risks, the Duty of Care Plan, responsible purchasing and sponsorship.
- At Bolloré Transport & Logistics level for the approach to human and social rights with the Human Resources Department shared by all Bolloré Transport & Logistics business units.
- At Bolloré Logistics business unit level, QHSE and the environment are managed fully in line with the Bolloré Group's general policy. The Bolloré Logistics teams directly participate and contribute in other areas, i.e. ethics, the fight against corruption, human and social rights, financial and non-financial risks, the Duty of Care Plan, responsible purchasing and sponsorship. The policies and action plans set out by the Group are implemented by each business unit and adapted to the specifics of the business lines. Three bodies make up the Group's CSR governance structure: the Executive Committee, set up in 2020, the Ethics – CSR and Anti-Corruption Committee, and the Group CSR Department. It should be noted that the members of the Board of Directors, including the Chair and Vice-Chair, are members of the Ethics-CSR and Anti-Corruption Committee, and oversee the non-financial performance of the Bolloré Group. The CSR Department reports directly to the Vice-Chair of the Board of Directors.

### Bolloré Group's Executive Committee

During fiscal year 2020, Bolloré SE established an Executive Committee comprising the main managers of the Finance, Legal, Tax, Procurement, CSR and Compliance Departments. This Committee is responsible for monitoring targets and implementing the decisions taken within the framework of the strategic directions defined by the Board of Directors. This Committee is made up of 14 members, including 7 women (50%), reflecting the Group's commitment to equality between the sexes. In this context, the CSR Director reports all actions implemented. The committee approves all operations and the direction for the future.

### The Bolloré Group Ethics, CSR and Anti-Corruption Committee

Under the authority of the Committee Chair, appointed by the Chair of the Bolloré Group, this Committee comprises the Group's Chair and Chief Executive Officer, the Chief Executive Officer, the Deputy Chief Executive Officer, the Group Chief Administrative and Financial Officer (also the Vice-Chair of the Board of Directors), the Group Management Control Director, the Group Legal Director, the Group Human Resources Director, the Group Chief Compliance Officer, the Group Purchasing Director, the Investor Relations Director, the Group Communications and CSR Director, the Group Sponsorship Director, the Chief Executive Officers of divisions (namely the Bolloré

Logistics Chief Executive Officer), and any other person that General Management deems a useful appointment to carry out Committee duties.

The objective of this Committee is to define work priorities in terms of ethics, compliance, CSR and sponsorship which the divisions are tasked with implementing within their area of responsibility. The Committee aims to meet once or twice a year to approve the strategy, review performance and outline the prospects, projects, and action plans in terms of the Group's priority opportunities and risks. The minutes of the Committee, which met twice in 2020, were submitted to the next Board of Directors (i.e. on March 4, 2021).

### The Bolloré Group CSR Department

The Group CSR Department sets out the framework for the CSR strategy, plays an awareness-raising and mobilization role, coordinates action plans, manages reporting, analyses and enhances performance. Reporting directly to the Chief Administrative and Financial officer (also the Vice-Chair of the Bolloré Group Board of Directors), the Communications and CSR Director corresponds with him weekly to establish the Group's position on these key issues, seize opportunities and ensure the implementation of the necessary measures to manage the Group's priority CSR risks. The Group CSR Department works closely with the Group and division business line experts (the directors of quality, health, safety and the environment (QHSE), human resources (HR), purchasing, compliance, legal affairs, the CSR network, etc.). It is tasked with supporting the subsidiaries in risk management and the promotion of CSR objectives, formalizing the procedures and policies and defining shared indicators to strengthen coherence and CSR strategy management despite the highly varied nature of the activities and geographic regions.

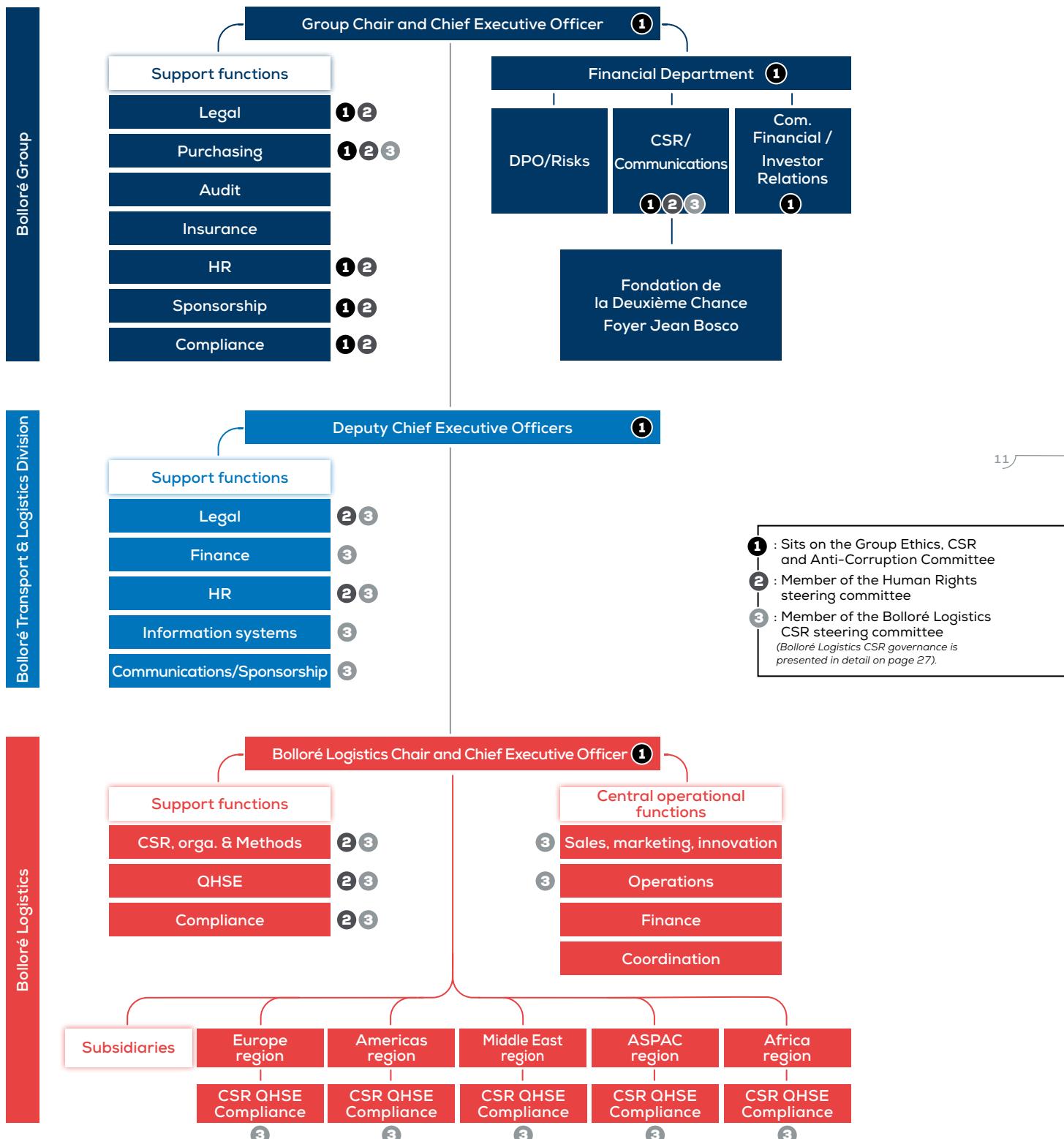
### The Bolloré Group CSR network

The Group CSR Department is supported by the division and subsidiary CSR Departments which themselves work closely with their Management Committees and Executive Committees, their business line experts (QHSE, HR, Purchasing, Sales and Marketing Department, Operational Department, etc.) and their networks of local CSR delegates to roll out the Group CSR strategy in each entity and communicate essential non-financial information about the Bolloré Group. With the integration of Vivendi, the internal CSR network has more than 850 contributors for more than 900 entities worldwide, more than 250 of which within the Bolloré scope (excluding Communications). The latter report annually on their performance to the Group.

The CSR governance structure is set out in the diagram below.

*NB: the complete governance of the Bolloré Group is set out in the Universal Registration Document. In particular, it presents the 'AMF' risk management and internal control provisions and the specialized committees within the Board of Directors (Audit Committee, Appointments and Remuneration Committee, etc.).*

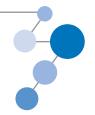
## CSR governance organization



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## Bolloré Logistics: a major player in the transport and logistics sector





1.2

## 1 PRESENTATION OF BOLLORÉ LOGISTICS AND ITS ACTIVITIES

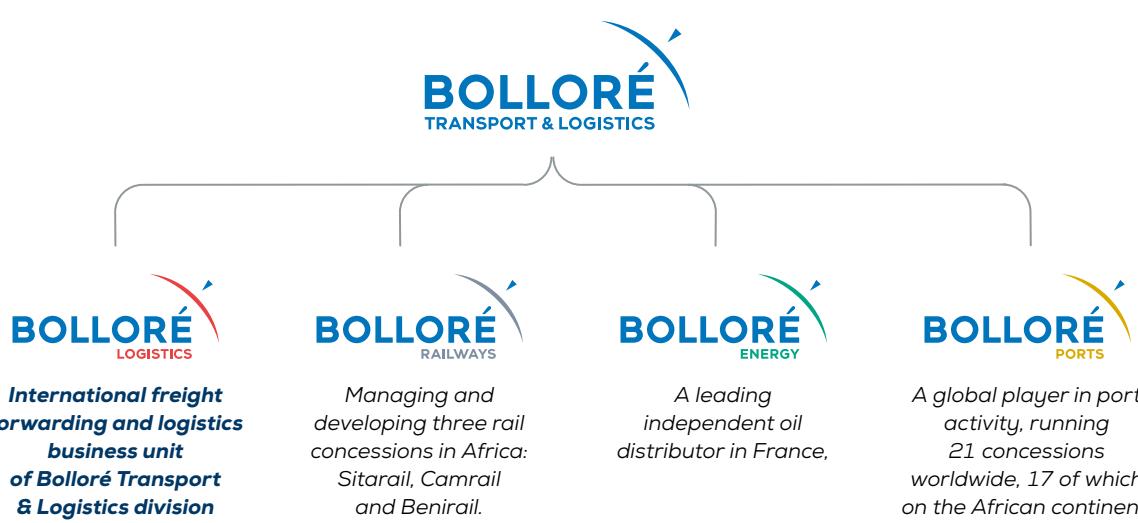
The Bolloré Transport & Logistics division is one of the top ten global logistics operators as well as a major player in African transport. With more than 35,000 employees across 109 countries on all continents, it conducts its business in ports, freight forwarding and railways. It is also a major oil logistics player in France and Europe. In 2020, it recorded turnover of 7.7 billion euros.

Outside Africa, the legal entities are all called Bolloré Logistics followed by the country name (e.g. Bolloré Logistics Germany GmbH). In Africa, the Bolloré Logistics business unit legal entities are all called Bolloré Transport & Logistics followed by the country name (e.g. Bolloré Transport & Logistics Côte d'Ivoire).



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Bolloré Logistics is one of the four business units at Bolloré Transport & Logistics, alongside Bolloré Ports, Bolloré Energy and Bolloré Railways.



## Our growth and value creation model

### Mission: Support our customers to grow sustainably around the world

Logistics is a strategic performance driver. By placing the Customer at the heart of all our processes, we offer innovative and personalized solutions while ensuring ethical and responsible business practices.

#### RESOURCES

##### ● Human capital

- Almost 20,000 employees across 109 countries
- 54.3% of employees who took a training course (excluding HSE: 121,374 hours)

##### ● Operations

- Strong regional roots, 600 branch offices
- Warehouse space of 2,510,165 m<sup>2</sup>
- Strategic hubs with high environmental certification
- Number one logistics network in Africa
- Single collaborative tracing platform
- Two innovation centers (Paris, Singapore)
- IMS certification (ISO 45001/14001/9001)

##### ● Purchasing and service offering

- Structuring partnerships with major global carriers
- A central purchasing policy rolled out across all regions
- 100% of major suppliers evaluated by a due diligence procedure
- 100% of active road carriers listed on the LINK Partners digital platform
- A digital management tool suite for the service offering
- A range of personalized end-to-end solutions geared towards sectoral and geographical particularities

##### ● Financial capital

- A solid financial structure
- The parent company, the Bolloré Group, founded in 1822 with a majority family shareholding structure

#### ACTIVITIES AND COMMITMENTS



### POWERING SUSTAINABLE LOGISTICS

*"Integrating the CSR issues of each individual link in a responsible supply chain into our daily operations to contribute to more sustainable consumption alongside our customers."*

#### ENSURING

Ethical and responsible business practices within our logistics value chain.



#### ACTING

As a committed employer for our teams.



#### PROVIDING

Our customers with sustainable supply chain solutions.

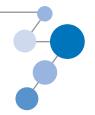


#### STRENGTHENING

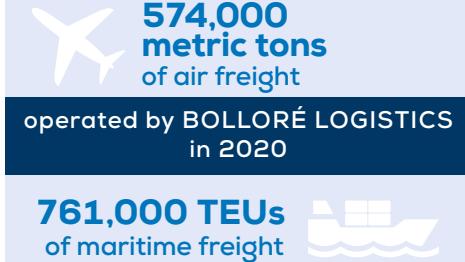
Relations with our stakeholders wherever we operate.

#### OUR STRATEGIC LEVERS:

NETWORK  
INNOVATION  
SERVICE OFFERING  
THE CUSTOMER EXPERIENCE  
CSR & QHSE

**Vision: people-powered innovation**

Technology is key to logistics performance and our value creation. However, it is the entrepreneurial spirit and individual commitment of Bolloré Logistics employees that make a difference when rising to the most extraordinary challenges.

**A RESILIENT MODEL BASED ON A GLOBAL OFFERING ADAPTED TO THE SPECIFICS OF SECTORS AND MARKETS****Multimodal transport****Logistics****Global supply chain****Customs and regulatory compliance****Industrial projects****SECTORAL DISTRIBUTION OF TURNOVER 2020**

- Aeronautics & Space **9%**
- Healthcare - Aid & Relief **12%**
- Retail & Consumer Good **29%**
- High-tech - Telecoms **7%**
- Engineering - Industries **12%**
- Oil & gas - Chemicals **18%**
- Soft commodities **5%**
- Other **8%**

**VALUE CREATED FOR STAKEHOLDERS****Employees**

- 1,840 recruits, 60.8% of which on permanent contracts
- Lost Time Injury Frequency Rate (LTIFR): 0.41
- 93.8% of entities have better health care coverage than that provided by legal requirements
- 87.6% of entities where a free medical service is offered to employees

**Customers**

- 39 workshops with customers in B.Labs (below the 2019 figures due to the health crisis)
- Integration of sustainable supply chain solutions in phase 2 of the development of the B.Lab
- Overall satisfaction rate: 7.44/10

**Service providers and suppliers**

- Deployment of the revised due diligence process and supplier management procedure
- Roll-out of environmental clauses in the service level agreements for major suppliers
- Development of the digital listing platform for road carriers incorporating ethical, quality and environmental criteria

**Local communities**

- 99% local employment
- 25.6% women managers employed in the 40 lowest-ranked countries in the UN GII (Gender Inequality Index). Bolloré Logistics operates in 28 of these countries
- 146 partnerships with schools
- 196 sponsorship projects with a focus on youth and education

**Ecosystem and environment**

- Members of major initiatives in the transport and logistics sector to combat climate change and pollution
- Internal Sustainable Real Estate Charter (*all new buildings certified by an environmental standard*)
- Biodiversity
- AcTogether challenge giving employees the opportunity to launch a CSR initiative
- Launch of a climate plan with personalized support at 14 country entities accounting for 74% and 86% of scope 1 and 2 emissions, more than the majority in Africa

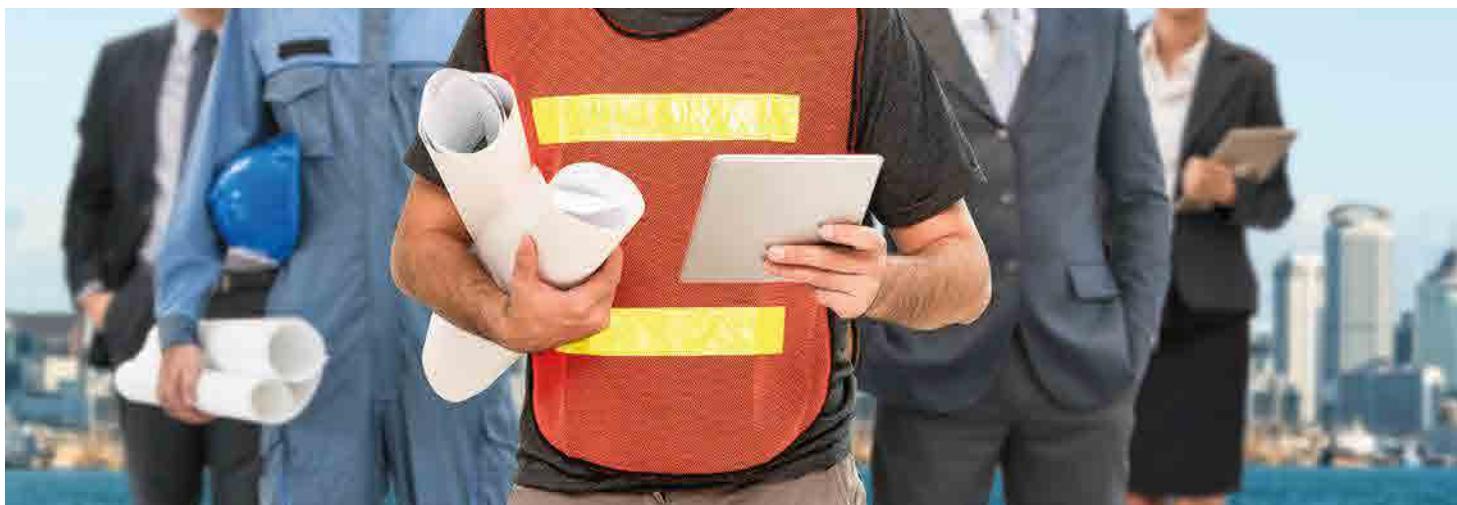
## Solid governance backed by a centralized and local organization

The majority family shareholding structure at the Bolloré Group, parent company of Bolloré Logistics, gives the organization a long-term vision. Bolloré Logistics governance is robust, stable and upheld by the accountability of its leaders with a clear separation between management and control roles.

Bolloré Logistics' company-wide matrix organization is both geographical and professional. It structures processes around the customer and combines the benefits of a local and global organization:

- *Maintaining the closeness with and personalized knowledge of the customer, the responsiveness and the entrepreneurial spirit of a local organization;*
- *Effectively implementing commercial and operational strategies;*
- *Encouraging internal communications within Bolloré Logistics;*
- *Developing innovation within activities by effectively coordinating expertise.*

Bolloré Logistics governs in line with the Bolloré Transport & Logistics division to which it reports. The Chair and Chief Executive Officer of Bolloré Logistics is responsible for implementing the policies and measures taken and also fills the role of Deputy Chief Executive Officer of the Bolloré Transport & Logistics division. The Bolloré Transport & Logistics division is governed in line with the Bolloré Group. Due to this matrix structure, some support functions are managed by a higher level at Bolloré Logistics. The Finance (including internal control), Human Resources, Legal Affairs, Information Systems and Communications/Sponsorship functions are managed by the Bolloré Transport & Logistics division where the policies, measures and action plans are drawn up for the Bolloré Logistics business unit. Furthermore, the Purchasing, Compliance and Ethics, Audit, Insurance, Risk and CSR functions are centralized and managed by the Bolloré Group; the policies defined there are directly implemented at Bolloré Logistics. With some aspects specific to the nature of the business

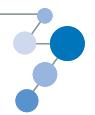


The organization is integrated to facilitate the deployment of strategies and the automation of processes. Physical proximity to markets as well as the accountability of local management remain the pillars of the company's efficiency.

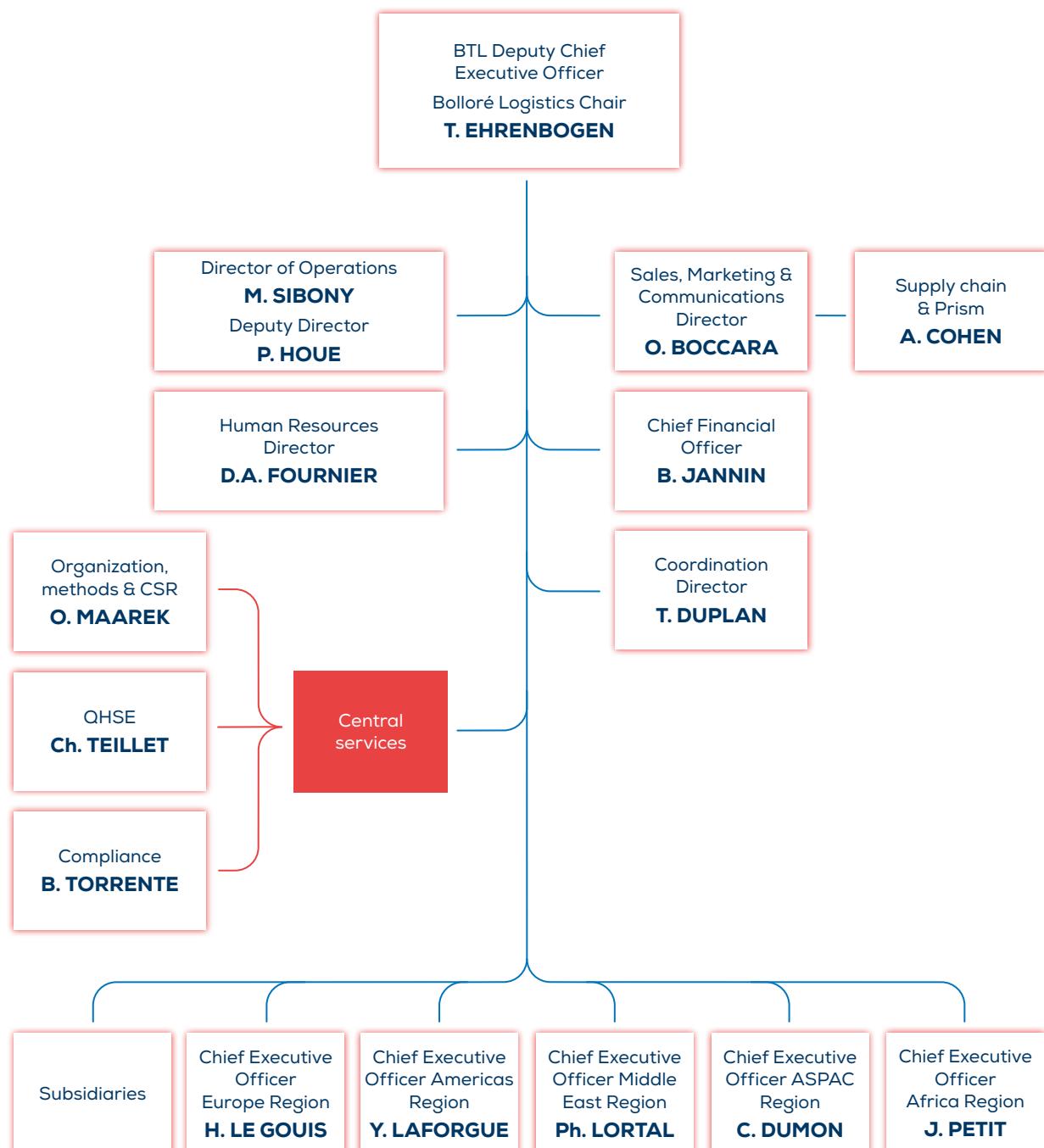
The Bolloré Logistics Executive Committee comprises directors from the following departments: Operations (also covering transport capacity purchasing), Business and Marketing, Supply Chain and Logistics, Finance, Human Resources, CSR, QHSE, Compliance (ethics and compliance) and Coordination (fluid processes and information systems), as well as the Chief Executive Officers of the organization's five regions.

lines, their policies are defined by the Bolloré Logistics business unit itself, i.e. climate and QHSE policies which are defined and rolled out in line with the Group framework.

This organization is a 3-level one. For further detail please see CSR governance organization p. 11.



## Bolloré Logistics organization chart



## Global player with an international and multi-sectoral presence

Bolloré Logistics' global offer meets the needs of its 49,500 import and export customers, from major groups who benefit from its complex supply chain management solutions to SMEs who entrust it with their international shipments. It is structured around comprehensive, integrated know-how covering five service areas:

- Multimodal transport: designing and coordinating maritime, land and air transport;
- Customs and regulatory compliance: covering customs operations, including the security and safety of goods;
- Logistics: managing stocks and services with high added value;
- Global supply chain: planning and managing flows in real time;
- Industrial projects: designing solutions geared towards major international players in energy, the mining industry, public works and other industries.

Bolloré Logistics is established in 109 countries across a network of 600 agencies and employs 19,231 people. The geographic distribution of its turnover is as follows:

<b>Africa</b>	26%
<b>Americas</b>	9%
<b>Asia-Pacific</b>	18%
<b>Europe</b>	45%
<b>Middle East / South Asia</b>	2%

The Bolloré Logistics turnover is consolidated at the Bolloré Transport & Logistics division. It should be noted that an "office" has an accompanying computer record in the reference system. Various "offices" may be physically located on one site in the sense that this site may comprise various "offices" for different services, such as the freight forwarding office, the shared customs service office and the shared road service office.

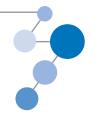


The geographic distribution of its 19,231 employees is as follows:

<b>Europe</b>	29%
<b>Africa</b>	35%
<b>Asia-Pacific</b>	25%
<b>Middle East / South Asia</b>	5%
<b>Americas</b>	6%

Bolloré Logistics has solid expertise in the luxury and cosmetics sectors, oil and gas, pharmaceutical products, food products under controlled temperatures and defense. In the aeronautical and space sector, the company has become known as a specialist among a customer base of manufacturers, parts manufacturers and airlines that are keen to outsource logistics services with ever-expanding quality requirements and growing cost constraints. The distribution of turnover by sector is indicated below:

<b>Industry &amp; Engineering</b>	12%
<b>Retail &amp; Consumer Goods</b>	29%
<b>Oil &amp; Gas / Mining Industry / Chemicals / Energy</b>	18%
<b>Aeronautics &amp; Space</b>	9%
<b>Healthcare - Aid &amp; Relief</b>	12%
<b>High-Tech / Telecoms</b>	7%
<b>Soft Commodities</b>	5%
<b>Other</b>	8%



## Integrated management system

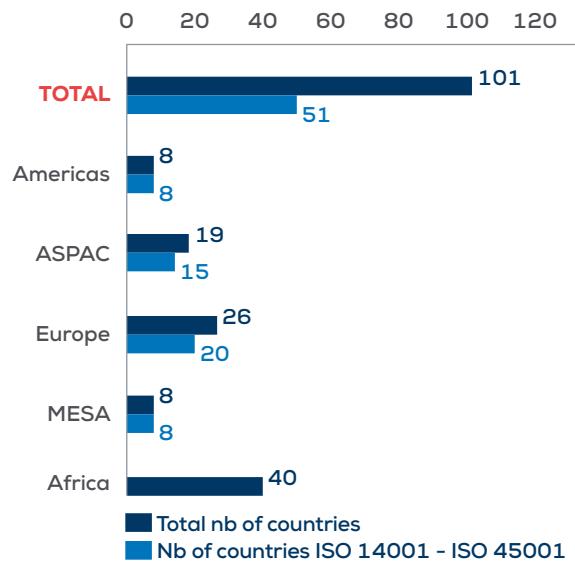
Committed to a continuous improvement approach, Bolloré Logistics is pursuing certification for its health, safety and environment (HSE) integrated management system within its network. In September 2020, Bolloré Logistics was granted triple IMS (Integrated Management System) certification by the global certification leader Bureau Veritas for the entities in the following regions: Europe, the Americas, Asia-Pacific, the Middle East and South Asia with the coverage rate set out below. IMS certification comprises all standards covering occupational health and safety (ISO 45001 vs 2018), quality management (ISO 9001 vs 2015) and environmental management (ISO 14001 vs 2015).

Intended to harmonize current network procedures, this new certification will allow Bolloré Logistics to continue the implementation of shared operational processes to meet the requirements of its international customers and continuously improve its management methods and tools in the interests of greater agility and efficiency.

This approach is the outcome of work initiated several years ago. In 2021, it will be extended to the African continent. However, it should be noted that all entities in Africa are already covered by a quality, environment, health and safety management system.

Bolloré Logistics has rolled out an environmental management system which has led to ISO 14001 and ISO 45001 certification for almost two thirds of our global activity (63% of turnover). In terms of countries, the coverage rate is 50.5%<sup>(1)</sup>.

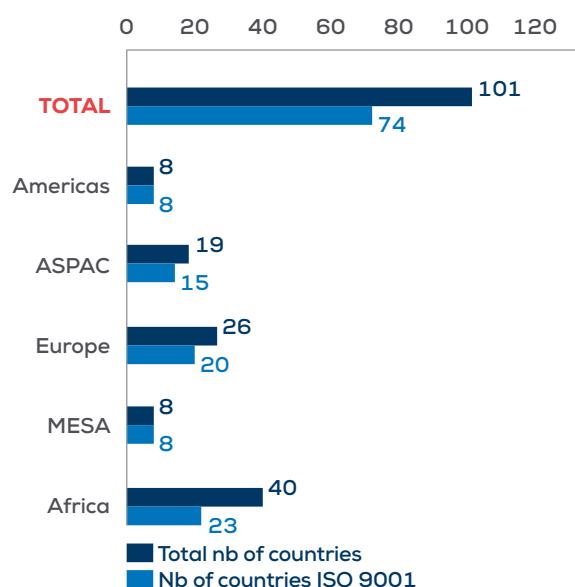
ISO 14001 - ISO 45001\*  
COUNTRY COVERAGE



\* Significantly, in China, the occupational health and safety standard is OHSAS 18001.

The vast majority of our global activity is covered by the ISO 9001 standard (91% of turnover). In terms of countries, the coverage rate is 73.3%<sup>(1)</sup>.

ISO 9001  
COUNTRY COVERAGE



(1) Scope covered: all countries where Bolloré Logistics operates with the exception of two closed countries, four joint ventures and two business representations. It should be noted that Mauritania, where we run a joint venture, is covered by ISO 9001 certification.



## Safety and security of the supply chain with an effective global system

As a major player in the supply of international transport, customs and regulatory compliance, logistics and supply chain services for various industrial sectors, Bolloré Logistics has implemented an effective system that is deemed an absolute priority in the deployment of its activities. With the commitment of General Management, Bolloré Logistics undertakes to establish, implement and maintain a Security management system in order to protect its employees and infrastructure, as well as the products and goods entrusted to it by its customers. In the deployment of its activities, the company endeavors to provide a secure environment through the use of appropriate technology and the implementation and application of associated procedures.

The principles of the Bolloré Logistics security policy, signed by the Chair and Chief Executive Officer in 2018, are to:

- Fully meet the information security requirements identified in the risk analyses;
- Secure its facilities and sites and manage access and traceability;
- Restrict access to information and goods to authorized persons only, inside and outside the company, and establish an appropriate control protocol to maintain confidentiality;
- Comply with requirements and processes specified by the national and international security authorities and customers, and any other applicable legal or regulatory requirement;

- Carry out regular monitoring of the security system, and train, identify, record and investigate security incidents to ensure continuous improvement;
- Implement all corrective and preventative measures identified, essential to a continuous improvement loop;
- Guarantee that information security principles are consistent with our activities and properly applied;
- Ensure that the security policy is upheld by General Management, and communicated and understood within the company and by its subcontractors;
- Have the suitability and relevance of the security policy periodically reviewed by the company's Executive Committee.

The Bolloré Logistics security policy is applied at all company sites. The Bolloré Logistics' Security Policy is applied at all the company's sites. Most countries also participate in security programs established by the state (AEO, C-TPAT, PIP, STP airfreight regulated security agent, etc.) and meet all the requirements for these national security accreditations. Bolloré Logistics has also deployed the TAPA FSR security certification program at depots which require it due to the operations they handle. 19 sites have now been certified (FRS A or C) in Africa, America, Asia and Europe, several others are also in the process of being certified.

Within the context of this program, over 30 members of staff also attended FSR and TSR training courses in 2020 and passed the exams required to be accredited as authorised TAPA auditors.





## CITES permit to reduce the illegal wildlife trade

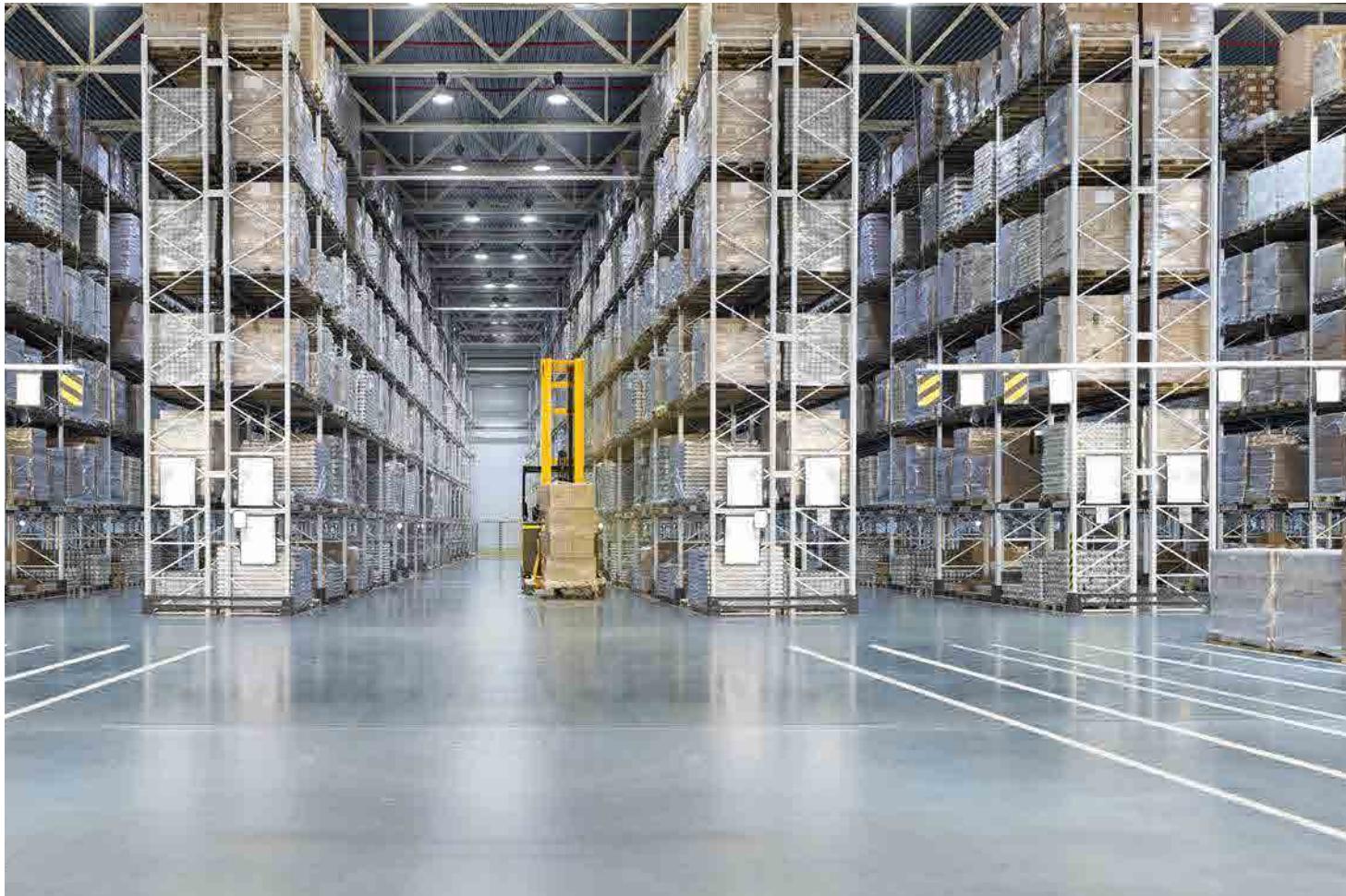


As a major international transport and logistics player, Bolloré Logistics is particularly affected by regulations on the transport and trade of materials from protected species. The Convention on International Trade in Endangered Species of Wild Fauna and Flora, also known as CITES and the Washington Convention, is an international multilateral agreement which came into force in 1975. It works to ensure that the international trade of wild plant and animal specimens does not endanger the survival of the species to which they belong.

Some 5,000 animal species and 30,000 plant species are protected by CITES from overexploitation in the interests of international trade (food products, exotic leather items, wooden musical instruments, tourist souvenirs, remedies, etc.). Any import, export, re-export or introduction of specimens of species covered by the Convention must be authorized through a permit system. The Bolloré Logistics customs brokers check all CITES permits in a paperless process rolled out in 2015. The Import Export France Customs procedure sets out the required operations and control points in the customs process, more specifically the requirements for checking the tariff classification, the origin and the value of the goods.

Bolloré Logistics also checks that its operations comply with the FLEGT (Forest Law Enforcement, Governance and Trade) regulation, the European Union's response to illegal logging and the resulting wood trade. This sets out the obligations for operators marketing timber and timber products, influences European demand and works to refuse illegal timber and timber products access to European territory.

Under the Biodiversity Charter and its individual commitments in the act4nature France initiative, Bolloré Logistics has stepped up its fight against the illegal trade of species protected by CITES and rare timber in 2020. The company has recently signed the United for Wildlife Buckingham Palace Declaration and joined its 'Transport' Taskforce comprising the 120 signatories from the transport and logistics sector. The ultimate objective is the deployment of an action plan for 2025 and internal monitoring in this area (educating employees to best inform customers and promote best practices, external partnerships, data processing and sharing).



## The transformation of the transport and logistics sector

In recent years, the international transport and logistics environment has seen the emergence of various underlying trends. Bolloré Logistics assists its customers with the integration of relatively recent issues into company strategies:

- The need to come together to jointly fight climate change. The impact of the transport and logistics sector on greenhouse gas emissions and the general growing awareness has led to an increase in customer needs and a willingness among internal leaders to work towards decarbonizing the sector.
- The need to roll out policies and action plans to ensure the integrity of the supply chain on all regions. In France, the Sapin II law and the duty of care law encompass the entire supply chain in both France and internationally.

- Population explosion in emerging countries, particularly on the African continent.
- Exponential growth of e-commerce with a huge impact on distribution models.
- The digital revolution, resulting in new economic models, open to more cooperation and transparency.

In addition, the exceptional circumstances of recent months due to the pandemic have underlined the essential need for a continuous supply chain, to both ship essential goods to communities and to support economies already affected around the world.



## Speeding up the digital transformation and innovation development

An agile and resilient supply chain is a value creation factor. The unprecedented scale of the COVID-19 crisis has underlined this with more volatile freight markets, mostly due to a drastic reduction in air freight capacity. The continuity of the supply chain is now at major risk, requiring a faster deployment of digital technology to develop the ability to anticipate and react to hazards. At a growing number of manufacturers, an overhaul of global supply and distribution patterns is under review to bring suppliers and production together and locate storage centers in close proximity to end markets.

During the crisis in the first half of the year, Bolloré Logistics demonstrated an ability to keep customer flows moving with the roll-out of air carrier rotations and the recognized commitment of its local teams. Alongside the development of its human capital, Bolloré Logistics promotes technological innovation at the heart of its development strategy through the integration of appropriate new tools. Thus, with the 2020 deployment of ONE TMS, a single transport operation management system, Bolloré Logistics is accelerating its digital transformation.

## An unprecedented crisis: managing the COVID-19 epidemic

In response to the COVID-19 epidemic which is still affecting many countries worldwide, Bolloré Logistics' focused first on its primary mission: ensuring the health and safety of its 19,231 employees and partners in the 109 countries where it operates. At the same time, the company joined forces with its customers to facilitate the transport of products and goods considered essential, continuously adapting its organization and operating processes to a constantly changing global situation. Dedicated to fully embracing its role as a corporate citizen, Bolloré Logistics, has also supported various solidarity initiatives worldwide through the commitment of its subsidiaries.





### Protecting our employees and local partners

With a strong presence in Asia, particularly in China where the epidemic first broke out, Bolloré Logistics was able to quickly foresee and implement the necessary measures to guarantee the health and safety of its employees and local partners. At the start of the epidemic, a crisis cell was set up at Group level to centralize information, assess risks, coordinate action and ensure efficient responses. Local management was tasked with reinforcing prevention systems by providing employees and facilities with adequate equipment and, in countries where a lockdown was required, rolled out social distancing measures and restricted movement and activities to protect their employees (layout of shared spaces, telework, team rotations, etc.). Examples include the strategic reserve of protective equipment amassed at the Roissy platform to meet the needs of various European entities while almost a million masks were ordered to add to the stock already available to African entities. Furthermore, awareness-raising sessions were organized on all sites to prevent the spread of the virus. A best practices kit and webinars were also offered to managers to help them manage their teams remotely.

### Service continuity

The epidemic has put supply chains and logistics under pressure on the various continents affected. Mindful of supporting its customers' activity while ensuring the same operational quality, Bolloré Logistics has adapted its organization and deployed major resources to keep its logistics operations running and minimize the effects on the supply chains. Its international network's teams showed exceptional commitment, mobilizing around a shared goal: coordinating their efforts to find alternative supply solutions upon the closure of airports and certain country borders and presenting suitable response plans. To facilitate the transport of medical

and pharmaceutical products, a crisis cell was set up with internal experts in order to supervise an emergency plan with scalable solutions and an accelerated decision-making process. Several charter flights were deployed in the various regions with reliable, secure solutions and support from the BPF/BPD- and CEIV Pharma-certified platforms. In addition, a new multimodal service has been opened between Asia and production sites in the USA and Europe. The company also continues to work on the reversibility of the measures taken to anticipate any major recovery.

### Community access to essential goods

Mindful of protecting communities affected by the pandemic from any disruption to supplies of basic necessities, Bolloré Logistics has done everything in its power to ensure that these essential goods can be transported in optimum conditions without undue delay. The company has also partnered with major players in the healthcare sector, public organizations and NGOs to organize the door-to-door transport of pharmaceutical products, masks, medical equipment and other essential products, often in emergency situations.



# 1 billion masks transported between April and July 2020

## Examples include:

- Bolloré Logistics Luxembourg played a major role as a logistics platform for the import of protective masks and subsequent shipment across Europe. Between March and June 2020, the operational teams processed the flows of 70 charters and imported nearly one billion protective masks.

- In Morocco, our subsidiary oversaw the logistics management of 15 million masks intended for the Moroccan Ministry of the Interior and other local public utility institutions on behalf of one of its customers in the textile sector. Its staff was thus mobilized 24/7 for 82 days between the end of March and mid-June 2020 to complete this mission.

- The Chicago teams organized the shipment of hundreds of ventilators to three countries in Asia at the request of the United States Agency for International Development (USAID) as part of their humanitarian aid program.

- In India, Bolloré Logistics facilitated the supply of 3.5 million pairs of surgical gloves provided by an exporter from Kerala, St Mary's Rubber (P) Ltd, to the Serbian government, to support their COVID-19 response.

Dedicated to fully embracing its corporate citizen role, Bolloré Logistics, through the commitment of its subsidiaries, also supported many solidarity initiatives worldwide to contain the spread of the virus, help the most disadvantaged communities and support the local economy.

# 70% of employees teleworking at the height of the pandemic

## Examples include:

- In Côte d'Ivoire, the company donated hand washing kits to several local organizations. Its subsidiary, Pacoci, used its know-how within the community to make this equipment, consisting of a basin and a wooden stand. Installed at the entrances of many industrial sites, this kit contributes to stopping the spread of the virus.

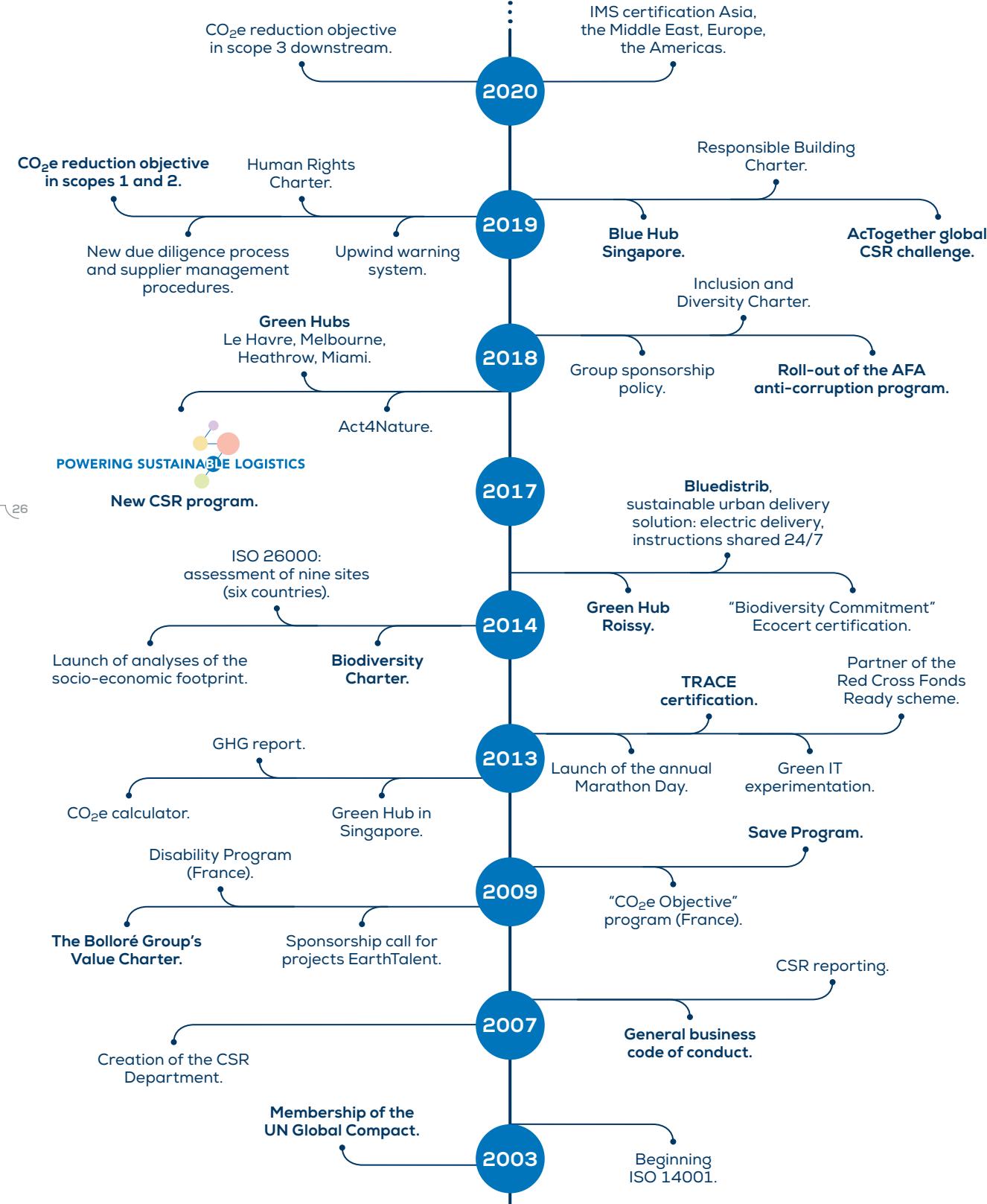
- In France, teams from Le Havre carried out packing and customs clearance services free of charge for the French food bank federation with a view to transporting food donated by the food industry from Le Havre to Reunion Island to help deprived citizens. This logistics donation was accompanied with a cash donation, enabling the association to reduce its operating costs, heavily impacted by the pandemic.

- In South Africa, 88 employees took part in the «Flatten the curve» challenge, which involved taking a photo of themselves in their home performing a preventive action. The funds collected from registrations enabled the FoodForward association to distribute 9,058 meals to people in need.

- As for South Korea, it established a list of local companies heavily affected by COVID-19 and invited its employees to buy their products from these companies, at the same time donating the same amount of money spent.



- No office closures for breaches in the safety of our staff.
- Additional safety rules implemented for our suppliers.
- Greater vigilance around paying supplier invoices on time to avoid hindering their cash flow.





1.2

## 2 A STRUCTURED CSR POLICY IN AN ENGAGING PROGRAM

### HISTORY AND ORGANIZATION OF THE CSR APPROACH OF BOLLORÉ LOGISTICS

#### An engaged policy with commitments strengthened continually over the years

Bolloré Logistics is developing its activities in line with policies defined by the Bolloré Group, which has signed the United Nations Global Compact since 2003. Year after year, Bolloré Logistics strengthens its CSR commitments by integrating both the willingness of its leaders and the environmental and social issues facing our company, expressed through the dialogue established with its stakeholders.



#### Global-local CSR Governance to respond to global challenges and specific local issues

Bolloré Logistics CSR governance is structured as follows:

- **At 'Corporate' level: central CSR Department.** The CSR Director reports to the Chair and Chief Executive Officer of Bolloré Logistics. She is a member of the Executive Committee. The CSR strategy and action plans are discussed at each committee meeting. The commitments, to combat climate change in particular, are decided by the Executive Committee. On the Executive Committee, the Sales Director and the Operations and Freight Purchasing Director set up dedicated teams in charge of developing low-carbon transport offers in 2019.
- **Each of the five regions has at least one regional CSR manager.** In Asia-Pacific, this manager devotes all of her time to CSR in the region. In 2019, she recruited various people to grow her team and appointed a CSR representative in countries with the highest staff numbers. In summer 2019, a dedicated CSR manager was appointed in the Africa region. In September 2020, the Americas region also recruited a dedicated manager as did the Europe region. For the Middle East and South Asia region, the QHSE manager is also in charge of CSR.
- **The central CSR Department and the regional CSR teams** work daily to consolidate and enhance the policies and actions. They work regularly with the relevant departments at head office: the Bolloré Group CSR Department, Operations and Purchasing, Human Resources, QHSE, Ethics and Compliance and Real Estate.
- **Twice a year, the CSR Department** organizes and leads the steering committee for the 'Powering Sustainable Logistics' program. All members of the Bolloré Logistics central CSR Department, the regional CSR teams, the relevant head office departments set out above, as well as central and regional representatives from sales, marketing, the Information Systems Department and legal affairs are also invited. Thus, between 30 and 40 people are actively engaged in defining and running the 'Powering Sustainable Logistics' program. They also double as program ambassadors. The role of the CSR Committee is to share information on the progress of the program, support its objectives, discuss perceptions within the network and communicate local viewpoints. essentis du réseau et faire remonter les visions locales.

## Dialogue with stakeholders

Dialogue is the basis of our CSR approach to ensure that our program lines up with the expectations of our stakeholders. This approach helps identify and prioritize the risks linked to societal and environmental issues in the countries where we operate, namely by detecting weak signals. This is also an excellent way of seizing opportunities for innovation and identifying growth prospects through local social and economic development solutions. Finally, this allows us to better conduct our business in the regions where we operate. Dialogue with stakeholders forms part of the company culture at all levels.

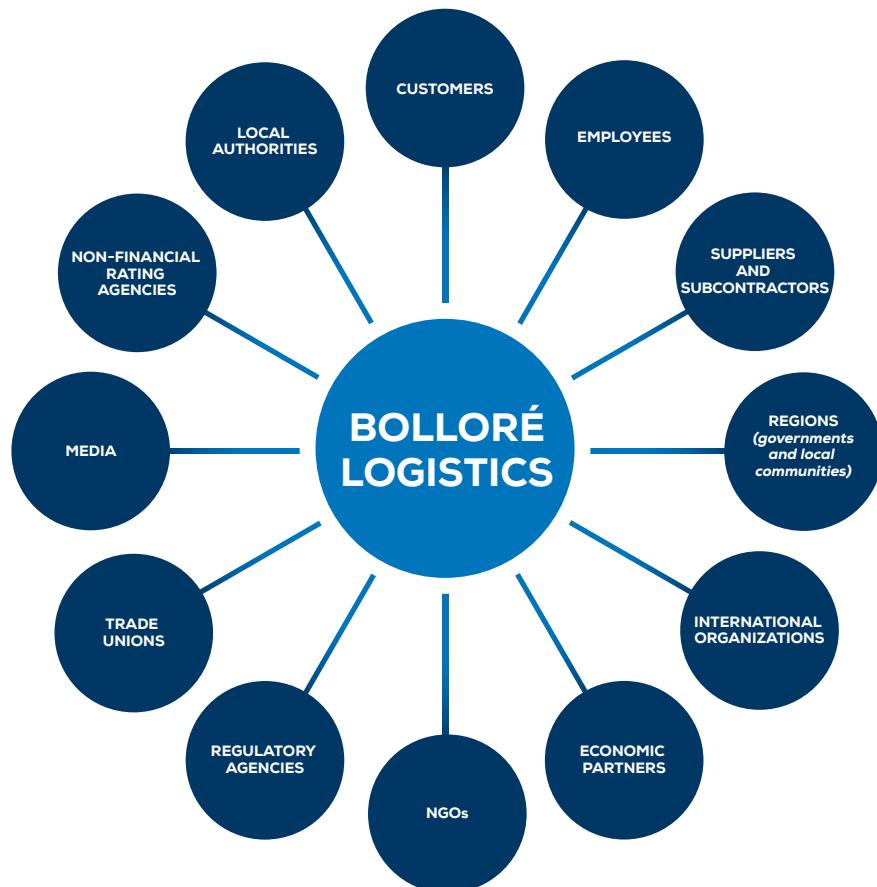
### A regular and structured dialogue

Every year, Bolloré Logistics takes its stakeholders' requirements into consideration when conducting its business, be it:

- requirements and obligations issuing from public authorities and regulatory and market institutions which it strives to best anticipate and for which it develops its organization within a continuous improvement approach

to respond to reinforced legislation, such as the duty of care law, the Sapin II law, the general regulation on personal data and the law on the fight against tax evasion;

- non-financial performance rating and assessment agencies;
- media or NGOs, continuously working to improve transparency;
- customers for whom we are committed to providing the best quality products and services in line with our CSR commitments across the whole of our value chain;
- suppliers;
- company employees;
- group regions;
- other economic and societal partners (shareholders, international organizations, trade unions, etc.).





The table below presents the main channels for dialogue with stakeholders (not complete).

STAKEHOLDER	FORMS OF DIALOGUE	DEPARTMENT
Customers	<ul style="list-style-type: none"> <li>• In-depth pre-sale discussions with customers (responses to information requests for listing, presentations and meetings during calls for tender)           <ul style="list-style-type: none"> <li>• Quarterly business reviews with customers</li> <li>• Satisfaction surveys sent to all customers</li> </ul> </li> <li>• Innovation workshops, namely in the two B.Lab innovation centers in France and Singapore</li> <li>• Environmental information issued for the services provided           <ul style="list-style-type: none"> <li>• Publication of a progress report on the 'Powering Sustainable Logistics' CSR program</li> </ul> </li> <li>• Direct communications on company news and regulatory developments</li> </ul>	QHSE, Sales, CSR, Operations and Purchasing, Communication-Marketing
Financial and non-financial	<ul style="list-style-type: none"> <li>• Contribution to the Bolloré Group financial communication (Bolloré Logistics results being consolidated)</li> <li>• Response to non-financial rating questionnaires and climate strategy assessment questionnaires</li> </ul>	Financial and CSR communications
Suppliers and subcontractors	<ul style="list-style-type: none"> <li>• Buyer/supplier business reviews</li> <li>• Supplier days for road carriers in Africa</li> <li>• Listing process and supplier selection (due diligence, CSR, QHSE, etc.)           <ul style="list-style-type: none"> <li>• CSR meetings on the respective policies</li> </ul> </li> <li>• Participation in sectoral initiatives and working groups on sustainable development in transport and logistics</li> </ul>	Purchasing and Operations, QHSE, CSR
Employees	<ul style="list-style-type: none"> <li>• Employee surveys</li> <li>• Dedicated CSR Committee with internal experts from all geographical regions and all business lines           <ul style="list-style-type: none"> <li>• Solidarity cafes</li> <li>• ActTogether CSR challenge</li> </ul> </li> <li>• Social dialogue with staff representative bodies</li> <li>• Direct communications by the HR departments</li> <li>• Use of digital tools: intranet, social media, collaborative tools, newsletters, etc.</li> </ul>	Human Resources, CSR
Institutional entities	<ul style="list-style-type: none"> <li>• Membership and promotion of the UN Global Compact           <ul style="list-style-type: none"> <li>• Relationships with public authorities</li> </ul> </li> </ul>	CSR, Purchasing
Civil society	<ul style="list-style-type: none"> <li>• Participation in working groups and local and international organizations on the issues in our sector of activity           <ul style="list-style-type: none"> <li>• Impact studies (environment, safety, social section) and discussions with local communities before new sites are built or new industrial projects are rolled out</li> </ul> </li> <li>• Societal programs; relationships with schools and higher education institutes           <ul style="list-style-type: none"> <li>• Partnerships with local NGOs</li> </ul> </li> </ul>	According to the topic and audience, Operations, Human Resources, CSR, Sponsorship

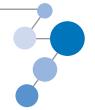
Company employees are regularly consulted on CSR themes to gather their feelings, opinions and needs as regards various topics. These consultations take different forms. For example, in 2019, 739 sales team members were asked about their expectations in terms of CSR information and training, while the 130 participants in B'Tomorrow, the young talent training program, were asked about their expectations around CSR actions. During the COVID-19 crisis, all regions asked their employees about crisis management and their desire or option to telework in the future. Intelligence newsletters are regularly distributed as well as ad hoc communications on various media.

A 'solidarity cafe' has been organized twice at the Bolloré Tower by the Bolloré Group Sponsorship Department, each playing host to around 50 young volunteers, including Bolloré Logistics employees. The aim was to discuss the commitment to solidarity, to share their hopes and ideas and to provide more information on the Group's sponsorship actions. For the second edition, the Sponsorship Department invited the SAMU Social (emergency outreach service for the homeless) and the CSR managers from the Congo and Benin to speak about their actions in the field.

Bolloré Logistics is involved in various local and international organizations and associations to promote an economic, social and environmental shift towards sustainable development in partnership with the company's various players. Bolloré Logistics has confirmed its commitment and involvement in the debate around climate change challenges.

The table below presents the main (not complete).

THEME	COMMITMENT
Sustainable governance and multidisciplinary topics	<b>International:</b> United Nations Global Compact, Global Logistics Emissions Council (GLEC), the French Council of Investors in Africa (CIAN) Charter <b>France:</b> Association of Sustainable Development Directors (C3D) (board member)
Climate	<b>International:</b> EcoTransIT® World Initiative (EWI); Clean Cargo Working Group (CCWG); Sustainable Air Freight Alliance (SAFA); ACT – new international CDP-ADEME co-initiative; 'Getting to Zero Coalition' <b>France:</b> The Sustainable Development Commission; the French Transport and Logistics Federation (TLF); France Supply Chain by Aslog and its SupplyChain4Good lab; ADEME working groups; Label 6 PL <b>Singapour:</b> Green Freight Asia
Biodiversity	<b>International:</b> International Biodiversity and Real Estate Council (CIBI) (founder member and board member)
Education	<b>International:</b> Earthtalent solidarity program for young people supporting actions providing access to economic resources, education, empowerment and entrepreneurship in partnership with local professional training centers and/or national or international not-for-profit organizations



## BUILDING OF BOLLORÉ LOGISTICS' CSR PROGRAM

### Assessment of sustainable development issues through the materiality matrix

To ensure responsible and sustainable activity, Bolloré Logistics is committed to elaborate its CSR program in partnership with its stakeholders.

To improve understanding of key challenges and offer strategic solutions, Bolloré Logistics has updated the materiality analysis of its CSR issues initially completed in 2016 in order to assess the importance of these sustainable development issues for its stakeholders and their impact on company performance and adjust its CSR program by 2030.

The key issues identified in partnership with the stakeholders are presented in the matrix below, cross-referencing the expectations of internal and external stakeholders on the vertical axis and the impact on Bolloré Logistics performance on the horizontal axis. These issues cover all environmental, social, societal, economic and governance aspects of the 'Powering Sustainable Logistics' CSR program.



## Non-financial risk mapping

In accordance with the directive on non-financial reporting, in 2018, the Bolloré Group called on the members of the Management Committees for all of its divisions to map out the CSR risks and opportunities associated with its transport, logistics and oil logistics activities (*Bolloré Ports, Bolloré Logistics, Bolloré Railways and Bolloré Energy*) and its electricity storage and systems activity (*Blue Solutions and Blue Systems*). Four risk-scoring workshops were organized, led by a consultancy firm, using a digital tool to rank the risks and ensure the effectiveness of the method used. A set of 16 CSR risks and opportunities, covering the themes outlined by the law, were scored using a methodology which took the risk severity and frequency into account, in line with the Bolloré Group's general risk map. The risks relate to the risks inherent to the Group's activity. They were considered throughout the value chain (supply, operations, use of products and services sold), taking into account all stakeholders (employees, customers, suppliers, subcontractors, public authorities, investors, etc.). Seen as a priority, the risk of corruption and conflicts of interest was scored by the Group Compliance Department in partnership with the

divisions. Bolloré Logistics General Management was fully involved in this work.

The risks affecting Bolloré Logistics were consolidated on the Bolloré Group's risk map using a weighting method, taking into account turnover, operating income and workforce.

The Bolloré Logistics risk map presented below attests to the relevance of the company's priority issues. The ten priority risks identified naturally line up with the four key pillars of the Bolloré Group's CSR strategy and the Bolloré Logistics CSR program.

Bolloré Logistics' management of priority risks is explained as part of the Bolloré Group's risk management process throughout the non-financial performance statement (DPEF) in the Group's 2020 Universal Registration Document.

In 2020, the risk map was updated, together with the risk bearers, at the annual oversight workshops.

PRIORITIES OF THE 'POWERING SUSTAINABLE LOGISTICS' CSR PROGRAM	BOLLORÉ LOGISTICS' PRIORITY NON-FINANCIAL RISKS	
Being a committed employer for our employees	<ul style="list-style-type: none"> <li>• Occupational health and safety</li> <li>• Attracting and retaining skills</li> <li>• Working conditions and social dialogue</li> </ul>	page 103 page 85 page 96
Ensuring ethical and responsible business practices in our logistics value chain	<ul style="list-style-type: none"> <li>• Health and safety of users and third parties           <ul style="list-style-type: none"> <li>• Human rights</li> </ul> </li> <li>• Corruption and conflicts of interest</li> <li>• Protection of personal data (GDPR)</li> </ul>	page 103 page 60 page 66 page 78
Offering our customers sustainable supply chain solutions	<ul style="list-style-type: none"> <li>• Local pollution and management of hazardous materials</li> <li>• Risks and opportunities associated with climate change</li> </ul>	page 122 page 125
Strengthening relations with our stakeholders in the regions where we operate	<ul style="list-style-type: none"> <li>• Risks and opportunities related to relations with local communities</li> </ul>	page 160



#### Duty of care

In 2017, France expanded its regulations to include a new duty of care law for parent companies and customer companies. The aim is to extend the liability of transnational corporations in order to forestall and prevent disasters such as the Rana Plaza incident in Bangladesh in 2013. The companies affected by the law must draw up a 'Duty of Care Plan'. The law operates in several areas where serious offences may arise from the activities of a company or its supply chain:

- *human rights and fundamental freedoms;*
- *personal health and safety;*
- *the environment.*

The law affects subsidiaries directly or indirectly controlled by the parent company as well as the activities of suppliers and subcontractors with whom there is an established business relationship.

The Bolloré Logistics teams work with the Bolloré Group teams to develop, implement and monitor a shared Duty of Care Plan rolled out in all subsidiaries.

#### Bolloré Group Duty of Care Plan drawn up in partnership with the Chief Executive Officers of Bolloré Logistics

Because of the nature, diversity and geographical locations of its activities, the Bolloré Group's duty of care approach is based on the following principles:

- *ensuring the compliance of the Group and its business relationships with the most relevant international standards and local legislation in force, when this is more demanding;*
- *paying particular attention to its employees, suppliers and subcontractors, namely through vigilance around working conditions and high standards of health and safety for all;*
- *protecting the environment by measuring the impact of its activities and those of its business relationships as well as implementing actions to protect against and mitigate environmental risks;*
- *applying particular vigilance to safety conditions and respect for the fundamental rights of the users of the products and services and the local residents in our areas of activity.*

The Bolloré Group has identified its priority areas for focused effort in terms of action plans, geographical areas and resource allocation. The purpose is to achieve effective results that are transferable to all of the Group's activities in all of its locations. It also helps strengthen the reasonable care processes within a continuous improvement approach.

#### Development and implementation methodology

The Duty of Care Plan is established by the Bolloré Group CSR Department, which is in charge of the study, development, analyses and recommendations which are then applied by the departments and business lines affected by the risks identified, namely the Purchasing Department, the QHSE managers, the Bolloré Logistics CSR Department, the Legal Department, the Risk Department and the Compliance Department.

The deployment of the duty of care mechanism is structured around a multi-year program covering all measures intended to identify, assess and manage risks, bringing together all of the relevant operational departments at head office and in the subsidiaries, including Bolloré Logistics subsidiaries.

The Bolloré Group duty of care mechanism is built around:

- *a duty of care risk map;*
- *a defined priority geographical area;*
- *the implementation of a duty of care cycle approach;*
- *the assessment of performance by monitoring implementation measures.*

### Duty of care risk mapping

In 2017, duty of care risk mapping while developing the Bolloré Group's first Duty of Care Plan identified three major families of risk: health and safety, the environment and the protection of human rights and fundamental freedoms. The results of this exercise were tested and confirmed in 2018 in the Group CSR risk mapping which was completed as part of the implementation of the requirements set out in the statement of non-financial performance.

The duty of care risks were thus integrated into the Group CSR risk universe, rated by the members of the Management Committees and the representatives from support and operational functions, placing the duty of care at the heart of the Group's CSR strategy. It was thus decided to detail the mitigation measures implemented for all of these CSR and duty of care risks in its statement of non-financial performance, with special focus on Sub-Saharan Africa (see priority geographical area in the Duty of Care Plan below) in its Duty of Care Plan.

### Pooling of non-financial and duty of care risks

DUTY OF CARE RISKS BOLLORÉ GROUP	RISK DESCRIPTION FOR THE BOLLORÉ LOGISTICS SCOPE	RISKS IDENTIFIED IN THE NON-FINANCIAL RISK MAPPING
Health and safety	The scope of the risk management framework includes: employees, service provider employees, suppliers and subcontractors. The risks relate to handling and road transport on-site. Furthermore, the company ensures constant vigilance and careful monitoring of the health risks in its various regions and rolls out action plans and the necessary measures to contain any threat.	Occupational health and safety (page 103) Attracting and retaining skills (page 85) Social dialogue (page 96)
Environment	The provision of transport services causes significant greenhouse gas emissions and air pollutants. While these are mostly indirect emissions from scope 3 downstream, Bolloré Logistics has identified this as a major issue. Identified as a risk, it is also a growing opportunity to stand out on markets. GHG emissions from building (warehouses and offices) operations are also covered in the action plans. The same is true for emissions from our own vehicle fleet, which nonetheless accounts for less than 8% of the total volume of goods transported by Bolloré Logistics. The company also handles the transport and storage of hazardous goods which are at risk of polluting soil, water and air. These specific activities are strictly supervised. The use of packaging (plastic, cardboard boxes, wood) in transport and logistics operations also has an impact on environmental protection. With the prevention of polluting situations and environmental accidents liable to adversely affect the ecosystems upon which local residents depend, company activities and carbon footprint management are supervised by focused action plans, procedures and measures in proportion to the potential environmental impact.	Local pollution and transport/storage of hazardous materials (page 122) Carbon impact and opportunity of products and services (page 125)
Human rights and fundamental freedoms	Depending on the socio-economic and political circumstances and location, company activities may have an impact on human rights issues. The company has identified the three most tangible aspects with regard to its activities, over which it pledges to exercise reasonable care: the fundamental rights of workers, the fundamental rights of local communities and the contribution to a positive societal footprint. In terms of the health and safety of users and third parties, road transport, in our own network and among subcontractors, is a potential risk for local residents and communities, which is also covered in the action plan rolled out by the Purchasing and QHSE Departments.	Promoting human rights in the value chain (page 60) Health and safety of users and third parties (page 103) Corruption and influence peddling (page 66) Protection of personal data (GDPR) (page 78)

For more information on the pooling of DPEF and duty of care risks for the parent company, the Bolloré Group, see page 129 of the 2020 Universal Registration Document.

**Defining the priority geographical area**

The Bolloré Group has established a priority geographical area where it will focus its action while carrying out its duty of care. The criteria adopted to define this area are: the number of employees, the presence of all activities in the area and the human development index level for the countries in question. The workforces of the subsidiaries located in these countries account for 80% of the Bolloré Group's workforce outside of the OECD. Bolloré Logistics operates in these regions.

This approach will allow the appropriate resources to be directed to these countries in order to improve the existing duty of care systems and learn useful lessons to be applied in other areas of operations. Focused on 25 Sub-Saharan and central African countries, this priority area is shown in red on the map.



### Implementing a duty of care cycle approach

While drawing up its duty of care mechanism, the Bolloré Group developed a dedicated approach to respond to the identified issues and offer an appropriate risk management framework.

The duty of care cycle approach is based on the three phases of exercising the duty of care: identifying the risks, processing them, and reporting the outcomes of the procedures in place. The approach ensures at each stage in the cycle that the appropriate choices have been put in place to provide reasonable and effective duty of care over the issues identified as a priority. This method is also intended to make it easier to teach the duty of care systems to the various interested audiences, involve them, identify improvements and adapt them where appropriate. The Bolloré Group explained this approach in its Duty of Care Plan's 2020 report through various examples illustrated with indicators.

### Monitoring of measures taken and performance assessment

The Bolloré Group's risk management performance is monitored and assessed in a yearly non-financial report overseen by the Group CSR Department and the monthly QHSE reports within the divisions. The measures taken to meet duty of care risks are set out in the statement of non-financial performance.

More than 100 indicators of resources and results – adjusted and enhanced each year – for social, environmental, societal and governance issues are shared and studied internally as part of a continuous improvement and performance monitoring approach. Yearly external audits test the robustness of the data reported.

Thus, during 2019, and in accordance with what was announced as part of the 2018 Duty of Care Plan, CSR and social reporting procedures were updated, incorporating new, additional indicators and optimizing non-financial information collection processes. In 2020, the Bolloré Group CSR Department has continued to optimize its reporting in order to communicate on the results of action taken as part of the duty of care risks management process. Every year, the Bolloré Logistics teams, managed by the CSR Department with the involvement of 230 CSR contributors and approvers from its network, help draw up the report for its scope of activity.

The performance analysis of the measures taken is coupled with the roll-out of corrective action as part of the continued improvement of the Bolloré Group's duty of care cycle. Furthermore, the development, implementation and deployment of its professional whistleblowing system gives the Group new tools to manage its duty of care approach and measure the effectiveness of its approach.

### Establishing a whistleblowing and reporting system

In 2018, the Bolloré Group Compliance Department and CSR Department joined forces to revise the existing whistleblowing system, which now covers a range of issues, from corruption and influence peddling to duty of care topics, which have been defined and detailed. As the Sapin II law requires a reporting system similar to that required by the duty of care act, both systems were developed on a single platform as a way of pooling them and meeting the requirements set out by the AFA and CNIL.

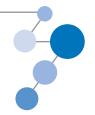
This alert system was the subject of consultations with employee representative bodies in 2019, and again in 2020.

Whistleblowing reports are handled at the Bolloré Group head office and overseen by the Ethics, Anti-Corruption and CSR Committee, which functions completely independently. The system allows any member of staff of the Bolloré Group or its commercial partners, or any individual whose interests are likely to be affected by the Group's activity, to report a crime or offence, a serious and evident breach of the law or regulations, a threat to the common good, or conduct that is in breach of the Group's code of conduct.

The reports made through the whistleblowing system will be subject to an admissibility analysis by a specific officer depending on the nature of the report. Where necessary, the reports will be subject to an inquiry to establish the materiality of the facts in question within a reasonable time frame.

If an inquiry establishes the materiality of a reported violation and the liability of the alleged perpetrators, disciplinary and/or legal action will be taken against the persons accused.

Amongst the facts that can be subject to whistleblowing appear namely corruption and influence peddling, anticompetitive practices, non-respect of economic sanctions; environmental, health, security damage, human rights and fundamental freedom abuse; discrimination and moral and sexual harassment; frauds. Information about whistleblowing are globally processed and handled at Group level with strict confidentiality rules: elements to identify a fraud are confidentially processed and cannot be disclosed. In this context, the Group managed 18 alerts of this type in 2020.



### Monitoring the implementation of objectives

The report covering the implementation of the Bolloré Group's Duty of Care Plan is presented in its 2020 Universal Registration Document, summarizing the action taken since 2017 as well as the 2021 action plan, the 2022 objectives and the areas for improvement (*for more information, see the Bolloré Group's 2020 Universal Registration Document, page 129*). Bolloré Logistics General Management and its global network are fully involved in the implementation.

In line with its duty of care cycle approach and the methodology behind its system, the Bolloré Group has adopted a continuous improvement approach based on transparency and the publication of its results in terms of both risk management and the objectives set.

Various action has been taken over the reporting period with the full involvement of the Bolloré Logistics teams and network in these projects. As part of the duty of care cycle approach, specific work was carried out for all purchasing categories and in diversity and inclusion, helping to accurately identify risks, issues and scopes and establish a general risk management framework incorporating action plans and observed results measurements, integrated into the road maps of the departments in question. Established many years ago and overseen by the QHSE Department, the transport and logistics services duty of care cycle was maintained for customers in the mining industry. Harmonizing the ethics system also continued over the period. All of the information above is set out in this document in the parts dedicated to these issues.

## POWERING SUSTAINABLE LOGISTICS



### STRENGTHENING

Relations with our stakeholders wherever we operate.



### PROVIDING

Our customers with sustainable supply chain solutions.



### ENSURING

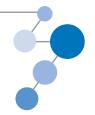
Ethical and responsible business practices within our logistics value chain.



### ACTING

As a committed employer for our teams.





## Powering Sustainable Logistics, the sustainable commitment program

The primary environmental issue facing the transport and logistics sector, an emitter of greenhouse gases, is climate change and pollution. As a global transport and logistics player, the role of Bolloré Logistics is to support its clients with end-to-end, more efficient and environmentally friendly sustainable supply chain solutions.

Driven by our core values, our corporate and social responsibility also leads us to place ethics, social issues and the development of the regions in which we operate at the heart of our commitments. By integrating the CSR issues of each individual link in a responsible supply chain into our daily operations, we are able to contribute to ensuring more sustainable consumption amongst our clients.

Jointly drawn up with Bolloré Logistics customers and employees, the 'Powering Sustainable Logistics' program, launched in 2018, consists of four levers for action in line with Bolloré Group's CSR priorities. Founded on standard ISO 26000 for assessing the CSR issues of stakeholders, it mobilizes all actors in the company around 11 commitments and objectives to reach by 2030.

Its integration, both in operations and the sales offer, is part of Bolloré Logistics' global approach to progress and performance, sustained by each employee through the AcTogether challenge, and by each regional Chief Executive Officer through an action plan based on local issues.

The quantified results and deployed action plans are centrally consolidated and published annually in a dedicated progress report.



A member of the United Nations Global Compact since 2003, the Bolloré Group is committed to integrating and promoting various principles regarding human rights, international labor standards, the environment and the fight against corruption. Bolloré Logistics' activity expansion process follows the Ten Principles of the United Nations Global Compact.



The Bolloré Group completes the CDP 'Climate Change' questionnaire with Bolloré Logistics, which contributes with its climate strategy. In 2020, the Group has joined the 'A List'. Regarding the "Supplier Engagement Rating" (SER) resulting from the "Supply Chain" questionnaire for the Bolloré Logistics perimeter, a score of A- was obtained for the same period.



In 2021, Bolloré Logistics was awarded Platinum status for its CSR performance over its entire scope, assessed by the independent rating agency EcoVadis.

## Full integration of environmental and social impacts into the supply chain

In 2018, Bolloré Logistics structured its CSR policy in its 'Powering Sustainable Logistics' program to reduce the environmental impact of its business lines and increase the value created for the society.

## POWERING SUSTAINABLE LOGISTICS

**19,231**  
employees

**109** countries  
on **5** continents

More than **6,000**  
suppliers and subcontractors

**1%** of land transport operated  
by our own vehicles (based on GHG)

### COMMITTED TO SUSTAINABLE GLOBAL TRADE

**ISO 27001**  
By 2022.  
Information System security.

**-43%**  
in absolute for scopes 1 and 2  
By 2027 (base: 2017).

**-30%**  
in absolute for scope 3 downstream  
By 2030 (base: 2019).

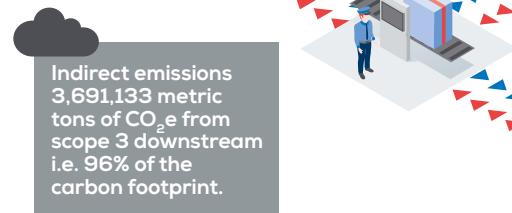
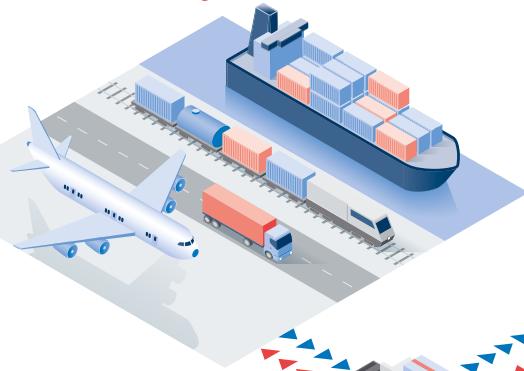
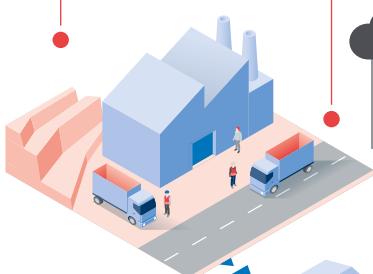
Finalizing the AFA adaptation plan.  
Local analysis of detailed human rights risks.

Continuation of the centralised Green IT pilot project.  
 **5,575** virtual servers.

Customized climate action plan for priority countries.  
Renewable energy in Singapore.  
Almost 10 other sites under study.  
 **110,996 metric tons of CO<sub>2</sub>e** scopes 1 and 2.

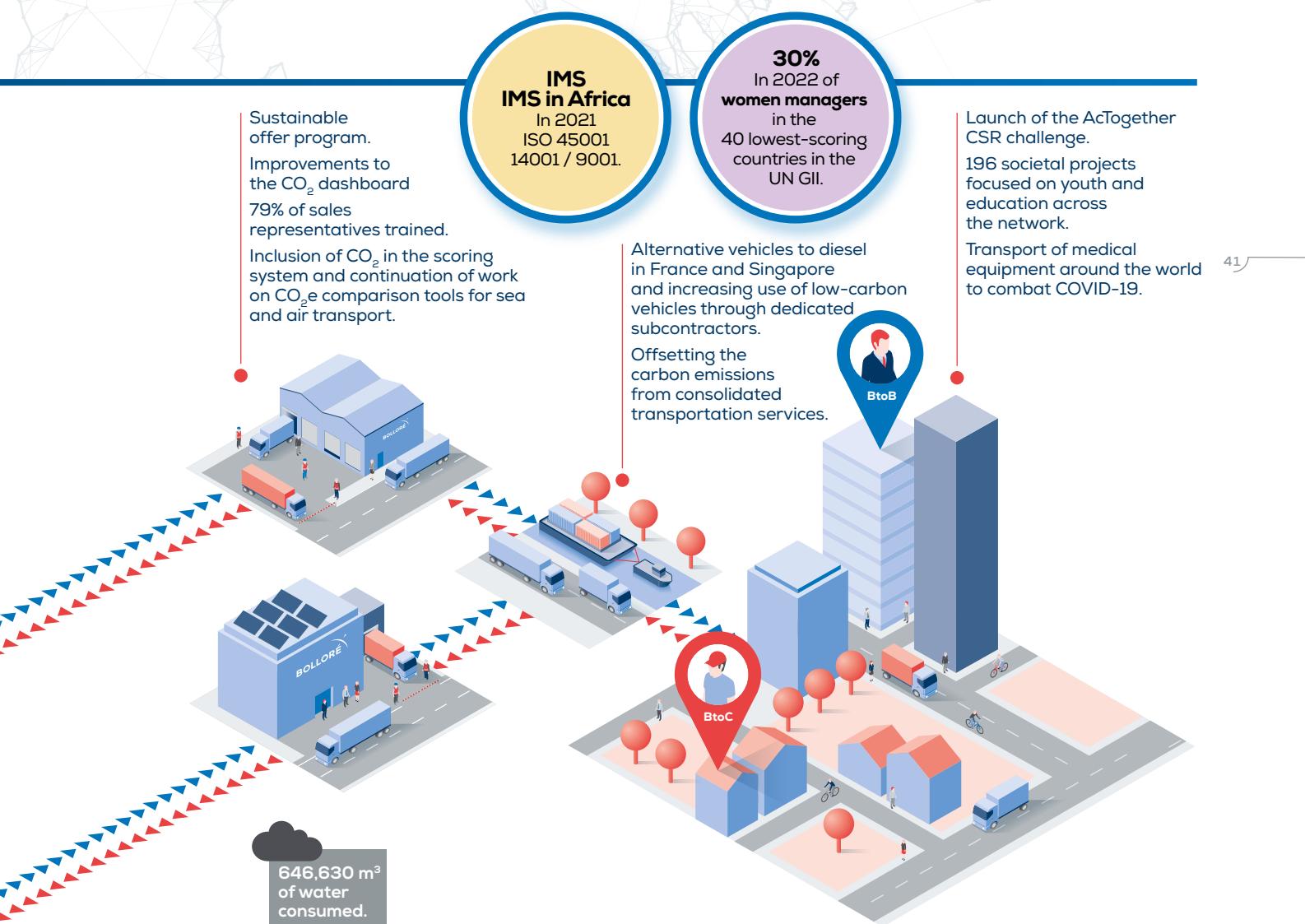
Global IMS certification in Asia, the Middle East, Europe and the Americas.

Revised due diligence procedure for all major suppliers.  
Revising the road carrier referencing platform.  
Development of partnerships within the framework of the SAF offering - Sustainable Aviation Fuel.



 Negative environmental impacts in 2020.  
 **New key objective set in 2020.**  
● Achievements in 2020.

The information presented above is not exhaustive.



**OUR AMBITION:**  
to integrate into our daily operations the CSR issues of each link in a responsible supply chain and support our customers in sustainable international growth.

## Contribution to the United Nations Sustainable Development Goals

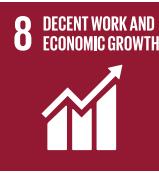
Adopted in 2015 by the United Nations, the Sustainable Development Goals (SDGs) set out the 17 priorities to achieve by 2030 to contribute to economic development mindful of populations and the planet. A member of the Global Compact since 2003, the Bolloré Group and all of its subsidiaries have rolled out policies to make a positive contribution to the SDGs.

With the development of its 'Powering Sustainable Logistics' CSR program, Bolloré Logistics has analyzed its value chain's risks and opportunities and set out its ambitions via 8 SDGs and, more specifically, 40 targets. Structured around the company business line, the road map is underpinned by the employees who work daily to support the program's guiding principle, aiming for global economic growth while promoting social development and helping to reduce the environmental impact.

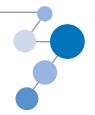


SDGs	STAKES	ACHIEVEMENTS IN 2020
<b>3</b> GOOD HEALTH AND WELL-BEING 	3.6 • Ship essential medical products to difficult-to-access areas or in emergency situations • Promote illness prevention actions and risk management systems to respond to the first warning signs of an epidemic 3.8 • Develop direct access to healthcare for employees in developing countries 3.9 • Deploy prevention plans among lorry drivers, employees and subcontractors 3.d • Manage the transport and storage of hazardous goods	<ul style="list-style-type: none"> <li>• 1 billion masks transported between April and July 2020</li> <li>• 93.8% of entities offer better health coverage than is required by local legislation</li> <li>• 58% of sponsorship was spent on actions relating to health and prevention, particularly in response to the Covid-19 pandemic</li> <li>• 40 countries (37% of the network) organized one or more vaccination, screening or awareness campaigns for employees, families and local communities in 2020</li> <li>• At the end of the first edition of the AcTogether CSR challenge, 24.5% of actions carried out by employees focused on the theme of well-being at work</li> <li>• 135,000 m² of interior space at our sites fitted out using the biophilic concept by the end of 2020</li> <li>• Almost 70,000 hours of HSE training provided to subcontractors in 2020, more than double in 1 year</li> </ul>
<b>4</b> QUALITY EDUCATION 	4.3 • Improve the technical training offer for all employees 4.4 • Develop technical and professional training for young people • Increase connections between graduate schools and the company 4.5 • Strengthen partnerships with education in Africa 4.b • Promote access to education for vulnerable people	<ul style="list-style-type: none"> <li>• Launch of B'University, Bolloré's corporate university in 2020, strengthening the Group's commitment to developing the skills of its employees around the world</li> <li>• In 2020, a total of 132,391 e-learning training courses were attended by employees</li> <li>• 146 partnerships with schools in 2020, of which 59% in Europe and 26% in Africa, nearly double the figure for 2019</li> <li>• 721 trainees and work-study students hosted in 2020, despite the confinement measures in place in many countries, with strong commitments in France, which accounted for 44% of the trainee workforce</li> <li>• 8% of interns and work-study students were recruited at the end of their training courses in 2020</li> <li>• The head office site was awarded the Happy Trainees Label on the basis of a survey conducted in 2020, with trainees giving a recommendation rate above 80%</li> <li>• 23% of sponsorship spending went towards education</li> </ul>



SDGs	STAKES	ACHIEVEMENTS IN 2020
<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 	<p>8.2</p> <ul style="list-style-type: none"> <li>Help create jobs for all, including young and disabled people, and promote decent work</li> <li>Develop direct and indirect local employment and the growth of small businesses</li> </ul> <p>8.3</p> <ul style="list-style-type: none"> <li>Encourage the development of local economies by increasing the fluidity of logistics, needed to drive industrial and commercial activities in the regions</li> </ul> <p>8.4</p> <ul style="list-style-type: none"> <li>Ensure the respect for workers' rights and promote occupational safety and the protection of employees, suppliers and subcontractors</li> </ul> <p>8.5</p> <ul style="list-style-type: none"> <li>Develop innovation and modernize technology to create additional value</li> </ul> <p>8.8</p>	<ul style="list-style-type: none"> <li>Continuous improvement in the representation of women in the global workforce, up to 41.2% in 2020 (+2 points in two years)</li> <li>Of the 28 lowest-rated countries in the GII 2017 in which Bolloré Logistics is established, the proportion of women in the workforce increased by 1 point in 2020 to 23% (26% at management level)</li> <li>5.2% of disadvantaged beneficiaries incorporated into the workforce (people with disabilities, seniors recruited over 50 and still in post, women managers from the 28 GII countries)</li> <li>At 58% of companies, employees have union representation and/or staff representation (+14 points in two years)</li> <li>Bolloré Logistics Singapore was certified as a Great Place to Work in 2020, and Bolloré Logistics France was ranked fourth best employer in the "Transport of goods and logistics" sector by French employees during the same year</li> <li>IMS certification, including 45001 at 50.5% of our country legal entities (64.7% of the turnover)</li> </ul>
<b>11 SUSTAINABLE CITIES AND COMMUNITIES</b> 	<p>11.6</p> <ul style="list-style-type: none"> <li>Reduce the environmental footprint of buildings worldwide, during construction and operations</li> <li>Deploy an active policy to combat climate change and increase the resilience of buildings to physical risks</li> </ul> <p>11.a</p> <ul style="list-style-type: none"> <li>Present customers with an environmentally friendly transport offer covering the whole of the supply chain to combat GHGs and improve air quality</li> </ul> <p>11.b</p> <ul style="list-style-type: none"> <li>Help establish regional links between urban, suburban and rural zones</li> </ul> <p>11.c</p>	<ul style="list-style-type: none"> <li>Detailed study of physical risks related to climate change for all sites</li> <li>Deployment of the Upwind digital platform to customers: alerts for supply chain disrupting events, including natural disasters</li> <li>Ongoing development of the sustainable supply chain solutions on offer</li> <li>Launch of the AcTogether CSR Challenge</li> <li>Biodiversity Commitment certification of the Blue Hub in Singapore by Ecocert is in progress, and the certifications of the 4 sites certified in 2015 are being renewed</li> <li>10 new sites are deploying action plans promoting urban biodiversity in June 2021</li> <li>Bolloré Logistics was recognized as a Committed Company for Nature in March 2021 thanks to its action plan promoting biodiversity 2025 in France and the Overseas Territories</li> </ul>
<b>12 CONSUMPTION ET PRODUCTION RESPONSABLES</b> 	<p>12.5</p> <ul style="list-style-type: none"> <li>Increase waste management on the freight and logistics platform and encourage recovery, recycling and the circular economy</li> <li>Promote a more environmentally friendly supply chain</li> </ul> <p>12.6</p> <ul style="list-style-type: none"> <li>Raise awareness among internal and external stakeholders on the sustainable development issues and, more specifically, in the transport and logistics sector</li> </ul> <p>12.7</p> <p>12.8</p> <p>12.a</p>	<ul style="list-style-type: none"> <li>CIMS certification, including 14001 at 50.5% of our country legal entities (63% of the turnover)</li> <li>Remote training on the sustainable supply chain for 79% of sales teams worldwide</li> <li>An increase in the number of warehouse projects using the 4R (reduce, reuse, repair, recycle) model</li> <li>B Lab innovation centers: a range of projects to reduce the use of plastic in our freight and logistics activities</li> <li>Deployment of the PSL PACT to support key customers in the transition to a more sustainable supply chain through a shared reduction goal</li> <li>Environmentally friendly partnerships with major shipping companies and airlines</li> <li>Development of decision-support tools in the standard and personalized offers</li> <li>Launch of the AcTogether CSR challenge in early 2020: 497 actions finalized at the end of 2020, including 61% on the environment with waste management, climate, biodiversity, etc.</li> </ul>

SDGs	STAKES	ACHIEVEMENTS IN 2020
<b>13 CLIMATE ACTION</b> 	<p>13.1</p> <ul style="list-style-type: none"> <li>Develop an adaptation and mitigation policy to combat climate change and increase the resilience of buildings to hazards</li> </ul> <p>13.2</p> <ul style="list-style-type: none"> <li>Deploy climate strategy measures across the network, particularly in developing countries</li> </ul> <p>13.3</p> <ul style="list-style-type: none"> <li>Increase awareness-raising among internal stakeholders and their skills to integrate climate change issues into their daily operations</li> </ul> <p>13.b</p>	<ul style="list-style-type: none"> <li>Continuation of the climate plan with personalized support for country entities with the highest emissions (accounting for 86% and 74% of scopes 1 and 2)</li> <li>Setting of the GHG reduction commitment for scope 3 downstream, -30% by 2030</li> <li>Development of the sustainable supply chain offer: industrialized and personalized solutions</li> <li>Investment in its low-carbon company vehicles for urban transport and development of partnerships with subcontractors to roll-out the use of low-carbon corporate vehicles</li> <li>Deployment of customized training providing knowledge and tools to sales teams (prescribers) and buyers to integrate CO<sub>2</sub>e into customer relations</li> <li>1<sup>st</sup> edition of the AcTogether CSR challenge with a clear focus on climate change</li> </ul>
<b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b> 	<p>16.5</p> <ul style="list-style-type: none"> <li>Combat corruption</li> <li>Promote the respect for human rights among our employees and partners</li> </ul> <p>16.7</p> <ul style="list-style-type: none"> <li>Support the setup of resilient and transparent institutions</li> <li>Promote non-discriminatory and inclusive policies</li> </ul> <p>16.10</p>	<ul style="list-style-type: none"> <li>Development, by the HR and Training Departments, of a two-year program aimed at preventing discrimination: includes five e-learning modules, the first two of which were launched in the second half of 2020 and the following three in the first half of 2021. Target: HR staff to begin with, then all managers and supervisors. Training rate: 60% as of December 31, 2020</li> <li>Review of the due diligence processes, applied in conjunction with partners, and of the "vendor management" procedure</li> <li>Further improvements to the LINK Partner digital platform for references for road transport subcontractors (incorporating ethics, QHSE, CSR, etc.)</li> <li>96% of employees had attended corruption prevention courses by the end of 2018/start of 2019</li> <li>73% of the total workforce had successfully completed the "CSR, human rights and duty of vigilance" e-learning course, launched in July 2020</li> </ul>
<b>17 PARTNERSHIPS FOR THE GOALS</b> 	<p>17.5</p> <ul style="list-style-type: none"> <li>Help develop infrastructure in the least developed countries and build capacity</li> </ul> <p>17.7</p> <ul style="list-style-type: none"> <li>Promote decarbonization technologies and innovation, particularly in developing countries</li> </ul> <p>17.8</p> <ul style="list-style-type: none"> <li>Make use of digital technology in sustainable development issues</li> </ul> <p>17.9</p> <ul style="list-style-type: none"> <li>Develop close ties between entities and local economic players to create more shared value</li> </ul> <p>17.10</p>	<ul style="list-style-type: none"> <li>21% of e-learning training courses taken by employees in 2020 focused on sustainable development issues</li> <li>196 projects with societal impacts were rolled out in 2020, with 28% of funding being aimed at young people</li> <li>Personalized support for country entities with the highest GHG emissions, mostly in Africa</li> <li>Promotion of the AcTogether challenge digital platform enabling ideas and experiences to be shared across the network (CSR actions, excluding sponsorship)</li> </ul>



## The AcTogether challenge, an inter-country competition to boost the CSR program

Bolloré Logistics launched the AcTogether challenge in January 2020 to boost CSR performance and, above all, to enable each employee to contribute directly to achieving our sustainable development challenges. This was renewed for a second year in 2021.



***"Relaunched for a second year in January 2021, the AcTogether challenge allows us to link global strategy with local actions".***

*What is the scope of the challenge and what are its goals?*

With the international deployment of our Powering Sustainable Logistics CSR program, our ambition is to increase the environmental and societal impact of Bolloré Logistics throughout the supply chain. It is in this virtuous dynamic that the AcTogether challenge resides, in that it links the global CSR strategy (defined by Bolloré Logistics' central divisions) with local actions by encouraging each employee to become an actor in the program. Under the management of the CSR Department, this facilitation tool facilitates the appropriation by local staff of our sustainable development challenges while enabling everyone to contribute to our overall objectives at their own level.

*What is AcTogether?*

It is an inter-country competition with its own dedicated platform, giving each employee the opportunity to engage in a project that inspires them. The program has four areas of engagement: environment, social, ethical and societal. The principle is simple: once logged into the platform, employees can access their country's dashboard. They can then choose between two types of action: turnkey actions with pre-prepared action sheets, or tailor-made actions designed and proposed by themselves.

These actions are classified into two levels according to the intended impact and the complexity of their implementation.

Each action is validated by the country departments and then by our regional CSR representatives. The staff accumulate points for their country at each stage of the challenge. A minimum target has been set: at least 25% of actions must be aimed at reducing CO<sub>2</sub> emissions. To ensure equity between each country, these targets are calculated based on each country's connected workforce.

**Odile MAAREK**  
Organization, Methods  
and CSR Director  
for Bolloré Logistics

Beyond the competitive aspect, AcTogether is a tool for progress and measuring CSR performance in each country. As well as showcasing local initiatives, it enables countries to demonstrate their capacity to innovate and mobilize their resources around a common goal while promoting the exchange of good practices within the network.

*Were there any awards at the end of the first edition?*

All actions implemented are highlighted on the platform's home page. Four AcTogether initiatives and their teams received awards after the 2020 edition. The Philippines and the United Arab Emirates won the "Points" and "Targets" trophies respectively. These two small countries illustrated the fairness of the challenge very clearly. The best AcTogether action, as voted by all employees, was won by a low-carbon transport plan implemented in Dubai. The carbon prize, awarded by the CSR community, went to the launch of the first truck running on compressed natural gas in Los Angeles. These teams received grants to develop CSR projects, either internally or externally, which are close to their hearts.

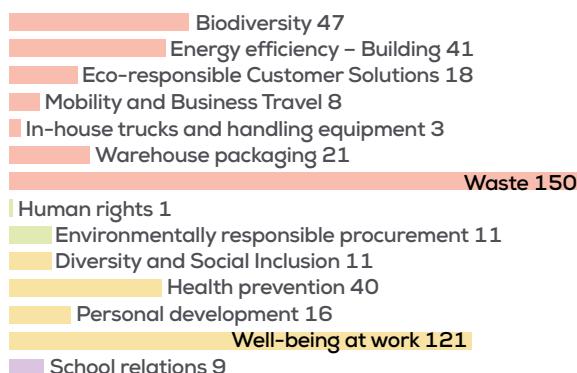
*What were the highlights of the first edition?*

The challenge was surprisingly successful. Above all, I should mention the ability of our employees to actively participate in achieving the goals of the CSR Powering Sustainable Logistics program. The diversity of the initiatives should also be highlighted. The actions implemented related to energy efficiency, the reduction of CO<sub>2</sub>e emissions associated with our activities, the preservation of natural capital and well-being at work. In total, 1,801 tonnes of CO<sub>2</sub>e and 294 tonnes of waste were saved. Despite the difficult context, our staff around the world are remarkably committed. I am very confident that our employees will double their efforts once the health crisis has abated and our supply chain is running more smoothly.

## ACTOGETHER: AN INTER-COUNTRY COMPETITION!

Bolloré Logistics' CSR strategy is structured around its Powering Sustainable Logistics program. A challenge has been launched to improve performance and unite our staff around our sustainable development challenges: AcTogether! It should be noted that sponsorship actions are not included in this challenge, they fall under the EarthTalent umbrella according to the Bolloré Group's sponsorship policy. Beyond the competitive aspect, AcTogether is a tool which creates progress and measures CSR performance in each country.

### NUMBER OF ACTIONS BY AREA AND THEME



## THE FINAL RESULTS OF THE 2020 EDITION

**497**

ACTIONS COMPLETED

**61% ENVIRONMENTAL  
ACTIONS:**

waste management,  
energy and CO<sub>2</sub> efficiency  
with building efficiency,  
low carbon transport plan.

**33% SOCIAL  
ACTIONS:**

well-being at work,  
health and safety.

The environment, accounting for 58% of actions, was by far the favourite area for employees. Offsetting actions prevented the emission of 1,805 tonnes of CO<sub>2</sub>e. The 4-R policy (Reduce, Reuse, Repair, Recycle) on waste management was applied during the challenge. 294 tonnes of waste were saved. Social initiatives such as well-being at work workshops and team-building events represented 38% of the actions and resulted in a total of 36,000 positive impacts throughout the network.

Environment: 288

Ethics: 12

Social: 188

Local development: 9

### NUMBER OF MONTHLY ACTIONS IN PROGRESS AND COMPLETED



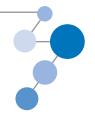
Launched on January 14, 2020, AcTogether was well received by employees during the launch. Logically, its success was slowed by the global health crisis in the second quarter. Nevertheless, the employees rallied admirably towards the end of the year to achieve a remarkable final stretch.

### NUMBER OF EMPLOYEES WHO PARTICIPATED IN AWARENESS-RAISING SESSIONS DURING THE 2020 EDITION

ENVIRONMENT					SOCIAL			HUMAN RIGHTS
SUSTAINABLE FREIGHT SOLUTION	BIO-DIVERSITY	ENERGY IN BUILDINGS	MOBILITY	WASTE	WELL-BEING	DIVERSITY	HEALTH	HUMAN RIGHTS
21	2,331	1,580	114	6,086	3,338	2,331	1,564	20

AcTogether is a formidable lever for increasing the knowledge and skills of employees. In this regard, a large number of workshops, webinars and communication campaigns enabled a total of 17,385 people to benefit

from awareness initiatives (employees could benefit from several awareness workshops, this figure does not confirm that 17,385 employees benefited from awareness-raising initiatives).



## Actions carried out around the world under the 1<sup>st</sup> edition of AcTogether

612 actions completed during the first edition. Throughout the network, our employees are committed to contributing to the achievement of the common sustainable development goals.



AUSTRALIA	UNITED ARAB EMIRATES	THAILAND
<p><b>ENVIRONMENT</b> packaging in warehouses</p> <p><b>Reduced use of plastic.</b> The Melbourne warehouse has pursued a policy of reducing the use of plastic in its operations. Two solutions have been implemented. Shrink-wrap plastic film has been replaced by cardboard boxes for the downstream distribution of merchandise. Our staff also worked with a client to use cardboard in storage units.</p> <p><b>IMPACT:</b> 2.1 tonnes of plastic saved.</p>	<p><b>ENVIRONMENT</b> environmentally responsible customer solution</p> <p><b>Optimization of rounds in Dubai.</b> Low carbon transport plan for local deliveries. Unbundling of cargo in the transit warehouse and establishment of optimal routes. The aim is to optimize space and reduce daily trips using trucks. This action was voted "Best AcTogether 2020 Action" by all Bolloré Logistics employees.</p> <p><b>ESTIMATED IMPACT:</b> CO<sub>2</sub> reductions of between 20 % and 25%.</p>	<p><b>SOCIAL</b> well-being</p> <p><b>Sports day.</b> The Bangkok branch organized a sports day including football, volleyball, tug of war and a variety of fun games. The main objective was to provide a pleasant shared experience for employees outside of the workplace while enjoying sports activities. Working in teams, the employees were also able to create bonds through a spirit of collaboration and solidarity.</p> <p><b>IMPACT:</b> improved well-being and health for 160 employees.</p>



## BANGLADESH

### ENVIRONMENT waste management

#### **Beach cleaning at Cox's Bazar.**

Polluted beaches are harmful to local flora and fauna. The launch the waste collection program for beaches polluted by humans helped preserve the environment and raise employee awareness.

#### **IMPACT:**

40 kg of waste collected.

## BRAZIL

### ENVIRONMENT water management

#### **Water savings with tap aerators.**

Aerators were installed on taps to optimize water consumption in the offices. Aerators reduce the flow rate from taps by injecting air bubbles into the stream. These water savings are readily accessible and are reflected in costs as well.

#### **ESTIMATED IMPACT IN 2020:**

13 m<sup>3</sup> of water saved.

## CÔTE D'IVOIRE

### SOCIAL health and safety

#### **Expansion of barrier actions against Covid-19.**

Hand washing stations have been set up at the entrances to the various sites to fight the Covid-19 virus. They are equipped with automatic soap dispensers and the water is dispensed using a foot pedal. These devices enable staff and visitors to wash their hands in complete safety without touching the tap.

#### **IMPACT:**

28 stations,  
around 900 employees.

## United Kingdom

### ENVIRONMENT waste

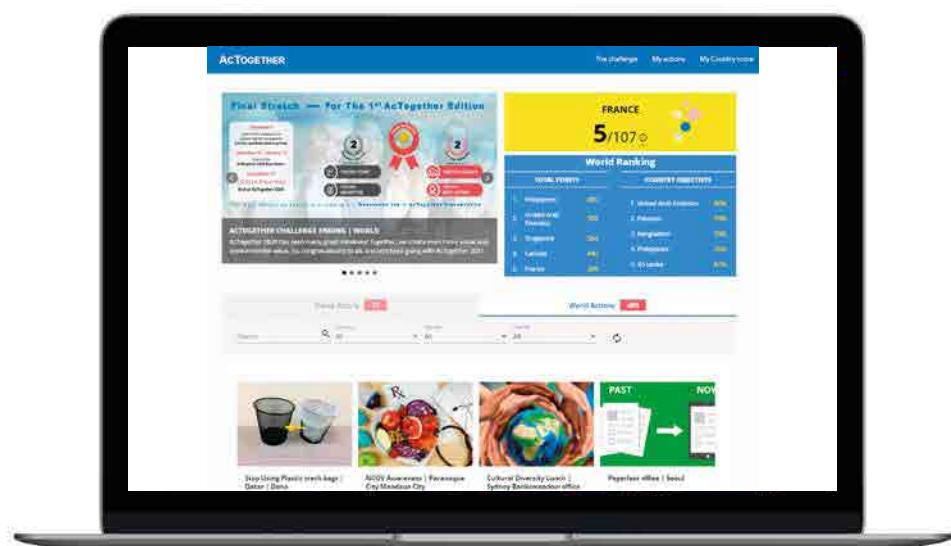
#### **Implementation of a new sorting system to recover waste.**

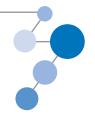
The Bolloré Logistics Skyline depot has reviewed its waste management procedure. A more ambitious sorting system has been implemented. Lastly, the goal was then to recover 100% of waste products.

All of the waste products from the depot are now either recycled or converted to energy

#### **ESTIMATED IMPACT IN 2020:**

17 tonnes of waste recovered.





## PHILIPPINES

**ENVIRONMENT**  
waste and biodiversity**Reuse of waste to fertilise  
the urban vegetable garden  
in Paranaque.**

Reuse of waste products such as warehouse pallets and plastic bottles for building materials for a rooftop garden. The garden attracts birds and butterflies. The employees are also able to plant edible vegetables. It also encourages employees to sort waste for reuse in the garden.

**ESTIMATED IMPACT:**  
482 kg of waste collected  
and reused.

## CHINA

**SOCIAL**  
schools & waste**Upgrading of IT equipment  
in Beijing.**

The Beijing branch collected unused computers in order to give them a second life. They were subsequently donated to the Shidaoxiang School. This action is part of a long-standing relationship with a school where one of our employees taught English.

**IMPACT:**

Local community commitment.  
10 computers recovered.

## UNITED ARAB EMIRATES

**ENVIRONMENT**  
packaging**Recycling of used cardboard  
boxes in Dubai.**

The used cardboard is cut into small pieces using a shredder.

These are then reused for packaging shipments instead of plastic bubble wrap.

**ESTIMATED IMPACT:**  
300-400 kg of cardboard  
reused each month.

## FRANCE – LYON

**SOCIAL**  
well-being at work**Collaborative workshop for the  
development of new workspaces.**

As part of the B'Lyon property project, collaborative workshops were conducted with the occupants of the future workspace. The goal was to understand their views on three issues: the optimization of work and communication, environmental impact and the services provided.

**IMPACT:**  
Improved well-being for  
50 employees.

## FRANCE – VITROLLES

**ENVIRONMENT**  
environmentally responsible  
customer solution**Adapting means of transport  
according to the seasons.**

Low carbon transport plan implemented during the winter season. Refrigerated trucks are not needed to transport chocolate in winter. This product is now transported by train in winter.

**ESTIMATED IMPACT IN 2020:**  
95% reduction in CO<sub>2</sub> emissions.



## WORLDWIDE

### SOCIAL

diversity and equality

**Promotion of women's rights.**  
On March 8, Bolloré Logistics launched a campaign as part of International Women's Rights Day. To promote this cause, various initiatives have been launched around the world: celebrations, awareness workshops, discussion groups, promotion of inspiring women, etc. The event was highly successful and strengthened the group's commitment to gender equality.

## GERMANY

### ENVIRONMENT

promotion of biodiversity

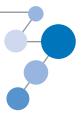
**Free bags of seeds for employees.**  
On the occasion of World Bee Day, all employees in Germany were given a free bag of seeds. This contained a mixture of 30 flower varieties suitable to support bees. The goal was to raise employees' awareness of the importance of bees and the need to protect them.

## USA

### ENVIRONMENT

packaging in warehouses

**Replacement of conventional stretch plastic film with biodegradable film.**  
Since March 2021, all plastic film used in logistics activities in Miami has been replaced with biodegradable plastic film. Certified as bio-sourced, this type of plastic is made entirely from natural materials and does not disintegrate into microplastics. Therefore it doesn't pollute ecosystems as it decomposes.

**Testimonial on AcTogether**

*Interview with the Legal and  
Insurance Manager, Western/Central/Northern  
Regions of France and Luxembourg*

*Marie, you have launched many actions on the AcTogether platform. Would you share your point of view concerning the Challenge with us?*

As the Biodiversity referent for the Saint-Aignan de Granlieu site in France since 2015 and with the support of willing colleagues who are committed to the subject, we have initiated and implemented some environmental and societal actions, events, workshops, and amenities on the site near Nantes. This has made it possible to make as many staff members as possible aware of biodiversity directly at their workplace, and also give them the keys to promote the continuation of these actions externally. I believe in the continuity of things. There is no doubt that the launch of Challenge AcTogether in 2020 has enabled us to intensify and expand our actions in our region of Western France, to promote brainstorming with an exchange of collaborative ideas, and also to gain visibility. This international competition is a great sharing ground. Each organisation can therefore implement an action initiated on another

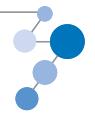
site elsewhere in the world: the community is undoubtedly a force greater than the individual actions undertaken by a single body.

*What benefits will you obtain from these actions?*

Firstly, I note the ever-growing involvement of our members of staff in a sustainable, responsible approach. The environmental and societal problems of our actions are part of their concerns, and are a priority for the youngest staff members who have joined us and are the first to ask for this. Each of us should be aware that the CSR strategy is linked to the heart of our businesses and that, individually and collectively, we carry our Group's basic values regarding our customers and also our service providers. CSR is now an essential vector to boost our competitiveness with the competition, and to create innovation constantly in our actions and all the services we offer.







2

## BOLLORÉ LOGISTICS CSR COMMITMENTS: MAKING ISSUES CENTRAL TO BUSINESS LINES AND COMPANY OPERATIONS



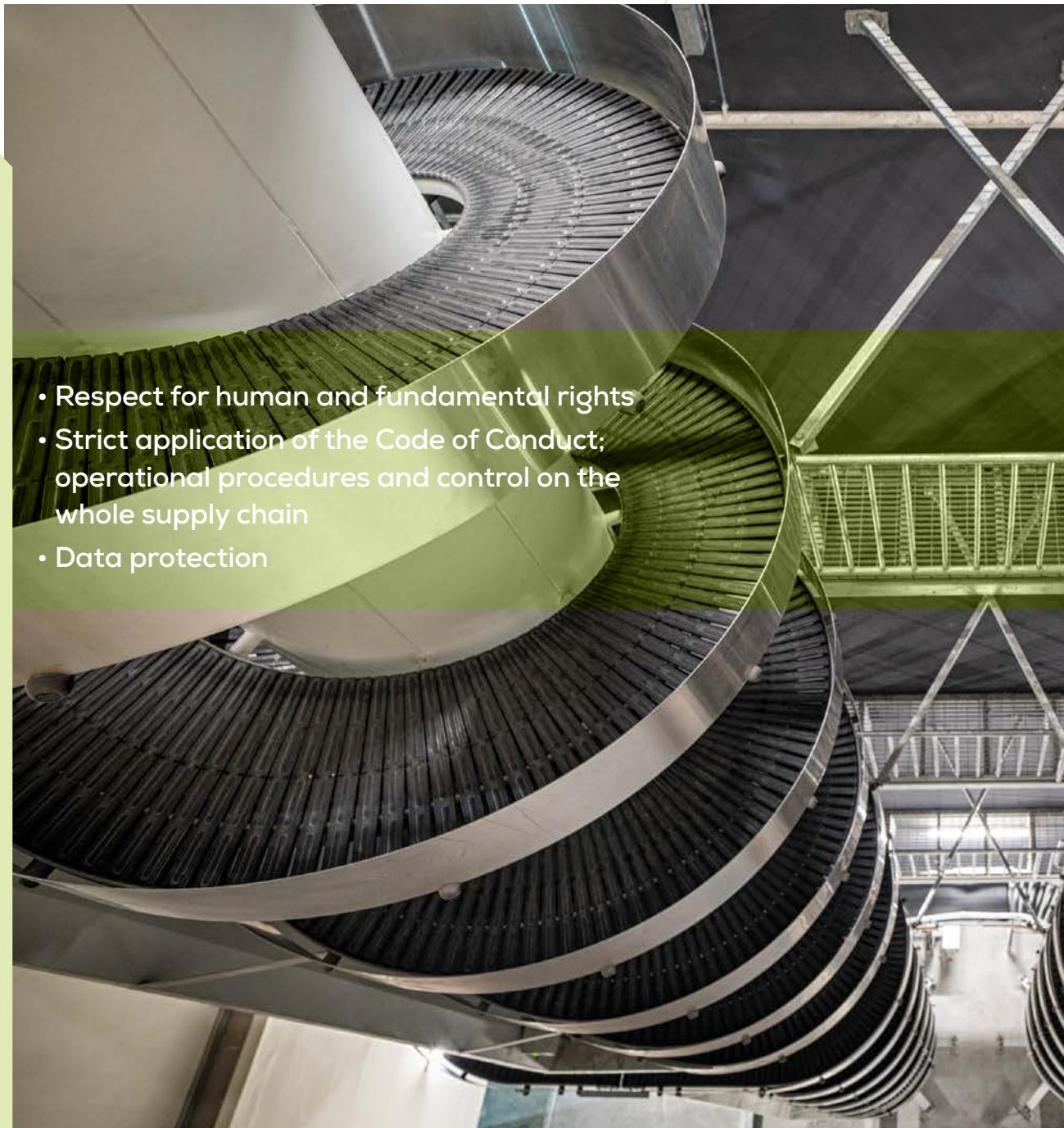


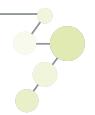
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## ENSURING ethical and responsible business practices in our logistics value chain



- Respect for human and fundamental rights
- Strict application of the Code of Conduct; operational procedures and control on the whole supply chain
- Data protection





## AN ETHICAL APPROACH DATING BACK TO 2003 WHICH BECAME A GLOBAL SYSTEM TO ENSURE THE INTEGRITY OF THE SUPPLY CHAIN

Since it was first founded, the Bolloré Group has been committed to an ethical approach based on the commitments shared by all of its subsidiaries, including Bolloré Logistics. The Bolloré Group signed the United Nations Global Compact in 2003 and has since committed to upholding the fundamental principles of the Global Compact regarding human rights, labor standards, the environment and the fight against corruption. As a member, the Bolloré Group, and therefore Bolloré Logistics, strives to integrate the Ten Principles of the Global Compact into its strategy, culture and daily operations and clearly express its commitment to its employees, partners, customers and the public.



Bolloré Logistics condemns corruption, influence peddling and anti-competitive practices, monitors compliance with economic sanction programs, prevents damage to the environment, human rights and fundamental freedoms and to the health and safety of people and combats all forms of discrimination and harassment.

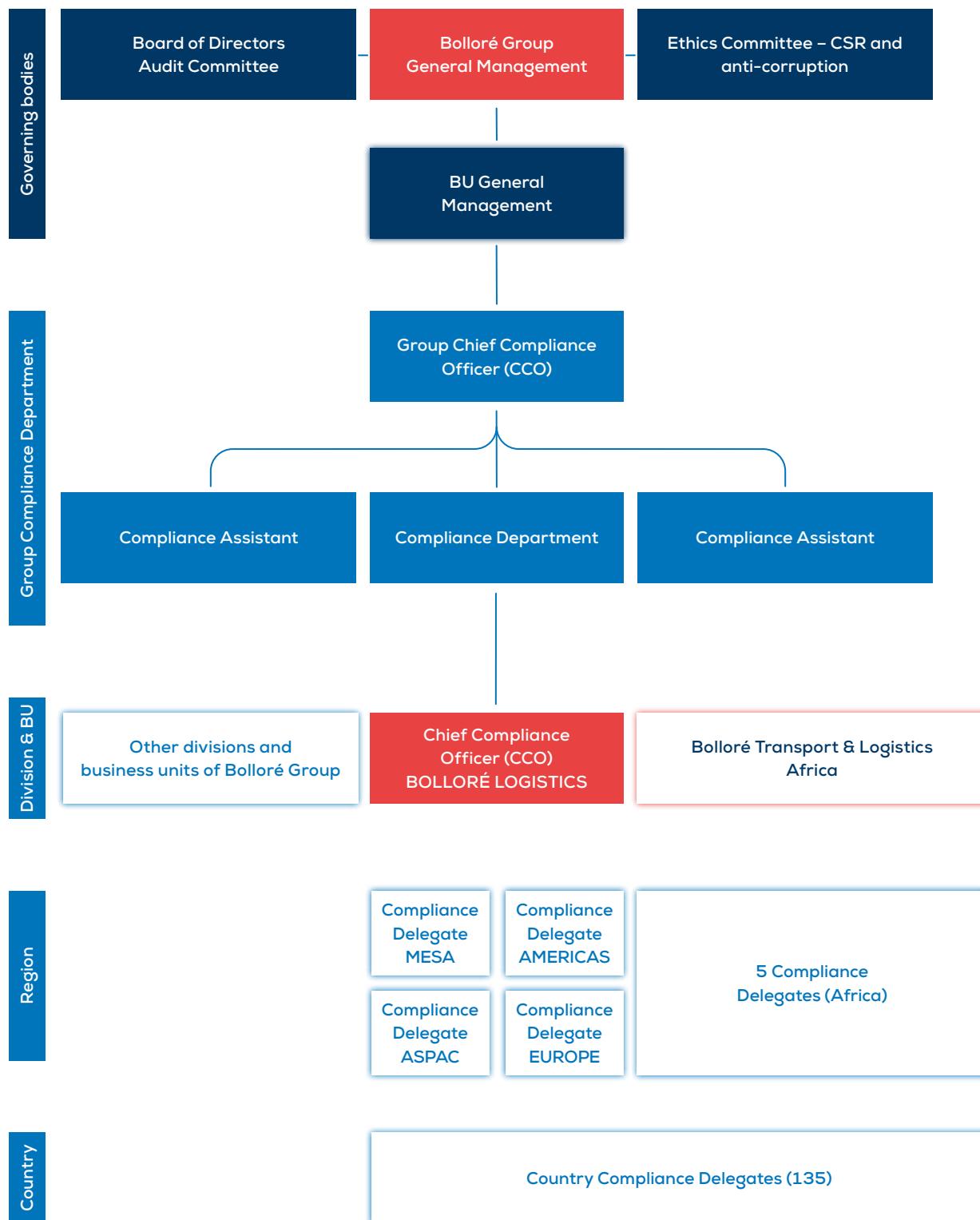
Set out in the Bolloré Group Ethical and CSR Charter and Code of Conduct and applicable to all of its subsidiaries, this commitment must be adhered to by all of its representatives, employees and commercial partners who must act with integrity at all times to protect the Group's reputation and ensure sustainable growth. Bolloré Logistics will not tolerate any breach and will take all the necessary measures to rectify the situation.

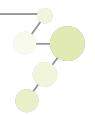
Through the Ethical and CSR Charter, revised in 2020, the company commits to:

- identifying, preventing and minimizing the social and environmental risks that its activities may pose to the stakeholders in its value chains through the roll-out of robust duty of care cycles;
- deploying all appropriate resources to effectively manage the priority risks associated with its activities and optimize its action while constantly seeking out the economic, social, ethical and environmental benefits;
- implementing its commitments in dedicated policies to guide its teams and partners in their daily activities in all countries where we operate;
- consulting its stakeholders and taking their expectations into account, listening attentively and offering appropriate protection to whistleblowers;
- sharing the results of approaches implemented during the appropriate reporting of non-financial information (as part of the statement of non-financial performance).

In terms of ethics and compliance governance, a dedicated organization ensures the effective implementation of a corruption prevention program inspired by the most stringent relevant standards. The Ethics Department was set up in the early 2000s with a broad reach thanks to an internal network of ethics and compliance delegates in the regions where the Group operates. In 2020, there were 135 Ethics delegates. They are accountable both locally, to country management, and centrally, to the Ethics and Compliance Department. This provides an overview of issues, a more coherent performance and a more secure system.

## Organisation Compliance Chart





The field presence of dedicated central and local teams has been key to the approach since the beginning, helping to define situations and thus implement the necessary action and deployment plans.

Compliance is governed at three levels:

- the Board of Directors' Audit Committee which, by monitoring the effectiveness of internal control and risk management systems, monitors the Bolloré Group anti-corruption compliance system;
- the Ethics, CSR and Anti-Corruption Committee which defines and coordinates the deployment of the ethics approach in the Bolloré Group. The Committee's objective is to define work priorities in terms of ethics, compliance, CSR and sponsorship, which the divisions are tasked with implementing within their area of responsibility. Therefore, it specifically focuses on the implementation and efficiency of the Group anti-corruption system (for more information, see page 66). The Chair and Chief Executive Officer of Bolloré Logistics takes part in the process;
- the Group Chief Compliance Officer who is responsible for the implementation of the compliance program; he reports on the effectiveness of the anti-corruption compliance program to the Audit Committee, the Group Ethics Committee, the Group and Division Chairs and Chief Executive Officers.

He is supported in this mission by:

- the Group Compliance Department which comprises eight employees (managers, analysts, assistants and work-study students);
- a local network (Chief Compliance Officer, regional and local delegates dedicated wholly or partly to the position) which reports on a functional basis to the Group Compliance Department;
- the support functions, namely Purchasing and the Middle Office, the HR Department, the IT Department, Finance, Legal Affairs, CSR and QHSE;
- external experts.

In June 2019, the Chair and Chief Executive Officer of Bolloré Logistics appointed a dedicated Compliance Officer to the Bolloré Logistics business unit to expand the resources available within their area of responsibility. They are tasked with supervising the deployment of action plans drawn up following the global and local risk analysis carried out in all Bolloré Logistics entities, establishing procedures geared towards company issues and implementing them in the field while supervising the training of employees and the assessment of suppliers and third parties.

Bolloré Logistics has built its 'Powering Sustainable Logistics' CSR program around four action levers. The ethics and compliance lever, 'Ensure ethical and responsible business practices in our logistics value chain', encompasses the Bolloré Group objectives set out above through the following commitments:

- Respect for human and fundamental rights;
- Strict application of the Code of Conduct; operational procedures and control on the whole supply chain;
- Data protection.

Through its specific commitments, Bolloré Logistics specifically targets the following Sustainable Development Goals:

TARGETED SUSTAINABLE DEVELOPMENT GOALS	TARGETS
<b>SDG 8</b> Travail décent et croissance économique	8.3 8.8
<b>SDG 12</b> Consommation et production responsables	12.6 12.7
<b>SDG 16</b> Paix, justice et institutions efficaces	16.5 16.7 16.10 16.b
<b>SDG 17</b> Partenariat pour la réalisation des objectifs	17.5 17.10 17.11 17.12

For more information on Bolloré Logistics' contribution to the SDGs, see chapter 1.2.2, page 42.



### KPIs of the Powering Sustainable Logistics Program

OBJECTIVES	DEADLINE	2020 RESULTS	2019 RESULTS	2018 RESULTS
<b>RESPECT FOR HUMAN AND FUNDAMENTAL RIGHTS ON ITS VALUE CHAIN</b>				
Deployment of the required schemes in 100% of countries (enforcement of the Code of Conduct, whistleblowing procedure, Ethics Committee, duty of care)	Objective achieved	100% of countries covered by these schemes.	100% of countries covered by these schemes.	100% of countries covered by these schemes.
100% major suppliers assessed (due diligence)	Objective achieved	<b>100% of major suppliers, representing 70% of total purchase amount, assessed by the due diligence procedure.</b>	100% of major suppliers, representing 70% of total purchase amount, assessed by the due diligence procedure.	70% of major suppliers assessed.
100% of suppliers at major and high risk assessed (due diligence)	2021/mi-2022	Continuation of identification of transport suppliers with major or high risk levels (road hauliers in particular), using the risk matrix established during the ad hoc procedure and the current evaluation procedure.	New risk categorisation defined for purchase to non-major suppliers. Classification for these non-major suppliers is achieved for 5 out of the 6 purchase categories. Screening is in progress for suppliers at major and high risk (highest level) as part of the management and monitoring of the risk to validate the decision to pursue business relations. Due diligence procedure mandatory at a minimum for suppliers at major risk.	Development of a computer-based module in progress.
<b>STRICT ENFORCEMENT OF THE CODE OF CONDUCT, OPERATIONAL PROCEDURES AND CONTROL ON ALL THE SUPPLY CHAIN</b>				
100% of employees trained in business ethics, unfair competition and corruption	Objective achieved	100% of new employees trained.	96% of employees trained in December 2018 + 100% of new employees.	96% of employees trained.
100% of the most exposed employees trained in eight specific themes	2021	<b>Training courses for Directors of regions and priority countries, to prepare the deployment of the 8 modules for all at-risk populations in 2021.</b>	New objective Themes: Conflicts of Interest, Gifts and Invitations, Facilitation Payments, Intermediaries, Sponsorship and support, Hiring, International Sanctions, and Competition and Cartels	
Compliance audit of 30 countries per year by the Internal Audit Department	2021	Ongoing adaptation of the system for compliance with the recommendations made by the AFA, with the roll-out of accounting controls and audits in 2020. Compliance with the audit program, planned for 2021, will depend on the health situation in each country and the requirements of AFA controls launched in the same year.	Continuation of the adaptation of compliance system to AFA recommendations with namely in 2020 accounting controls and Audit. It is a significative project in terms of methodology and roll-out that became more complex due to the pandemic and the lock down. This is why the Internal Audit Department plans to conduct those audits in 2021. New objective set in 2020.	Deployment of the adaptation program to meet the recommendations of the AFA (French anti-corruption agency)
Monitoring of the compliance system in 12 countries per year by the Compliance Department	2020	Field compliance audits scheduled for Q4 2020 in 12 countries identified as being of priority had to be postponed due to the health crisis. Their completion in 2021 will depend on the health situation in each country and the resources available, given the AFA's ongoing checks.	Monitoring of the compliance system on 12 priority countries during last quarter 2020. 109 compliance controls were conducted in 2019, i.e. 100% of the scope.	



## CSR COMMITMENTS

OBJECTIVES	DEADLINE	2020 RESULTS	2019 RESULTS	2018 RESULTS
<b>STRICT ENFORCEMENT OF THE CODE OF CONDUCT, OPERATIONAL PROCEDURES AND CONTROL ON ALL THE SUPPLY CHAIN</b>				
The Bolloré Group's compliance program to be controlled by AFA following the Judicial convention of public interest in 2021-2022	2022	New targets set in 2021. Reconsideration of the ISO 37001 target following the checks carried out by the AFA.	New objective set in 2020.	
<b>DATA PROTECTION</b>				
Global ISO 27001 certification	2022	The gap analysis for ISO 27001 compliance was carried out in 2020 and June 2021 saw the start of the ISMS implementation project, with a view to achieving certification by the end of 2021.	New objective set in 2020.	Implementation of an effective information system security policy in 100% of entities.
100% of connected European employees trained in protecting their personal data	2021	85% des collaborateurs formés.	81% of European employees trained.	74% of European employees trained.
100% of connected employees trained in information security breaches	2022	By June 2021, 80% of the Group's employees had undergone training in IT security (compulsory modules: Phishing, Email Security, Social Engineering)	74% of employees trained in information security breaches (new objective set in 2020, training with success at the end of November 2020).	



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## 1 ENSURING THE RESPECT OF ALL HUMAN RIGHTS

### Special attention paid to the supply and subcontracting chain in Bolloré Logistics' international network

Its strong international presence has led the Bolloré Group and its divisions to employ many people, either directly or indirectly, in an institutional context that varies from one country to another, where human rights are sometimes deemed to be under threat. This is why the respect and promotion of human rights have been defined as a priority line of action for the Bolloré Group, and thus for Bolloré Logistics, covering issues such as the principle of non-discrimination (women's rights, minority rights, the fight against moral and sexual harassment, etc.), guaranteeing decent working conditions, promoting social dialogue and freedom of association for trade unions, and situations of forced or child labor.

It should be noted that forced labor and child labor represent major risks in that they must be an absolute priority in terms of prevention and action. These risks are governed by internal measures and controls implemented for employee recruitment.

Furthermore, Bolloré Logistics pays careful attention to its supply and subcontracting chain. The Bolloré Group's reasonable duty of care must be adapted to the local context of specific regions: offers and services may sometimes be limited by a competitive fabric restricted on a local, regional or even national level.

The Bolloré Group endeavors to implement a system of governance that reflects its values in the countries where it operates, and has been committed to observing the principles of respect for human rights for almost 20 years through its support for the UN Global Compact. By making this issue a fundamental pillar of the CSR strategy, the Bolloré Group positioned the defence and promotion of human rights as an essential component of its activities, and it also formalized its commitments within a Group Human Rights Charter in 2019, signed off by the Group's Chairman and CEO, who designed the Group's Human Rights approach and therefore that of Bolloré Logistics. In 2020, the Group updated its ethics charter for all Business Units and also published its Code of Conduct, together with the Group Ethics & CSR Charter, with stronger human rights requirements. The Code of Conduct sets out the expected standards of behaviour for all persons acting on behalf of the Bolloré Group and formalizes recommendations to prevent, identify and report breaches. The Ethics & CSR Charter, signed off by Cyrille Bolloré, the Group's Chairman and Chief Executive Officer, forms the basis

of the Group's fundamental commitments, from which more in-depth policies and procedures arise regarding the issues identified as being priority. It is for this reason that the Group's Human Rights and Responsible Purchasing Charters incorporate and strengthen the system of ethics by creating a specific approach backed by international standards, in particular:

- *The International Bill of Human Rights;*
- *The United Nations Guiding Principles on Business and Human Rights;*
- *The OECD Guidelines for Multinational Enterprises;*
- *The Fundamental Conventions of the International Labour Organization.*

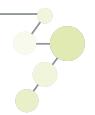
The commitments expressed therein are also in line with the UN Sustainable Development Goals (SDGs) and focused on three main aspects:

- *Respect for workers' rights throughout our value chain;*
- *Respect for the fundamental rights of the communities in the vicinity of our operations;*
- *Constant striving for a positive contribution to society.*

In order to respect the commitments expressed in the Charter, the approach is based on a division of roles:

- *The Bolloré Group plays an awareness-raising, training, mobilization, coordination, pooling and reporting role entrusted to the Group CSR Department;*
- *In the same manner as the Group's other business units, Bolloré Logistics is in charge of operational implementation, factoring in the specifics of their business lines and the need to adapt to the regions where they operate, entrusted to a human rights adviser under the responsibility of their General Management.*

The commitments expressed by the Group involve all employees and call for the implementation of appropriate due diligence provisions to enable the identification, prevention and mitigation of serious infringement risks by Bolloré Logistics. Furthermore, the Group's Human Rights Charter requires that the company's contractors and business partners subscribe to its principles, which are also included in the Responsible Purchasing Charter published in 2020. They are issued with the Charter and other internal ethics documents to help them comply with these provisions. In addition, the selection and assessment of suppliers and subcontractors at Bolloré Logistics are subject to clearly established processes and procedures. For more information, see Responsible purchasing page 71.



## Educating teams and adopting procedures in entities

To ensure the practical implementation of the Bolloré Group's commitments and continually strengthen the defense, respect and promotion of human rights within the corporate culture, the publication of the Group Human Rights Charter coincided with the development of a 2019–2020 Group action plan, drafted with a cyclical approach around two aspects: educating teams and adopting procedures in the entities.

### Educating teams

The communication and publication of the Group's human rights commitments and actions are essential in terms of both its transparency approach and its desire for the sound adoption and dissemination of its principles among all of its stakeholders. Bolloré Logistics has therefore deployed a communication strategy in order to reach all the internal and external stakeholders:

- **Internal stakeholders:**

- Deployment in 2020 of a communication campaign for the Human Rights Charter, the Ethics & CSR Charter, the Responsible Purchasing Charter and the Group approach deployed by senior management in all countries in the network;
- Communication of the Human Rights Charter, the Ethics & CSR Charter, the Responsible Purchasing Charter and the Bolloré Logistics Group approach for support services (HR Department, Purchasing Department, Compliance Department, Legal Department) for incorporation into the procedures;
- Communication campaign for the whistleblowing system - online deployment, scope and operation (in France in 2019/2020, internationally in 2020/2021) using posters and information booklets;
- Continuation of the roll-out of internal communication campaigns developed in 2019, such as the monthly newsletter and the production of visual aids (posters, videos, brochures), as well as a specific communication campaign for International Human Rights Day on December 10, etc.

- **External stakeholders:**

- Online publishing of the Group's Human Rights, Ethics & CSR and Responsible Purchasing Charters on the Bolloré Logistics website;

- Communication of all the documents related to the Group's ethical approach to Bolloré Logistics partners, suppliers and subcontractors (see Responsible Purchasing p. 71);
- Publication of the Group Human Rights CSR priority area on social networks;
- Communication of charters and presentation of the Group Human Rights strategy to investors and extra-financial rating agencies.

In order to ensure that the principles set out in the Human Rights Charter are soundly adopted, awareness-raising – both of targeted functions and all employees and commercial partners – is the second pillar of the human rights action plan with the aim of achieving a better understanding of these issues at Bolloré Logistics.

Over the last three years, various communications, awareness-raising and training actions have been organized, including:

- The Bolloré Logistics CSR Committee, April 2018: awareness-raising session with 40 members invited by the Bolloré Group CSR Department on the topic of the Group's duty of care and its human rights policy objectives.
- Conference to raise awareness of human rights issues in companies, October 2019, for the top 100 Head Office managers, extended to the HR, legal and purchasing teams at all Business Units.
- Educational kit in late 2019, providing definitions and historic and regulatory background, sent to the Chief Executive Officers of the Group's various Business Units. Bolloré Logistics has thus deployed an awareness-raising approach with the regional and local departments in its network. Distribution of a Bolloré Group CSR newsletter aimed at all Bolloré Logistics employees with articles and materials relating to human rights (Group actions, definitions, good practices, regulatory developments, etc.), in both English and French.
- Bolloré Logistics AcTogether CSR challenge: an awareness-raising kit for employees (English and French) covering human rights in companies.
- By the end of December 2020, 73% of employees had successfully completed the "CSR, human rights and duty of vigilance" e-learning course, which also covered the environment. 78% of HR staff and managers worldwide have completed the "Diversity: physical appearance" e-learning module. This module is specifically focused on issues within supply chains, one intended for purchasing departments is also under development.

### Adopting procedures in the entities

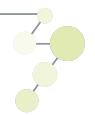
The commitments in the Human Rights Charter call for the practical application of actions and measures to establish the Bolloré Group's strategy. A Human Rights Steering Committee was set up in September 2019, bringing together the CSR contacts of the Group's divisions and subsidiaries, including Bolloré Logistics, as well as the support functions (legal, human resources, purchasing, compliance and communication, etc.). A working group was launched as a result. Bolloré Logistics is committed to identifying its human rights issues as precisely as possible.

In July 2020, a specific questionnaire formalized on the Enablon reporting tool was sent to the Chief Executive Officers in Bolloré Logistics countries to help identify the priority risks around these themes for all countries in the network. Bolloré Logistics' strong international presence, which highlights its ability to integrate and adapt, also implies a wide variety of socio-economic contexts which may involve various human rights issues. The campaign also gathered the information needed to improve knowledge of impacts and local issues for 96% of Bolloré Logistics' legal entities, which set up Human Rights Committees in response to combine the necessary expertise: HR, QHSE, Legal, Purchasing, CSR, Ethics and Compliance and Communications Departments. The answers were collected in summer 2020 and are currently being compared to the human rights criticality index for each country, which were developed internally on the basis of international

benchmarks. The data are currently being analysed and verified internally by the HR Department at Bolloré Transport & Logistics using one-on-one interviews. This will help to refine the map of human rights risks for activities carried out by the Bolloré Logistics Business Unit. The goal for the end of 2021 is to develop action plans targeting the countries and entities identified as priority, and to create a roadmap including relevant indicators and objectives.

A professional whistleblowing system has been rolled out. It is accessible to all internal and external stakeholders at Bolloré Logistics. The Group commitments have been formalized and implemented in policies and procedures within the business unit where the human rights risks were mapped as a priority in 2017. Information cards and processes integrating CSR and human rights issues, such as a hiring procedure and an interview guide developed to combat discrimination in the recruitment process, were thus formalized for Bolloré Logistics. In terms of 'responsible purchasing', a working group led by the Bolloré Group's CSR Department, involving the Bolloré Logistics Purchasing, QHSE and CSR Departments, identified human rights risks in the Group's supply chain and formalized a Responsible Purchasing Charter. Specific human rights criteria have been integrated into existing processes: procedures, contractual clauses, audits, etc. For more information, see Responsible Purchasing page 71.





## Pilot duty of care mission at Bolloré Transports & Logistics in Côte d'Ivoire

During the implementation of the Bolloré Group's Duty of Care Plan, a pilot duty of care mission for Bolloré Transports & Logistics activities in Côte d'Ivoire was led in July 2019. With a focus on human rights and fundamental freedoms, drawing on numerous interviews and discussions with the local teams, the aim was to raise awareness of human rights issues in the various departments, present the Group's CSR strategy and collate the best practices observed on site in order to compare the Group's approach with the realities in the field.

In line with Group commitments, the employees received online training on the Ethics and CSR Charter or face-to-face training for employees without a work computer owing to their position. The various interviews showed sound adoption of the Group procedures and framework, particularly

on aspects relating to employee health and safety and their working conditions (pay, break times, hiring, skill development, etc.). Among the prevention procedures for human rights violations risk in the value chain, the listing conditions in the database used internally by the Bolloré Transport & Logistics Côte d'Ivoire teams to select a subcontractor employee profile take human rights themes into account (no hiring without a contract, confirmation of age required by the national social security fund, etc.). A solid risk management framework controls the risks of child labor or forced labor in the form of a duty of care, the application of the Human Resources Department's procedures, local regulations and consideration given to these issues in the collective agreement and internal regulations.



## Measures rolled out by Bolloré Logistics to apply a reasonable duty of care to the whole of its value chain

### With regard to workers

The Group's first commitment in terms of promoting, protecting and respecting human rights identifies – in line with its CSR priority line of action – its employees' health and safety and the quality of their working conditions as a major issue across the whole of the value chain.

Respect for human rights is based on the following issues:

RISKS RELATED TO HUMAN RIGHTS	POLICIES AND SYSTEMS IN PLACE
Health and safety	Bolloré Logistics implements health and safety policies for all site workers, monitoring worker activity based on the risk map which accounts for the specifics of each type of position and proposes all appropriate measures based on the highest standards to ensure a secure work environment and prevent accidents.
Pay	Bolloré Logistics implements payroll policies in accordance with local minimum wage legislation. Consistent pay may be a key issue for employees in some countries, therefore the subsidiaries ensure that employees are paid consistently for the number of hours worked.
Work time and paid leave	Compliance with local legislation on the payment of overtime and compliance with break times, weekly rest days and the granting of parental leave. These issues are set out in detail in the various sites' internal regulations and collective agreements.
Employee representation	Compliance with national legislation on freedom of association and the right to collective bargaining. In the event of restrictive legislation, Bolloré Logistics pledges to encourage employee expression and prevent discrimination towards the workers involved in representative structures such as these.
Combating forced labor and the hiring of underage workers	Bolloré Logistics pledges to comply with local legislation on minimum working age and prohibits the hiring of children under the age of 15 and young people under the age of 18 for any potentially dangerous work.
Combating all forms of discrimination	In accordance with the commitments set out in the Diversity and Inclusion Charter, published in 2018. According to the Bolloré Group Code of Conduct, revised in 2020, the Group's companies strive to ensure that their staff have a safe and healthy work environment that is free of violence, bullying, harassment or threat. Moral or sexual harassment and discrimination can be reported using the whistleblowing procedure in the Group's ethics system, revised in the first half of 2020. This procedure, accessed via the website <a href="https://alert.bolloré.com">https://alert.bolloré.com</a> , guarantees that the person making the report is given the status of whistleblower (their personal data remains confidential and no disciplinary sanctions are taken). Such reporting can be internal or external to the Bolloré Group as the procedure is open to all employees of the Group and its commercial partners and to any individual whose interests are likely to be affected by the Group's activity. A diversity survey was also launched in 2019, covering Bolloré Transports & Logistics' entire HR network, to help develop a diversity e-learning approach for CSR issues, the first module of which was deployed in first half of 2020. Several diversity modules are now available, these are particularly aimed at the employees of the HR departments, but also at all managers and the Executive Committee of Bolloré Logistics, as well as the Regional managements and General managements of the entities.
Due diligence approach when selecting suppliers	Specific procedures are applied before entering into a partnership with a subcontracting company. Bolloré Logistics has reinforced the ethical processes within its supply chains with the implementation of CSR control and assessment measures depending on the suppliers' level of risk. Bolloré Logistics has therefore committed to only working with suppliers, subcontractors and agents who share the same values as those in the Code of Conduct. These third parties are assessed via a due diligence procedure. The objectives set out by the 'Powering Sustainable Logistics' CSR program have been achieved: 100% of major suppliers have been assessed by a due diligence procedure in 2020. A specific procedure to select intermediaries (customs brokers, representative officers, business providers, consultants, etc.) was also defined in the spring of 2020 and rolled out among decision-making bodies across the whole of the Bolloré Logistics network.

In line with this policy, Bolloré Logistics has rolled out measures allowing it to exercise reasonable vigilance over its suppliers' and subcontractors' employees in addition to the systems in place for its own employees.



### With regard to local communities

While mapping its risks and contextualizing human rights issues, the Bolloré Group identified this aspect as a pillar of its commitment due to the likelihood of its operations impacting local residents and communities on its sites, particularly in developing countries. In accordance with the approach set out in its Duty of Care Plan, the Bolloré Logistics entities deploy due diligence processes with a focus on these external stakeholders in order to ensure their safety with regards to company activities, suggest an open dialogue to guarantee the right to free and informed consent, as well as consultation mechanisms (meetings with public authorities and communities), provide them

with a system to submit reports and potential complaints and promote the right to a healthy environment by protecting the environment and ecosystems, forestalling the impacts affecting air quality, soil and access to clean water and natural resources and forestalling pollution. Bolloré Logistics is also taking part in an improvement process involving the deployment of all reasonable and appropriate means required to optimize the positive externalities generated by its activities, and this throughout its value chain. Regional development is also a major focus of the CSR strategy (see p 160).

### The duty of care cycle for Bolloré Logistics activities in the mining industry

Transport services for mining industry customers are included in the oil & gas segment in the mining and chemistry industry, which are mainly operated as part of Bolloré Logistics' industrial project activity. This segment accounts for 18% of Bolloré Logistics activities and operates in the priority area of the Bolloré Group's Duty of Care Plan. The issues are many in the identified countries (Democratic Republic of the Congo, Zambia, Rwanda, Burundi, Tanzania, Senegal, Burkina Faso, Mali, Côte d'Ivoire, Mauritania): risks of directly or indirectly contributing to conflicts, of serious human rights violations linked to the extraction, trade, processing and export of resources, of tolerating, profiting from, contributing to or assisting with forced labor, child labor or dangerous working conditions, of illegally exploiting land, dislocating people, polluting surroundings or harming the health of local communities.

The socio-environmental risks associated with transport and logistics activities for mining products have been identified for many years and are primarily governed by the QHSE Departments. The tools developed are included in Bolloré Logistics' general charters and policies as well as specific ones, such as the 'Conflict Minerals Policy' established for the Africa region, the Roadways Quality Charter, certification (ISO 9001, ICMC, OHSAS 18001, SQAS, ISO 22000, ISO 14001, T1P1 FSR C), and by the QHSE integrated management systems adapted to each region. The subsidiaries roll out procedures taking all stakeholders into account. The management of risks associated with transport and logistics activities in the industrial mining sector is based on:

- Strict supervision of subcontracting (selection procedure, annual appraisal, requirements attached to contracts, specific management procedures, etc.).

- Strict supervision of hazardous product management (specific procedure for the storage, transport and management of hazardous products, crisis management procedure, business continuity plan, etc.).

- Compulsory training on these two aspects in accordance with Bolloré Logistics' internal standards established on the basis of existing codes (OECD code on the management of 3T mineral supply chains and the ICMC code for the management of cyanide transport) to offset the lack of clear international regulations in this area.

- A specific duty of care in the import phase through a stringent qualitative approach, precise criteria and a methodology for screening projects.

- Appropriate vigilance during the export phase using specific procedures for 3T minerals, selection of partners that comply with the strictest international standards, independent audits, QHSE procedures and stakeholder consultations.

Bolloré Logistics only deals with partners who are members of ITSCI, a traceability program that complies with the OECD's recommendations for responsible mineral supply chains. The ITSCI program also helps companies establish due diligence using independent risk assessments and audits, and establishes and reports a monthly list of organizations (mines, exporters) providing inconsistent information. Based on the precautionary principle, Bolloré Logistics does not collaborate with these organizations. Transport companies are subject to internal management procedures and specific Group procedures. Due diligence is always done for new entrants, combined with field audits.

## 2.1

## 2 PREVENTING CORRUPTION AND INFLUENCE PEDDLING

### A specific focus on geographical areas and the exposure of various Bolloré Logistics activities to the risks of corruption

Bolloré Logistics, a global supply chain player, operates on all five continents and works regularly with thousands of suppliers and subcontractors. The company acts as an aggregator of transport and logistics solutions (purchase and sale of freight capacity, logistics, multimodal transport, etc.) and must therefore be continually vigilant with regard to all third party partners to prevent any risk of corruption or human rights or environmental violations.

The French law of December 9, 2016, known as Sapin II, requires French companies employing at least 500 employees with turnover or consolidated turnover of more than 100 million euros to take measures to prevent and detect corruption and influence peddling. Corruption risk mapping serves two purposes: understanding the factors liable to affect the activities and their performance, with the aim of guarding against the legal, human, economic and financial consequences resulting from an insufficient duty of care and fostering greater knowledge and in turn better control of these risks. A risk management tool, corruption risk mapping helps to identify corruption risks, compare and assess the existing handling of corruption risk, identify residual corruption risk after the implementation of mitigation strategies, and mobilize the organization through a shared method and tool determined by the adaptation project described below. It is the cornerstone of the Bolloré Group's corruption risk management strategy under article L. 233-3 of the French commercial code. Specific focus was given to geographical areas and the exposure of various Bolloré Logistics activities to the risks of corruption.

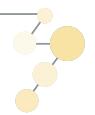
It should be noted that the charges brought against the Bolloré Group holding during the investigation into suspicions of corruption in the acquisition of port concessions in West Africa did not affect the Bolloré Logistics business unit (for further information regarding the investigations/inquiries and allegations against the company and its representatives, see the comments on page 149 of the Bolloré Group's 2020 Universal Registration Document which is available online).

### An ethical compliance and anti-corruption management system in line with global regulatory frameworks

To ensure compliance with the laws governing business ethics, the Bolloré Group's Ethics and Compliance Department, and therefore Bolloré Logistics, have rolled out a compliance program inspired by the relevant international standards, namely the guidelines of the AFA (the French anti-corruption agency), the American FCPA (Foreign Corrupt Practices Act), the American OFAC (Office of Foreign Assets Control) and the British Serious Fraud Office. This system aims to prevent, detect and dissuade, based on the following pillars:



- **The commitment of the governing body:** the Bolloré Logistics governing bodies condemn corruption and influence peddling, anti-competitive practices, monitor compliance with economic sanction programs and prevent damage to the environment;
- **A code of conduct:** to comply with the commitment of the Bolloré Logistics governing body, the Code of Conduct defines and illustrates the various types of prohibited behavior. Integrity in our business practices is a key element of the Code of Conduct to which all subsidiaries, representatives, Group employees and commercial partners acting on behalf of the Group must comply;
- **A whistleblowing system:** This professional whistleblowing system allows staff members at Bolloré Group companies and occasional Group employees to report a crime or offence, a manifest and serious infringement of the law or regulation or a threat



to the common good that they are personally aware of. It also allows anyone to flag up the existence or risk of serious violations of human rights and fundamental freedoms or damage to health and safety or the environment as a result of activities by a Bolloré Group company or their subcontractors or suppliers;

- **Risk mapping:** risk maps have been drawn up for corruption and influence peddling in order to roll out action plans to mitigate these risks;
- **The Action Plan Achievements (APA):** global scheme specific to each country and consolidated by region, presenting the follow-up on the local Action Plan Achievements in response to the risk maps in order to reduce or even eliminate the risk. Each country APA presents an achievement rate for each action. This scheme is deployed across the entire scope;
- **Third party assessment:** our listing process ensures that our suppliers, subcontractors and other commercial partners comply with our Code of Conduct and we assess them using a risk-based approach;
- **Anti-corruption accounting audits:** these audits enable specific controls to be carried out at the various levels of the organization;
- **The training scheme:** we ensure that our employees have a good understanding of the Code of Conduct and provide specific training for employees identified as being exposed to risk. Face-to-face and remote (e-learning) training sessions are held to promote the Code of Conduct and the professional whistleblowing system;
- **The system's control and internal assessment mechanism:** dedicated reporting in order to collect information on our subsidiaries, their activities, shareholders, directors, employees and partners.

Inspired by the highest international standards, the recommendations by AFA (the French anti-corruption agency) supplement the system established by the Sapin II law, thus forming the French anti-corruption standard. The Bolloré Group has adopted this standard, rolling out a specific project to adapt its anti-corruption system to these recommendations. The project was launched in January 2018 by the governing bodies, which made it a priority, under the stewardship of the Chief Compliance Officer. It had three stages via four key projects:

- Corruption risk mapping covering the main business lines;
- Anti-corruption compliance reporting;
- Action plans at head office and in the field (APA);
- Structuring the global network of compliance delegates and employee training.

2020 saw the ongoing deployment and consolidation of long-term actions based on the dynamic projects being conducted by key players including the General Managers of activities, the contact persons in each Division, the support roles and the external experts who are helping the Group with deployment. This affects the entire organization of the Group, both at the head office and the subsidiaries. During the same year, we received a number of requests from clients to present our compliance program, in the context of due diligence of our company. Moreover, and as announced in our 2019-2020 CSR report, our Export control management system for transport activities was improved in 2021 with the worldwide deployment of our new Transport Management System (One TMS). This management system now enables the organizations, people and countries involved in transactions to be more thoroughly checked.

The Group joined the Trace organization as a member in 2016. TRACE International, Inc. is a world-renowned organization in the fight against corruption and also supplies third-party risk management solutions. Being a member of TRACE helps companies to conduct their activities in accordance with ethical considerations, the American Foreign Corrupt Practices Act (FCPA), the UK Bribery Act and other anti-corruption laws. To date, Bolloré Logistics subsidiaries in the UK, USA, Singapore, Angola, Uganda and Côte d'Ivoire have been certified. Lastly, a two-year review of the Bolloré Group's compliance program within the framework of the CJIP is being conducted by the AFA. After this we will decide whether to apply for 37001 certification.

## Permanent adaptation of the Bolloré Logistics anti-corruption system in accordance with AFA recommendations

The consolidation of the Group's human resources and expertise in the field of anti-corruption enabled the adaptation of the anti-corruption system to be managed in project mode, which mobilized much of the Group, doing justice to the fixed priority. This allowed the implementation of actions identified as part of the project and in the specific support to be monitored using dedicated IT applications.



Measures taken in 2020–2021 by the Ethics and Compliance Department and deployed across Bolloré Logistics' global scope.

FIELDS	DESCRIPTION OF ACTIONS
Commitment by the governing body	The monitoring of the implementation and effectiveness of the anti-corruption compliance program by the three governance bodies: the Group Audit Committee, the Ethics, CSR and Anti-Corruption Committee and, month after month, the Group and Division Chairs and Chief Executive Officers. The communications released by these same governing bodies at headquarters, and in the field at the third consecutive edition of International Anti-Corruption Day, held on December 9, 2020, with major contributions by the General Management from Bolloré Logistics' head office and the subsidiaries, achieved a total of 10,853 views worldwide (Webinars, face-to-face meetings and institutional videos on the Code of Conduct). The leaflet titled "Compliance program" produced for the conference is available on the Group's website. The performance of key managers in subsidiaries is to be assessed in a different way: 25% of their bonuses will be based on the completion of compliance action plans.
Code of Conduct	The new version of the Code of Conduct drafted for International Anti-Corruption Day (held on December 9, 2020), was posted on the website on January 19, 2021. An institutional video was also produced and is available on the Bolloré Transport & Logistics website. An e-learning awareness campaign on this topic is planned for all employees in 2021.
Operational procedures	With a view to the permanent adaptation of the anti-corruption system to comply with the AFA's recommendations, the "Facilitation payments" and "Gifts and hospitality" procedures were updated and communicated by the Chairman and CEO in June 2020, with worldwide distribution for application by all Bolloré Logistics companies. The "Conflicts of interest", "Patronage and sponsorship", "Reporting of interests policy" and "Mergers and acquisitions" procedures will be updated and the new versions rolled out in 2021.
Whistleblowing system	This «whistleblowing» system enables any employee of the Bolloré Group or its commercial partners, and any individual whose interests are likely to be affected by the Group's activity, to report a crime or offence, a serious and evident breach of the law or of regulations, a threat to the common good, or conduct that is in breach of the Group's code of conduct. The person making such a report via the website <a href="https://alert.bollore.com">https://alert.bollore.com</a> is given the status of whistleblower (their personal data remains confidential and no disciplinary action is taken). Reports can, for example, cover corruption and influence peddling, anti-competitive practices, non-compliance with economic sanction programs, damage to the environment and to the health and safety of people, human rights and fundamental liberty violations, discrimination and moral and sexual harassment.
Corruption risk mapping	In order to deal with the risks specific to transport and logistics activities as well as the requirements of its employees and commercial partners, on the basis of the corruption risk assessment the Group Compliance Director has defined the action plans offered by the Group BUs, including Bolloré Logistics. This corruption risk assessment is also conducted at different levels within the company to adapt the risk assessment locally, depending on the operational activities and the geographical area, and then to put in place the measures required for each type of risk.
Third parties	In 2019, as part of the due diligence procedure, nearly 3,000 primary suppliers were screened. In 2020, following on from the primary approach which had initially been adopted, a supplier evaluation process based on risk levels - which meets the requirements of the reference system and is adapted to the Group's economic model and operational organization - has been finalized for deployment at all subsidiaries in the global network. In terms of the selection of intermediaries, a new dedicated procedure has also been established (see page 70). This global effort was consolidated in 2021.



## CSR COMMITMENTS

FIELDS	DESCRIPTION OF ACTIONS																																																															
Anti-corruption accounting audit	<p>The 20 accounting audits are carried out by each country's Financial Department in coordination with the Financial Department's internal control.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center; padding: 2px;">ANTI-CORRUPTION ACCOUNTING CONTROLS</th><th style="text-align: center; padding: 2px;">PROCESS</th><th style="text-align: center; padding: 2px;">SUB-PROCESS</th></tr> </thead> <tbody> <tr><td style="text-align: center; padding: 2px;">CC01</td><td style="text-align: center; padding: 2px;">Purchasing / Cash flow</td><td style="text-align: center; padding: 2px;">Payment of supplier invoices</td></tr> <tr><td style="text-align: center; padding: 2px;">CC02</td><td style="text-align: center; padding: 2px;">Cash flow</td><td style="text-align: center; padding: 2px;">Temporary warrants</td></tr> <tr><td style="text-align: center; padding: 2px;">CC03</td><td style="text-align: center; padding: 2px;">Payroll</td><td style="text-align: center; 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CC20	Intermediaries	Freight forwarding payment																																																														
<p>In a continuous improvement approach, the work carried out in 2020 led to organizational changes with the inclusion of the Group internal Audit Department for greater efficiency.</p> <p>As part of its audit duties, it must:</p> <ul style="list-style-type: none"> <li>• ensure that the accounting audits take place as planned;</li> <li>• gain a broader understanding of the robustness of the compliance system.</li> </ul> <p>An audit program has been established for 2021 and 2022, taking into account the delays which occurred in 2020 and part of 2021 due to the health crisis.</p>																																																																
Training scheme	<p>In 2019, a massive employee training campaign led to 96% of Bolloré Logistics employees being trained in subjects including Compliance, Commercial sanctions and Anti-corruption. The training plans were deployed using the company's internal tools, both for awareness-raising and for enhanced training intended for the most exposed staff. Following the prior actions undertaken, specific awareness-raising campaigns were targeted at cluster delegates from the international network in November 2019. In 2020, eight special e-learning modules were designed and rolled out to regional and country directors between late 2020 and early 2021, with the aim of broadening their deployment to populations identified as being at risk during the course of 2021. In addition to this, an e-learning awareness campaign on the group's new Code of Conduct was also rolled out in 2021 for all Bolloré Logistics employees. The Conflicts of Interest, Gifts and hospitality, Facilitation payments, Intermediaries, Patronage and sponsorship, HR process (hiring), International sanctions, Competition and Cartels modules then became mandatory for all General Managers, as well as managers in Finance &amp; Audits, Safety, Security, Quality &amp; HSE, Human Resources, Legal, Taxation &amp; Insurance, Freight Forwarding, Purchasing, CSR, Ethics &amp; Compliance, Commercial &amp; Marketing, Industrial Operations, R&amp;D and Infrastructure (except the International Sanctions module). As they are less at risk, the managers from Marketing and Executive Assistance, Real Estate &amp; Technical Services, Information Systems, mainly take the Conflicts of Interest, Gifts and Hospitality, Patronage and Sponsorship modules. These modules were sent to the affected populations in September 2020 and are being implemented by staff.</p>																																																															
Control and internal assessment mechanism	<p>As previously stated, the system for controlling the general compliance system has been integrated into the Bolloré Group's internal audit department, and a program has been designed for 2021 and 2022 to cover delays that occurred due to the health crisis, and also constraints related to AFA checks during the same period.</p>																																																															



## Bolloré Logistics' intermediary and customs broker selection and listing procedure

The aim of this procedure is to set out the processes and rules governing relations with intermediaries that Bolloré Logistics has authorized or will authorize on its behalf to support the commercial development of Bolloré Logistics or provide an interface with local public authorities.

Depending on Bolloré Logistics' business model, the intermediaries may be representative officers (in local or central management), business providers, sales consultants, distributors, intermediaries during mergers and acquisitions or third parties tasked with administrative formalities; this procedure also applies to customs brokers.

This procedure is based on key principles governing contractual relations with the intermediaries:

- The Intermediaries must observe the Bolloré Group Code of Conduct.
- It is crucial that they are selected by Bolloré Logistics.

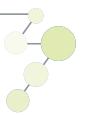
- It is crucial that they confirm having read and pledge to observe the provisions of the Bolloré Group Code of Conduct and national and international anti-corruption legislation.
- The Intermediaries act within the framework of a mandate and clearly defined obligations.
- Their skills are carefully assessed before any appointment in light of the mission and their compliance with the principles of the Bolloré Group's Code of Conduct.
- Their pay depends on the complexity of the mandate issued, the added value of the intermediary and the standards generally applied on the market or in the location in question.
- A contract formally enshrines the relationship between Bolloré Logistics and an Intermediary.

To complete the procedure, an approval channel designating responsibility, approving agent and recipient has been clearly established for each of the stages in the intermediary identification process, from identifying to archiving.

## The fight against tax evasion

Bolloré Logistics has integrated law no. 2018-898 of October 23, 2018 on the fight against tax, social security and customs fraud and the corresponding modification to article L. 225-102-1, III, of the French commercial code (Code de commerce) and has initiated several actions to comply with the requirements of this new law. While the Group already has internal processes, applicable to Bolloré Logistics that satisfy the requirements of this law to combat tax evasion, others still require modification. Satisfactory organizational methods have been set up at Group level to prevent tax risks and ensure

that tax is calculated and paid correctly within the time limits in the States where it is owed. The same applies to the declarative obligations owed by the companies in the Group. When a company in the Group is the subject of a tax audit, the appropriate staff and/or external advisers are assigned to the audit procedure to ensure that it is carried out without complications and completed as quickly as possible (*the principles, approaches and procedures in place are described in the Bolloré Group 2020 Universal Registration Document, page 84*).



2.1

### 3 DEPLOYING A RESPONSIBLE PURCHASING POLICY

#### A responsible cross-functional purchasing policy incorporating Bolloré Logistics CSR issues

Through each of the four pillars of its 'Powering Sustainable Logistics' CSR program, Bolloré Logistics is committed to improving the policies, procedures and actions surrounding its responsible purchasing approach across the 109 regions where the company operates.

Bolloré Logistics must be constantly vigilant to the integrity of the third parties with which it works to prevent cases of corruption, human rights violations or damage to the environment. This would pose a legal, commercial and financial risk for Bolloré Logistics.

Bolloré Logistics, one of the top ten global logistics operators with a strong presence in Africa, works regularly with several thousands of suppliers and subcontractors. The company is a global supply chain player where it acts as an aggregator of transport and logistics solutions (purchasing and the sale of freight, logistics and multimodal transport capacity).

Considering its economic model, the weight of Bolloré Logistics purchasing is very high in light of its turnover. Most purchases are made in one of four families:

- Operational purchases, specific to Bolloré Logistics. Freight purchases are central to Bolloré Logistics activities. This category accounts for 90% of all Bolloré Logistics purchases. In this segment, maritime and air capacity purchases account for 70% of the financial volume. The remaining 30% covers road transport purchases;
- Operational purchases also cover warehousing when outsourced to an external service provider;
- Capex investments (infrastructure), focused on major construction projects (office buildings and warehouses) around the world. This purchasing family is shared by the whole of the Bolloré Group;
- General purchases, also known as 'non-production' purchases: IT, telephony, travel, fuel, etc. This purchasing family is shared by the whole of the Bolloré Group;
- Industrial purchases: lifting equipment, racks, trucks, etc. This purchasing family is shared by the whole of the Bolloré Group.

Each purchasing family is managed by a central team and implemented by a network of local representatives. All purchasing is overseen by the Bolloré Group Purchasing Director who sits on the Group Ethics and CSR Committee.

In March 2021 we appointed a Responsible Procurement Manager to cover all purchasing families. A second dedicated person will also join her. They will join the Steering Committee of Bolloré Logistics' CSR program: "Powering Sustainable Logistics".

Moreover, each Director of the four purchasing families has appointed two Ethics and CSR advisers within their teams.

#### Harmonizing the responsible purchasing policy centrally by considering local specificities

The Code of Conduct, revised at the end of 2020, and presented to all employees on International Anti-Corruption Day and the Ethics and CSR Charter (updated in 2020) are the reference documents for each of the divisions and business units, including Bolloré Logistics. After the Diversity and Inclusion Charter (2018) and the Human Rights Charter (2019), the responsible purchasing policy was formalized in a Responsible Purchasing Charter in 2020. The Responsible Purchasing Charter includes aspects of the Ethics and CSR Charter, the Code of Conduct, the Diversity and Inclusion Charter and the Human Rights Charter where they apply to relationships with suppliers. All of these documents are available at [www.bollore.com](http://www.bollore.com) and [www.bollore-logistics.com](http://www.bollore-logistics.com). Similarly, the suppliers have access to the online whistleblowing system at [www.bollore.com](http://www.bollore.com).

The Responsible Purchasing Charter, signed by the Group Purchasing Director, sets out the fundamental principles governing the relations of each Bolloré Group entity with its suppliers. It is underpinned by the Group's values and its international commitments through the Fundamental Conventions of the ILO, the United Nations Global Compact and the OECD Guiding Principles. The Responsible Purchasing Charter formalizes: the ethics regulations which the Purchasing teams must comply with; the supplier selection process; and the Group's environmental, social and ethical expectations of suppliers.

## Risk management approach

In addition to the group mapping (see page 32), the Purchasing Department developed a risk map for CSR issues in the first half of 2020.

The following criteria were considered:

- **Country risk.** The nationality of the supplier or subcontractor influences the risk profile and must be taken into account in view of the Corruption Perceptions Index, as published each year by the Transparency International organization. For human rights, a country criticality index was drawn up with reference to a number of indexes, namely the United Nations Human Development Index, the Global Slavery Index and the Human Freedom Index;
- **Risk linked to shareholder structure** (e.g. a company listed on the stock exchange is required to conduct audits and publish its accounts);
- **Risk linked to the volume of purchases made with the supplier or subcontractor;**
- **Operational process** e.g. the use of a tool with an approval chain depending on thresholds).

Each of the four purchasing families established a risk matrix to determine the scores for each of the criteria, then ranked the suppliers according to four risk categories: minor, moderate, high and major. Each supplier's risk category was recorded in the databases used to list the suppliers. Each new supplier is subject to a risk analysis before being listed. Depending on the risk category, additional investigations may be carried out.

## Implementation of the supplier and subcontractor assessment policy

Depending on the supplier or subcontractor's risk category, the purchasing departments in question must collect and analyze specific information for the most at-risk suppliers or subcontractors in order to identify any warning signs. For 'high' or 'major' risk categories, an in-depth integrity analysis must be carried out for the supplier or subcontractor to ensure the absence of warning signs. These in-depth measures include: the use of an external screening provider, the roll-out of a due diligence questionnaire with one hundred questions on corruption, human rights and the environment, the analysis of responses to this questionnaire and face-to-face audits.

For 'moderate' risks and above, CSR clauses are included in contracts and General Purchasing Conditions. The Code of Conduct and Responsible Purchasing Charter are sent to suppliers who must return them, signed.

## Freight purchases

With Bolloré Logistics' core business the purchase of transport capacity to move its customers' freight, this purchasing family, which accounts for 90% of all purchases, is critical. For many years, it has been subject to more stringent qualification, listing, assessment and audit procedures than the other purchasing families even when CSR risk is deemed minor or moderate.

Operational purchases are subject to a centralized procedure: 'Management System Procedure – Vendor Management' whose quality was underlined by the independent third-party organization in charge of Bolloré Logistics' 'IMS' triple certification audit in May 2020.

For air and maritime freight, supplier listing is global with centralized contracting processes at the Corporate Freight Purchasing Department. The scope of these freight purchasing categories is global with 95% of purchasing volume involving international partners. Meanwhile, the listing, qualification and contracting procedures are highly supervised.

**84%**

The top 30 air freight suppliers account for 84% of the total volume transported.

**94%**

For maritime freight, 25 contracts account for 94% of the transported volume.

**100%**

All shipping companies and airlines are listed in the internal database, 'Moïra'.

By mid-2020, 410 ship owners were listed in the Moïra database for all maritime freight. Airline listings amounted to 321. The listing process is as follows:

- The requesting party completes a creation request form in Moïra for the shipping company or airline. They must attach the Certificate of Engagement signed by the airline or shipping company to attest that it will observe the Bolloré Group Code of Conduct and the 'Due Diligence' questionnaire, including the provisions of the Sapin II and Duty of Care laws, completed by the airline or shipping company.
- The Ethics and Compliance Department checks the documents received. If they comply, the airline or shipping company creation is approved. The Moïra interface with the operational information systems is activated. Thus, it is impossible to create a shipment record with a shipping company or airline whose listing has not been approved.



In addition to the listing, global airlines and shipping companies are subject to an annual contract review given that they account for 94% of purchasing volume. The contract includes ethics and CSR clauses. Four documents are attached to the contract which the shipping company or airline must return completed and signed:

- *Code of Conduct;*
- *Responsible Purchasing Charter;*
- *'Due Diligence' questionnaire including the provisions of the Sapin II and Duty of Care laws;*
- *CSR questionnaire to measure the maturity of the airline or shipping company in terms of CSR and acquire information on its equipment (composition of the fleet, use of alternative fuel, etc.);*

The level of service expected from the airline or shipping company (Service Level Agreement: SLA) is indicated in the contract. The SLA covers the airline or shipping company's CSR performance and service quality. The performance is discussed during monthly business reviews with the largest airline or shipping companies, and quarterly business reviews with the others. The airline or shipping company is provided with a report on the business review. If a deterioration in service or performance is observed compared with the expected SLA, a corrective action plan is discussed with the supplier. In addition, each airline or shipping company's SLA-based performance is taken on board by the algorithm feeding the purchasing decision digital management platform, which suggests transport solutions to the operators organizing shipments for customers. Thus, the best performing airlines and shipping companies will appear at the top of the list.

For road-based land transport, local services are purchased in the vast majority of cases (with the exception of integrators and express courier services which are managed centrally). There are a huge number of land transport suppliers (6,000, including 1,400 in Africa). The listing is made with the 'Link Partner' tool. This tool is a centralized global platform which allows all Bolloré Logistics entities to list their land transport suppliers based on shared selection criteria. Road carriers must respond to a questionnaire with various sections, including ethics, sustainable development (revised in 2019 and 2020, comprising questions on fleet composition and the use of alternative fuel) and QHSE, and attach the supporting documents. Submission of the questionnaire by the carrier triggers an audit and approval circuit at Bolloré Logistics. Firstly, the various support functions in question (Legal, Finance, Insurance, QHSE, CSR, Ethics and Compliance) check the compliance of the carrier's responses in their respective parts. If compliance is confirmed, a local or country road representative known as the Transport Road Manager (200 across all countries) approves the carrier's listing. The database of listed carriers is interfaced with the operational IT applications. If the carrier is not listed, an operator will not be able to order a transport service from this supplier. Link Partner comprises a warning system informing the network of Transport Road Managers that a carrier document has expired. The Transport Road Manager then requests that the carrier upload an up-to-date document. Since the end of 2018, all active road carriers have been listed.

In addition to the listing via Link Partner, the QHSE departments in the various countries carry out annual face-to-face audits of a panel of road carriers. These audits cover regulatory compliance, health and safety.

- **Routine audit:**

- If the road carrier is used to transport sensitive goods (e.g. pharmaceutical products, alcohol, tobacco, fragrances, aerosols, Defense industry products, etc.);
- If the customer requests it.

- **Audit according to an annual program:** all carriers, accounting for 80% of all road purchases for each country, are audited.

NUMBER OF AUDITS SCHEDULED IN 2020	NUMBER OF AUDITS COMPLETED IN 2020	PERCENTAGE OF AUDITS COMPLETED / SCHEDULED IN 2020
343	384	112%

For road carriers in Africa in particular, the ethics, health/safety and CSR risks are deemed higher than on other continents. The procedures have been strengthened:

- All relations with the 1,400 carriers are subject to contract;
- An Africa Road Carrier Charter very specifically setting out the rules and obligations which road carriers must observe is attached to the contract. A document indicating the general transport rules in Africa and a document presenting the QHSE requirements to apply are also attached;
- In addition to the face-to-face audits requested by customers or conducted for sensitive goods, the QHSE teams carry out routine audits on carriers covering several countries or transporting outsize goods.
- Awareness-raising days are held to educate carriers in ethics, QHSE and CSR procedures. In 2020, 30% of African countries organized a day or half-day of awareness-raising and discussion;
- The QHSE teams may be called on to provide face-to-face training for carrier staff in particularly sensitive cases.

In the event that a maritime, air or road carrier repeatedly fails to comply, the director of the operations in question will be informed. The director will then contact the supplier to request that they resolve the reported issue. The action plan agreed with the supplier is saved by the QHSE Department in the 'Progress' digital platform. In the event of a serious breach or absence of corrective action, the supplier is deactivated from the listed suppliers.

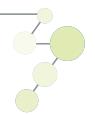
Warehouses outsourced to external service providers are selected locally by the Office Director subject to compliance with a set of criteria, namely:

- Reputation;
- Lessons taken from past services;
- Stock and warehouse security (access management), goods protection, AEO or TAPA certification;
- The quality of available resources (human and equipment: handling, weighing, cold room, etc.);
- The suggested deadlines/schedules;
- The competitiveness of rates;
- The supplier's financial cover (namely insurance).

Depending on the sensitivity of the goods which may pass through the warehouse (pharmaceutical products, hazardous goods, alcohol, tobacco, fragrances, aeronautical or defense products), a pre-qualification audit is carried out to check the information provided by the supplier.

The QHSE teams conduct a face-to-face audit of the outsourced warehouses once a year.





### Other purchasing families

The other three purchasing families below account for 10% of the total purchasing amount.

#### Infrastructure and real estate purchases

Purchases by the Infrastructure and Real Estate family can be split into two categories, i.e.:

- Intellectual services (design offices, architects, etc.).
- Works services (general companies, service providers, etc.).

Geographically, the construction projects are carried out worldwide.

Under the stewardship of the Engineering and Construction Director, the central department works with a network of employees in the subsidiaries which are mostly tasked with monitoring the works.

Around half of the projects require an environmental impact study before work can commence. Similarly, contracts impose HSE requirements. In 2020, 27 projects were conducted: 9 studies and 18 constructions. 10 environmental impact studies were conducted for these 27 projects.

#### Industrial purchases

Purchases managed by UNICAF, the Bolloré Group's purchasing office, include both logistics equipment (e.g. lifting equipment, trucks) and spare parts for Bolloré Logistics.

Industrial purchases are subject to purchase orders instead of contracts. Since July 2020, the Responsible Purchasing Charter has been attached to all purchase orders for signing.

#### Non-production purchases

Non-production purchases involve five types of purchase: IT purchases, general resources, mobility, business trip purchases and market studies.

In the second half of 2020, the non-production purchasing department began a supplier assessment process for all CSR risks with the non-financial rating firm, EcoVadis.

Whenever possible, this purchasing family favors products and services with a positive environmental and/or social impact. For example, in 2020:

- 'Guarantee of Origin' renewable energy contracts for all sites in France;
- Introduction of hybrid and electric vehicles and withdrawal of diesel vehicles from the list of company vehicles;
- Procurement of 41% recycled and labelled cardboard (against 16% in 2019) and 31% recycled paper;
- Disabled workers assigned to certain sorting tasks.

### Buyer training

In 2019, the four central directors of the purchasing departments and their eight Ethics and CSR officers were educated about responsible purchasing.

In 2020, 95% of central and local teams were trained in CSR, either face to face or through a webinar.

For freight purchases in particular, 82% of the air and maritime freight buyers also attended an e-learning course presenting the sustainable supply chain solutions.



### Buyer performance evaluation

All buyers must enforce responsible purchasing policy: risk assessment of the new suppliers before listing them, enforcement of the measures for each category of risk (CSR clause in the contract, dispatch of the Code of Conduct and of the responsible purchasing charter, screening, due diligence questionnaire...). In addition, buyers have other objectives:

- Non-production purchases: monitor the scores of the suppliers on Ecovadis platform and contact suppliers with a significant drop in performance;
- Freight purchases: select the suppliers with the lowest carbon transport plans. During business review with suppliers, monitor CO<sub>2</sub>e and other pollutants;
- All buyers must pass on any alert or significant CSR controversy they might be aware of about a supplier or a category of purchase particularly exposed.

## 4 GUARANTEEING INFORMATION SYSTEM SECURITY THROUGH ENHANCED CYBERSECURITY AT BOLLORÉ LOGISTICS AND AMONG ITS PARTNERS AND CUSTOMERS

The digitalization of the supply chain has evolved, leading to a rapid transformation of Bolloré Logistics' environment while generating a wealth of opportunities and risks. Like other companies, Bolloré Logistics is increasingly vulnerable to the following risks:

- reputational damage or reduced turnover due to a data breach;
- systems risks due to unauthorized access or control of a system;
- system vulnerability inherent to cloud data storage and cloud computing.

According to a study led in 2019 by CESIN (information and digital security experts association), eight in ten companies claim to have been badly affected by cyber attacks which seek out sensitive company data or personal information (e.g. bank data, login details, etc.) in order to use or sell it for profit. The CESIN study underlines the severe consequences of these attacks on company activity (production stoppage, significant unavailability, loss of turnover, etc.). Phishing and ransomware are well-known examples of malevolent acts that harm private individuals and companies.

The information system security policy is overseen by the Information Systems Department, organized by the Bolloré Transport & Logistics division and managed by the Chief Information Security Officer. It was updated in 2021 and therefore applies to all business units, including Bolloré Logistics.

This policy underpins the information system strategies as well as the charters for information system users and administrators.

The information system security management system aims to:

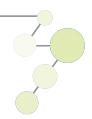
- prevent by minimizing exposure to risk through suitable measures;
- react effectively to incidents and crises
- check the proper application of measures and compliance to ensure the continuous improvement of information security.

The information system security management system (ISMS) used in the Group is based on the ISO 27001:2013 standard, which manages security in all of its subsidiaries worldwide. It is also based on a delegation and responsibility model with the use of the LISO (Local Information Security Officer) network. In its transport and logistics organization activities, Bolloré Logistics exchanges data with its external partners, such as transport and data suppliers and customers. Thus, the company's policy covers cyber resilience issues in order to:

- Implement security measures to respond to cyber risks identified by General Management;
- Guarantee the service provided to customers of the Information Systems Department to meet the expectations of Bolloré Logistics' end customers;
- Ensure the security of data processed on behalf of customers;
- Ensure the security of information system users' personal data
- Comply with the contractual and regulatory requirements in terms of information security

Thus, a comprehensive system is in place combined with specific documents and procedures, such as the access control, server security, application-based security plan, backup, audit and physical security strategies. A master plan with a three-year road map is periodically monitored by the company's General Management. The ISO 27001:2013 certification process is underway, the certification target is set for the end of 2021.

The IT System Department uses EGERIE solutions to manage risk. In 2019, Bolloré Transport & Logistics set up a Security Operations Center to help the company and its subsidiaries better respond to current risks and develop resilience and expertise on these sensitive information security breach topics. Specific Bolloré Logistics issues in this area are analyzed and taken on board in a specific cybersecurity approach.



In May 2020, following a major cybersecurity incident at one of the Bolloré Transport & Logistics subsidiaries in Africa, General Management accelerated the road map with the mass deployment of a reinforced process across the whole of the scope's information system. To bolster its malicious activity detection capacity, Bolloré Logistics is equipped with anti-virus software with EDR (Endpoint Detection and Response) which helps to protect the company via emerging threat detection technology at EndPoints (computers and servers) which carries out behavioral analyses and triggers an appropriate automatic response. Any attack is therefore analyzed station by station with an overview across the base. The EDR monitoring is paired with an NDR (Network Detection and Response) system to enhance the protection of networks used by the company and correlate the information with the analysis of computer and server activity to block cyber attacks.

For maximum protection of its assets (IP addresses, brands, domain names, etc.), Bolloré Logistics also calls on an external Cyber Threat Intelligence (CTI) firm to closely monitor its online exposure and trigger warnings to ensure the prompt roll-out of adequate action to defend the company against intruders. Since 2016, an audit has also been conducted on each of the applications drawn up by the company and in the

relevant countries in the network in order to test the exposure of these computer programs online before their inclusion in our information system. Each of the periodic internal intrusion tests is accompanied by an action plan to ensure compliance. The assessment of the company's monthly exposure analysis compared with other lines of business highlights the sound management of this risk by the dedicated teams in the network's 109 countries.

In terms of awareness-raising, Bolloré Transport & Logistics uses solutions provided by Proofpoint. Three compulsory IT Security e-learning modules were rolled out in 2021 to address the topics of phishing, social engineering and email security. These modules are provided to employees from the various business units, including Bolloré Logistics, through the B'University training platform. The first modules, "Phishing" and "Email security", have two main objectives: to explain what phishing is, to identify threats affecting computer security, and to recognize and identify the components of phishing messages and websites. The last module, "Social engineering", is an e-learning module which explains the practices attackers use to gain the trust of employees and encourage them to disclose personal information, enabling them to better target their attacks. By June 2021, 80% of the Group's employees had been made aware of information security attacks.

78

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## 5 GUARANTEEING DATA PROTECTION AS ACTIVITIES BECOME MORE DIGITALIZED

The risk connected with the failure to protect personal data concerns all the Group's companies and is particularly high for divisions whose activities involve physical persons.

Specific measures have been rolled out at Bolloré Logistics to reduce the impact of this risk. The company believes that the global deployment of a digital strategy must reconcile economic objectives and respect for the fundamental rights of individuals, including the right to personal data protection and privacy.

The strengthening of the legal provisions (namely the European regulation on personal data protection, 'GDPR', which came into force on May 25, 2018), the growing digitalization of activities and the services offered require systems that provide end users with secure processing of their personal data, as well as confidentiality.

In response to this major challenge, the Bolloré Group has set up a Steering Committee dedicated to GDPR and data protection in general, focusing on:

- *The strengthening of individual rights around personal data;*
- *The security measures around data processing;*
- *The distribution of roles and responsibilities between the various companies that process this data.*

This Steering Committee consists of Data Protection Officers (DPOs) appointed within the Group as well as the GDPR officers (lawyers and representatives of information systems, human resources, purchasing, etc.) and meets regularly to assess the actions being taken and to determine the next stages of deployment.

At Bolloré Transport and Logistics, it is tasked, for each business unit, including Bolloré Logistics, with:

- *rolling out internal procedures (processing register, impact analysis procedure, security incident management procedure, etc.) and tools to ensure that data protection is taken into account;*
- *defining the actions/action plans to reduce the risks incurred by the physical persons identified by the personal data processing mapping;*
- *training employees on these duties.*

In late 2018, employees from the Bolloré Transport & Logistics division, including employees from the Bolloré Logistics business unit, were educated on personal data processing by the Human Resources Directors (for all

divisions). An impact analysis of service providers in charge of managing sensitive employee data is underway in order to roll out suitable action plans depending on the risks identified. A process was formalized and the officers to contact were identified and trained to respond on time. For any new contract or during a contract renewal, personal data protection aspects are routinely included. Protecting the personal data and privacy of employees is subject to an internal control process at Bolloré Logistics. Finally, whenever an internal application is created, specifications have been drawn up to ensure that each new IT solution complies with the regulations.

In mid-2019, the employees of the Bolloré Group's French companies were also able to follow an online training module on personal data protection. 85% of Bolloré Logistics employees within the European perimeter have successfully completed it. This module was supplemented with awareness-raising sessions tailored to the particularities of the business lines, led in-person with employees by the DPOs in the various divisions. They also carried out information campaigns among their employees on how their personal data is processed. Simultaneously, the GDPR officers in the Human Resources Departments of the French and European entities were trained on the provisions of the European personal data protection regulation and have access to a collaborative platform comprising the various documents and procedures required to bring the entities into compliance.

Finally, the information system security management system (ISMS) used in the Group is based on the ISO 27001:2013 standard, which manages security in all of its subsidiaries worldwide. In accordance with its Personal Data Charter published on its Internet website, Bolloré Logistics only collects the personal data it needs to conduct its business, namely to comply with legal obligations and for legitimate interests. The company does not authorize any subsequent processing of this data. Bolloré Logistics has a specific email address for all employees and all third parties with requests about the type of personal data the company collects, how we process it and how they may exercise their rights in accordance with applicable law.



2.1

## 6 MAINTAINING THE OPERATIONAL PROCEDURE SYSTEM AND THE CONTROL SYSTEM TO BOOST OPERATIONAL EFFICIENCY

According to the definition of the AMF's reference framework, internal control is a Bolloré Group system which aims to ensure compliance with legislation and regulations, the application of instructions given and strategies set by General Management, the proper functioning of the company's internal processes, particularly those helping to safeguard its assets, the reliability of financial information and, more generally, helping it to manage and carry out its business effectively and use its resources efficiently.

Thus, the Bolloré Transport & Logistics division has a dedicated team which reports to the Bolloré Transport & Logistics Financial Department. The internal control mechanism covers the following areas:

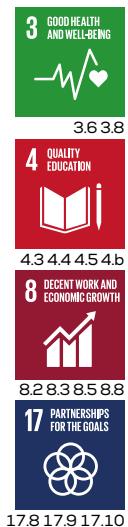
- *an organization with clearly defined responsibilities and adequate resources and skills, using appropriate information systems, operating procedures or methods, tools or practices;*
- *the internal distribution of relevant and reliable information, knowledge of which enables each person to carry out their duties. Thus, internal control is in charge of collating, regularly updating and distributing the financial and operational procedures. Any procedure issued by Bolloré Transport & Logistics internal control is also applicable to the Bolloré Logistics business unit;*
- *a risk management system intended to list, analyze and tackle the main identifiable risks with regard to the company's objectives and to ensure that procedures are in place to manage these risks. Internal control is in charge of drafting, regularly updating and distributing the internal control standard to the subsidiaries' financial departments. The aim is to ensure that the latter are informed, and control and manage the financial risks inherent to their activities;*
- *control activities proportionate to the issues involved in each process and designed to ensure that all necessary measures are taken to manage risks that may affect the achievement of objectives. Internal control has various duties within the Bolloré Logistics subsidiaries: it controls the proper deployment of action plans following the Internal Audit assessments, supports the subsidiaries' Chief Financial Officers when taking up the position or with any requests for assistance, and carries out ad hoc fraud detection and financial process assessment tasks to ensure an internal standard of control in subsidiaries on an ongoing basis;*
- *Permanent management and monitoring of the internal control mechanism and regular examination to ensure that it is working correctly.*

In terms of fraud prevention, the Bolloré Transport & Logistics internal control department:

- *centralizes all information on fraud attempts and proven cases and reports it to the Group Financial Department;*
- *educates the subsidiaries' Chief Financial Officers on these risks during annual financial seminars. The operational methods used in these cases of fraud or fraud attempts are presented and the mandatory controls required to prevent fraud of this type are recalled;*
- *works closely with the SICF (Accounting and Financial Information Systems) Department to secure financial information and ensure compliance with internal control principles (segregation of duties and system access, securing of treasury operations).*

In addition to the proper distribution of accounting, financial and control procedures established by the Group on the central processes, Bolloré Logistics has its own accounting, financial, administrative and control procedures collected on an intranet site and regularly sent out to the entities by email in order to distribute and manage the standard framework created by the Group. The Internal Audit Department regularly assesses the entities' control mechanisms, ensuring observance of Group procedures and specific Bolloré Logistics procedures, and advises them on the most relevant improvements. It works on an annual plan developed alongside the divisions and General Management, based on an assessment of the risks specific to each subsidiary and a cyclical audit for the whole Group. This program includes routine reviews of the financial and operational risks, follow-up assignments and the implementation of the recommendations made, as well as more targeted interventions depending on the needs expressed by the divisions or General Management. As a first priority, it aims to cover the most sensitive risks and review the other major risks in the medium term for all Group entities, namely Bolloré Logistics. The auditors receive internal training on the divisional business lines in order to better grasp the operational particularities of each one.

It is the Audit Department's responsibility to assess the workings of the internal control mechanism and make any recommendations for its improvement within the scope of its responsibility. Audit reports are sent to the companies audited, the divisions to which they report and the Group's Finance Department and General Management.



2.2

## ACTING

as a committed employer  
for our teams



- Contribute to the professional and personal development of staff
- Take action for diversity and foster gender equality
- Guarantee a safe and healthy working environment for all



## CSR COMMITMENTS

### THE EMPLOYEES ARE THE COMPANY'S GREATEST STRENGTH

Bolloré Logistics is a service company. The commitment and skills of its employees are key to its performance. The company must therefore be an appealing employer in terms of both work environment and benefits, foster loyalty among its teams, continuously train them and provide access to professional opportunities. Health and safety are also an absolute priority for both employees and those indirectly exposed to the company's activities. A major international transport player, the policies are deployed in each of its regions and, more generally, throughout the supply chain.

#### Human resources mapping<sup>(1)</sup>

Bolloré Logistics workforce on December 31, 2019

REGIONS	WORKFORCE
Europe	5,817
Africa	6,770
Asia-Pacific	4,897
Middle East/South Asia	631
Americas	1,116
<b>TOTAL</b>	<b>19,231</b>

(1) The 2020 perimeter covers 123 entities, including 5 incoming and 2 outgoing entities.

In terms of governance, a double global-local approach helps deploy a harmonized policy while taking local particularities into account.

The Human Resources organization is shared by the Bolloré Transport and Logistics division. It is structured around:

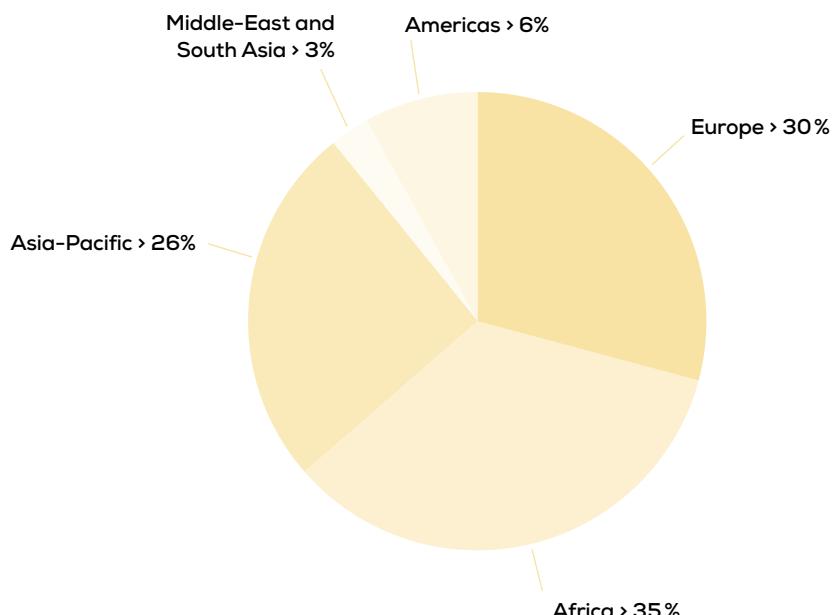
- A central team of 70 people, divided into teams: HR development/relationships with schools/hiring, HR innovation, compensation/benefits/HRIS, international mobility, legal/social affairs and training.
- Regional teams of around 800 people: a HRD team for each continent, major regions in each continent and country for entities with large workforces.

In each Corporate HRD, the person covering the HR development aspects, relationships with schools and hiring is also in charge of CSR issues. This person sits on the steering committee of the 'Powering Sustainable Logistics' program and is supported by various members of the HRD in the management of training, inclusion and diversity and the attraction and retention of talent.

81/

The Bolloré Logistics HR policy follows the policy in place at the Bolloré Transport & Logistics division to which it belongs.

#### DISTRIBUTION IN % OF WORKFORCE BY REGION



In March 2019, Bolloré Transport & Logistics' HRD revised its Human Resources policy, which had been formalized in 2018. This policy recalls the Bolloré Group's values in place in each division and each business unit:

- Entrepreneurial spirit by encouraging people to use their initiative;
- Respect for others by monitoring equity and developing diversity;
- Perseverance by supporting each employee throughout their career through an ambitious training policy and a routine system of annual appraisals and career committees;
- Innovation so each employee plays a role in changing practices in line with developments in the business line environment;
- Commitment to excellence to guarantee long-term employability.

The Human Resources policy underlines the commitment to being a benchmark employer in all of its regions. It sets out the commitment to diversity and inclusion and the protection of human rights. It establishes the framework for processes and practices to ensure the development of each employee throughout their career:

- Relationships with schools and the intern and work-study student policy;
- Hiring and mobility;
- Training;
- Support for professional development;
- 'Compensation and benefits' policy;
- Social affairs.



The recruitment and onboarding process, the diversity and inclusion policy, training and the programs for interns and work-study students are presented at [www.bollore-transport-logistics.com](http://www.bollore-transport-logistics.com). Through the organization, they apply to all employees, new recruits and talent in the recruitment process across the whole of the global Bolloré Logistics network.

The main social commitments in the Bolloré Logistics 'Powering Sustainable Logistics' CSR program, involving quantitative and qualitative objectives, are as follows:

- Contribute to the professional and personal development of staff;
- Take action for diversity and foster gender equality;
- Guarantee a safe and healthy working environment

TARGETED SUSTAINABLE DEVELOPMENT GOALS	TARGETS
<b>SDG 3</b> Good health and well-being	3.6 3.8
<b>SDG 4</b> Quality education	4.3 4.4 4.5 4.b
<b>SDG 8</b> Peace and Justice Strong Institutions	8.2 8.3 8.5 8.8
<b>SDG 17</b> Partnerships to achieve the goal	17.8 17.9 17.10



## CSR COMMITMENTS

### KPIs for the Powering Sustainable Logistics program

TARGETS	DEADLINE	2020 RESULTS	2019 RESULTS	2018 RESULTS
<strong>CONTRIBUTING TO THE PROFESSIONAL AND PERSONAL DEVELOPMENT OF EMPLOYEES</strong>				
Annual individual interviews for 80% of employees (for all campaigns since 2019).	2021	71.2% thanks to the implementation of remote management practices during the pandemic, and emergencies which had to be handled to secure activities.	74% Drop from 2018 due to the Covid-19 crisis, with interviews taking place in the first quarter of the following year.	77.9% of subsidiaries (using only the TalentSoft tool).
75% of employees receiving training each year.	2022	54.3% of employees have received training (excluding HSE).	65.4% of employees have received training (excluding HSE).	55.8% of employees have received training (excluding HSE).
21 hours of training provided per employee per year.	2022	11.7 hours of training.	13.3 hours of training provided per employee.	15.7 hours of training provided per employee.
1.5% of the global payroll invested in training (educational costs).	2022	0.5% of the global payroll invested.	0.8% of the global payroll invested.	0.8% of the global payroll invested.
<strong>ACTIONS TO PROMOTE DIVERSITY AND GENDER EQUALITY</strong>				
100% of HR staff and managers trained in the prevention of discrimination.	2021	60% of the employees concerned have taken the two e-learning modules (launched in the second half of 2020) dedicated to the prevention of discrimination (launch of the last three modules during the first half of 2021).	The diversity and Inclusion Charter has been distributed in 109 countries. Construction of five e-learning modules intended primarily for HR staff and managers (prevention of discrimination related to physical appearance, state of health, age, gender, disability). As of October 1, 2020, the physical appearance module launched in July had been completed by 78% of the employees concerned.	100% of subsidiaries engaged and the Diversity and Inclusion Charter disseminated.
By the end of the year, Bolloré Logistics' workforce included 6% disadvantaged people (people with disabilities, seniors over 50 recruited and still in post, female managers from the 40 lowest-rated countries in the UN GII Index 2017).	2022	<strong>5.2% of disadvantaged beneficiaries integrated into the workforce.</strong>	4.9% <sup>(1)</sup> of disadvantaged beneficiaries integrated into the workforce. Previous target achieved, new target set in 2020.	4.6% <sup>(1)</sup> of disadvantaged beneficiaries integrated into the workforce.
100% of central and local buyers trained in social and environmental issues within the sustainable supply / purchasing chain.	2020	98%	95% of central and local buyers trained in CSR issues.	Launch of the training program in 2019.

(1) Data revised following the inclusion of the 2017 GII Index as the reference base for calculating the required number of female managers.

Audited by an external company.



### KPIs for the Powering Sustainable Logistics program (cont.)

TARGETS	DEADLINE	2020 RESULTS	2019 RESULTS	2018 RESULTS
<b>ACTIONS TO PROMOTE DIVERSITY AND GENDER EQUALITY</b>				
30% of managers are women in the 40 lowest-rated countries in the UN GII Index 2017 (Bolloré Logistics is present in 28 of these countries).	2022	25.6% of managers are women in the 40 lowest-rated countries in the UN GII index.	26.1% <sup>(1)</sup> of women among managers in the 40 lowest-rated countries in the UN GII index.	28.7% <sup>(1)</sup> of women among managers in the 40 lowest-rated countries in the UN GII index.
10% of interns and work-study students were recruited following their internships and work-study programs.	2022	8% of interns and work-study students were recruited following their internships and work-study programs.	12.8% of interns and work-study students were recruited following their internships and work-study programs.	NA
<b>PROVIDING A HEALTHY AND SAFE WORKING ENVIRONMENT FOR EVERYONE</b>				
80% of country legal entities are ISO 45001 certified.	2022	Global SMI certification for Bolloré Logistics legal entities located in the Americas, Europe, Middle East and Asia-Pacific regions, a coverage rate of 84%. SMI certification in Africa scheduled for 2021. Overall, 50.5% of legal entities are SMI certified on the five continents, representing 64.7% of the workforce.	80% of regions have been certified by regional SMIs. Deployment of SMI certification is ongoing across the network.	80% of regions have been certified by regional SMIs.

(1) Data revised following the inclusion of the 2017 GII Index as the reference base for calculating the required number of female managers.



2.2

## 1 BEING AN APPEALING EMPLOYER

### Attracting talent and retaining employees

Due to the substantial number of facilities our employees work at, consistency and excellence are required in the quality of service provided to meet the operational standards expected by our customers. The Bolloré Logistics business line organizes its customers' shipments worldwide; therefore, it is essential that a consistent level of excellence be achieved throughout the supply chain. With this in mind, retaining the company's employees and developing their skills is a key driver of the operating efficiency and innovation necessary to ensure the sustainability and development of our activities.

#### **Relationships with schools: better understand and seek out our future talent**

Relationships with schools are a key pillar of the recruitment policy and must be sustainable going forward. Their main purpose is to attract and help train interns and build bridges for recent graduates.

Relationships with schools provide a special opportunity for meeting students. By sharing our business lines, challenges, values and opportunities we help students to envision their future with the Group. This also gives the HR teams a clearer picture of the professional expectations of new generations to offer them the right experience and opportunities. The challenge in selecting and managing our partnerships is not so much attracting young people from the most reputable training courses, but finding promising profiles that match the Group's culture and values, while forging a lasting bond between the company and the most suitable students in terms of business line needs.

Although 2020 saw certain events being cancelled, the HR staff and operational representatives from each of the businesses remained highly involved through regular participation in recruitment forums and business round tables, and by taking part in thematic workshops. (conferences, case studies, business projects, exam juries, HR coaching, etc.).

#### **Strategic and lasting school partnerships**

Despite the context of the global crisis, Bolloré Logistics strengthened its long-term partnership strategy in 2020 to help schools in this particular context. Nearly 150 school partnerships have been set up around the world, i.e. nearly double the number from 2019. Bolloré Logistics has also stepped up the actions it is taking with mainland French educational establishments, rising from 11 partnerships in 2019 to 72 in 2020. The African continent, a historic and strategic supply platform for our business lines, came in second with 26% of partnerships. Employee visits to schools are also organized by 11% of companies (+2 points versus 2019).



At Bolloré Logistics, Bolloré Transport & Logistics Senegal has forged seven partnerships since 2012, year in which the school partnerships were launched, including with the Port and Logistics Trades Training Centre (CFMPL). The uniqueness of this innovative partnership lies in the reciprocity of the collaboration. CFMPL is a talent pool for our recruitment, especially for vehicle driver profiles throughout Senegal where drivers are certified by the center. The Centre also provides upgrade testing and some business training courses. Bolloré Transport & Logistics Senegal supports the center by providing it with a converted truck for the students who use it for their practical courses.

KEDGE Business School has also been one of Bolloré Logistics' main partners since 2016, for two reasons: its Supply Chain / Logistics / Purchasing profile and its presence outside France, having campuses in Dakar and Suzhou. Likewise, EDHEC is an essential partner, especially given the quality of its financial graduates. These two schools are now the main sources of candidates for internships and work-study programs at the company's headquarters.

As part of the AcTogether CSR challenge, employees from various agencies have also carried out actions to develop relationships with schools. To illustrate this, in 2021 the Singapore branch joined forces with ESSEC, one of its main partners, to organize a three-month program in which 18 Global MBA students were invited to propose reusable and sustainable packaging solutions for use in the logistics sector. This formed part of their graduation projects and provided recommendations to respond to one of the main problems facing Bolloré Logistics.

### Promoting access to employment and nurturing young people in companies

Each year, Bolloré Logistics is committed to offering a number of internships and work-study positions through the various campaigns it conducts at schools. The company offers opportunities in operating business lines (supply chain, logistics, transport, industrial project management, R&D projects, trade, etc.) and support functions (finance, law, information systems, human resources, marketing, etc.).

In France, despite the global pandemic, the company continued to support young people seeking employment by upholding its commitment to host 320 interns in 2020, i.e. 44.4% of all interns on a worldwide basis. Pursuing its policy of recruiting young people, in May 2021 the company launched a major campaign to recruit 300 work-study trainees by the end of the year, in a wide variety of positions and despite the gloomy economic context. From CAP to Bac +5 level, future recruits are able to receive training in transport and logistics, sales and cross-functional professions. Bolloré Logistics France will triple its capacity to recruit work-study trainees with the objective of supporting growth, while facilitating the entry of young people into the employment market. Bonuses have also been maintained for internships of one or two months, which do not legally give rise to compensation.

Globally, 8% of interns and work-study students accepted in 2020 were also recruited at the end of their internships, and nearly half of them came from partner schools and universities. This result illustrates the strategic dimension given to the expansion of our talent pool.

A trainee hosting program called B' Trainee, was developed and upgraded in 2020 due to the confinement measures put in place. The initially-planned onboarding morning was replaced by a virtual breakfast enabling trainees to discover the scope of the business while also getting to know the other students working at the company. During the following two weeks, they participated in online trades conferences involving a number of in-house experts, with digital coffee breaks enabling them to talk to former interns now in the workforce, they also took a virtual visit of B.Lab, Bolloré Logistics' innovation centre. Each young person also received support from HR throughout their contract and, before leaving, enjoyed a pleasant moment with other trainees during a quiz supervised by a facilitator on a videoconference platform. with a quiz supervised by a facilitator on the videoconference platform. These aspects taken together demonstrate the company's commitment to young recruits throughout their stays.

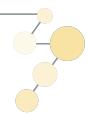
This approach was rewarded with the Happy Trainees Label, which will also be awarded in 2021 on the basis of a survey conducted in 2020. The survey assesses the hosting and support of interns and work-study students. With a recommendation rate of over 80%, our students underlined the responsibility entrusted to them, the confidence placed in them and the educational aspects of the tasks they performed. This anonymous questionnaire is also a valuable source of information for the continuous improvement of our HR processes and policies surrounding interns and work-study students.

RELATIONSHIPS WITH SCHOOLS <sup>(1)</sup>	2020	2019
Number of interns and work-study students	721	1,269
Number of interns and work-study students recruited	58	162
Number of partner schools	146	77
Number of interns and work-study students recruited through our partnerships	26	23

(1) These indicators relate to the number of entities, excluding entities entering/leaving the perimeter and not having staff as at 31/12/20, i.e. 99.5% of the total workforce.

### Rotational programs to attract talent and speed up training

Bolloré Logistics continues to deploy rotational programs in order to attract and train young graduates. Following on from India in 2019, China is still pursuing its rotational MTP (Management Trainee Program). Participants in the program undergo three to six-month rotations in business and other roles over three years, including support functions, possibly with one rotation in a foreign country. The diversity of their missions enables them to discover the various economic models, businesses, areas of expertise and cultures present within the group and to rapidly build a large internal network. In addition to practical work, the participants join tailor-made skills development courses and are supported by mentors, who provide advice throughout the course. This program is highly attractive and can now host six talented students who are motivated to learn fast within the sales, marketing, supply chain, finance and human resources departments.



## CSR COMMITMENTS

### Taking action on motivational factors in order to retain employees

Directly linked to the performance of the company, employee loyalty helps to keep skills and know-how within the company and to improve the quality and consistency of services provided to customers. Talent retention also contributes to better team cohesion and creates a positive atmosphere in the workplace. As such, the HRD manages employees with due care during their time at the company. This approach is reflected at the company level by fair managerial practices with incentives, recognition and rewards for the work done by employees, career development opportunities, a good working environment, a better balance between professional and private life and team-building programs such as the AcTogether challenge, etc.

Other specific programs are available depending on the concerned regions, for example, in March 2021 our US subsidiary launched an innovative program which rewards employee loyalty while generating social, environmental and societal impacts. After three or five years at the company (depending on the option chosen), employees receive a voucher for an e-commerce website selling only responsible products, or a period of leave to carry out a project that is important to them: voluntary service, training courses, sports and cultural challenges, time with the family.



## 2.2

## 2 GUARANTEEING TRANSPARENT RECRUITMENT PROCESSES

### Hiring based on company values

2020 was a complicated year in terms of recruitment, seeing a sharp slowdown at the start of the crisis followed by a slow recovery at the global level. Although the number of external recruitments fell by around 53%, Bolloré Logistics' guarantees in terms of efficiency, transparency and non-discrimination have remained intact.

Recruitment contributes decisively to the company's performance by bringing in profiles in line with Bolloré Logistics' culture and values and our operating needs. As such, the Human Resources Department has drawn up a recruitment process with the aim of organizing the various stages of recruitment in the most efficient way possible and making the system more reliable. Shared by all regions, this recruitment process:

- promotes consultation between recruitment players to define the needs in response to the company's development issues;
- communicates needs through the most relevant media, both internally and externally;
- increases objectivity in the talent selection process through assessment tools that help gain a better understanding of the applicants' three key aspects, namely their abilities, their technical and behavioral skills and what motivates them;
- guarantees equal opportunities for all profiles, with the firm conviction that diversity is a source of productivity and creativity in companies.

In accordance with the provisions of the Sapin II law and the recommendations of the French anti-corruption agency which defines the anti-corruption framework, Bolloré Logistics guarantees a transparent, non-discriminatory recruitment process free of any conflicts of interest in all of its subsidiaries.

In order to disseminate good practices and ensure compliance with the principles of diversity and inclusion, a recruitment system was rolled out in 2020. Deployment was initially planned for the first half of 2020, however had to be postponed due to the prioritization of the health crisis. The process was nevertheless picked up again and upgraded this year to expand its scope to cover all internal processes and guidelines, as well as the Group's Charters. Launched in the first half of 2021, it is now aimed at the entire HR network and not just recruitment teams.

RECRUITMENT <sup>(1)</sup>	2020	2019
Number of external recruits on fixed-term and permanent contracts	1,840	3,939
Number of external recruits on permanent contracts	1,119	2,628
Number of external managerial recruits on permanent contracts	116	212
Number of recruits on fixed-term contracts	721	1,311
Number of recruits on fixed-term contracts which became permanent	386	476

(1) These indicators relate to the number of entities, excluding entities entering/leaving the perimeter and not having staff as at 31/12/20, i.e. 99.5% of the total workforce.

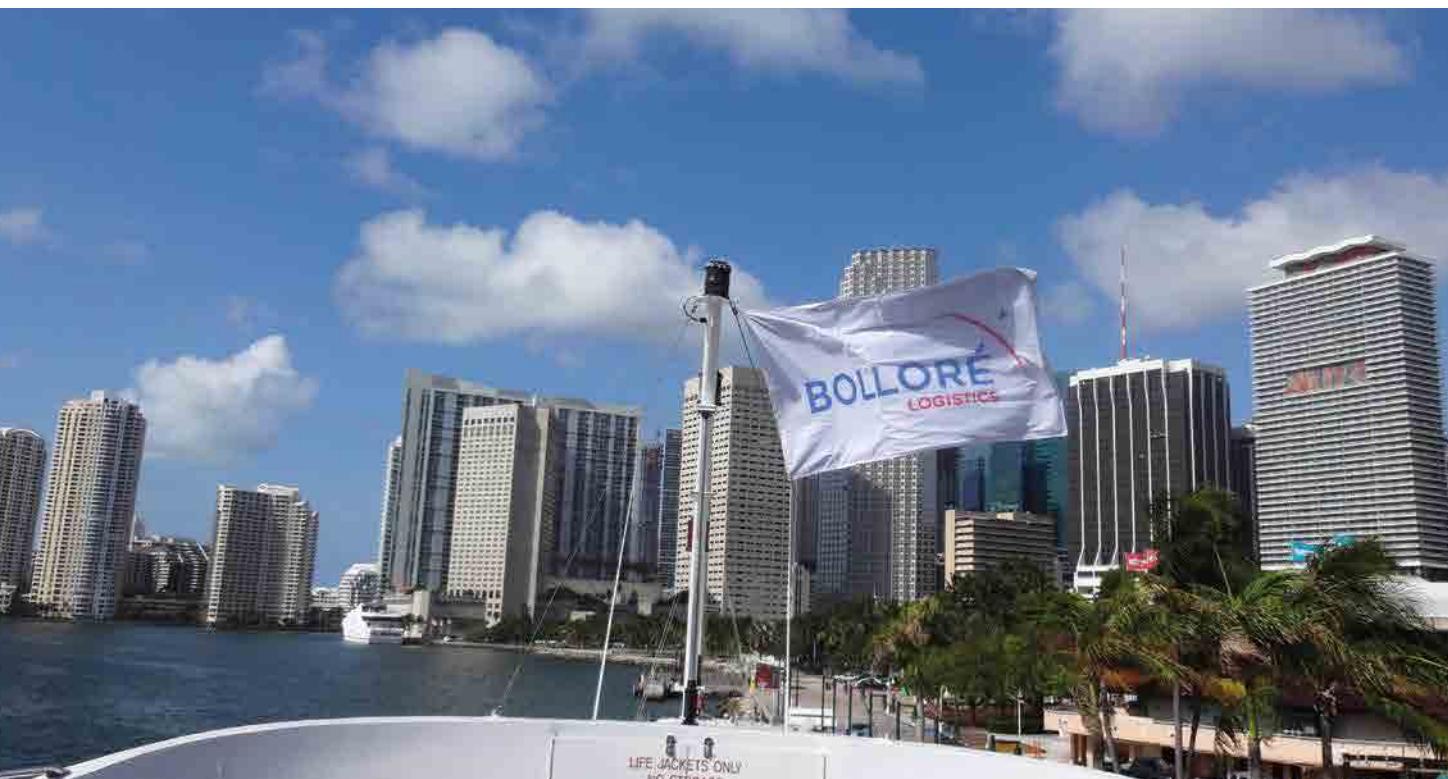
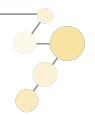
It should be noted that 54% of fixed-term contracts were converted to permanent contracts in 2020, against 36% in 2019, and that 7.7% of people recruited were over the age of 50.

### Controlling the quality of recruitment staff

In order to maintain skills and to guarantee excellence in the business lines, the expanded community of recruitment staff was created in 2020 around three major lines: mastery of existing systems, the implementation of better recruitment techniques and the development of business skills. Around fifteen active members from the Group's various HRDs in France and abroad attended virtual classes and webinars looking into subjects including behavioural skills, active listening, and even protecting themselves against unconscious bias in their recruiting practices. 2021 will see members of this community improving their day-to-day recruiting practices and ensuring that these new methods improve efficiency.

### Personality tests to increase objectivity

Bolloré Logistics encourages the use of specific complementary assessment techniques, such as personality tests. The HRD works with proven tools which the HR users have been specifically trained on.



These tests clarify the assessment process, making the process more objective, but are strictly geared towards to the type and level of the position. Whatever the final decision, the trained HR employees share the results of the assessment with the applicant in the interests of transparency and development to increase self-awareness.

### Our employees are our best ambassadors

The Asia-Pacific region set up a co-optation program in late 2019. This program is an integral part of our recruitment strategy, strengthening our employees' involvement, speeding up recruitment time and reducing our dependency on external recruitment methods. This method, which is widely used by the organizations to identify potential talent on social and professional networks, has been very popular with employees. In return, the employee receives a referral bonus at the end of the trial period.

Bolloré Logistics Singapore also conducted a satisfaction survey among all of its employees in 2020, obtaining a participation rate of 75%. The results enabled the entity to be certified as a Great Place to Work, contributing to its attractiveness as a good company to work at.

### The induction program helps new recruits to settle in faster

Welcoming new employees is a key stage in the recruitment process at both local and corporate level. Onboarding of new employees is handled differently by each subsidiary: welcome booklet, internal documentation, integration process to promote interaction, etc.

At the head office, the HRD is developing an onboarding e-learning course which will be offered to all new entrants. Furthermore, each new recruit is welcomed by the HR Director on their first day. The HR Director gives the recruit a handbook setting out:

- *The group activities*
- *The CSR commitments*
- *The HR policy*
- *The Ethical commitments*
- *The communications tools allowing employees to follow company life (intranet, internal newspaper, social networks, etc.)*

The new recruit is given other documents to sign, including the healthcare and employee savings plans, the Code of Conduct, Internal Regulations, etc.

2.2

### 3 DEVELOPING SKILLS AND PERSONAL FULFILMENT

#### Supporting professional development

The individual annual appraisal is a key human resources process. To harmonize practices, Bolloré Logistics has implemented a single annual cycle in all countries where annual appraisals are held.

The meeting between the manager and employee is the chance to discuss the results from the past year, take the time to share and underline the successes, recognize efforts made and address any difficulties in an open and constructive manner. It is also the chance to set everyone's targets for future projects.

The employee's career plan should also be drawn up during the appraisal. This is a joint reflection on the employee's career in the Group and an opportunity to identify the skills to acquire or develop by discussing the skills needed for the current position and those that will allow the employee to confidently plan for the future. This is also chance for the employee to express any interest in occupational or geographical mobility. In some countries, the last section, which focuses on career development, must be recorded using a separate mechanism known as the 'career development interview'.

The data from the annual appraisals is consolidated and used by each HR manager to roll out a number of individual action plans (training initiatives, support and consideration in mobility requests, training, mentoring, etc.).

The purpose of this discussion is to encourage the development of skills and talent in order to assist in the development of each employee and better meet organizational challenges. Therefore the content of this discussion between an employee and their manager is key to support them in fulfilling their development ambitions within the Group.

Guides and face-to-face and digital training modules are available to assist the manager and employee with an open and constructive dialogue.

The sudden introduction of remote management in a number of countries in 2020 has made the process more complex. Faced with emergencies which must be properly managed in order to secure the business, and the discomfort involved in carrying out remote interviews, some interviews were postponed before being cancelled altogether, and the situation remains uncertain to this day. Given this, 2020 saw only a slight decrease in the number of interviews carried out, i.e. 71% vs. 74% 2019.

PROFESSIONAL DEVELOPMENT <sup>(1)</sup>	2020	2019
Number of employees who participated in an annual appraisal	13,621	15,546

(1) This indicator relates to the number of entities, excluding entities entering/leaving the scope and not having staff as at 31/12/20, i.e. 99.5% of the total workforce.

#### An active training policy based on a global-local approach

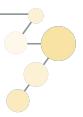
##### Meeting each person's training needs in an agile manner

The Bolloré Logistics training and skill development strategy is based on identifying and developing each employee's full talent potential as a means of improving our interactions and our professional environment. It thus aims to:

- Help employees to develop technical skills in both the core business and cross-functional areas;
- Support managers in their roles and develop the potential of employees identified as leaders;
- Train all employees worldwide in a coherent manner;
- Support the career development of each employee.

Agility has become a priority skill in our changing world and the training solutions on offer have become more and more individual, tailored and localized with varied learning methods.

Handling of the crisis caused a slowdown in training activities in 2020. The implementation of confinement measures at the various business lines and the need to focus on activities essential to business continuity put a sudden end to face-to-face sessions. The HRD was quickly able to adapt to the situation by accelerating its strategy for the digitization of its programs. It was also able to offer certain employees affected by a slowdown in their activity opportunities to reinforce their skills.



## Launch of B'University

In the context of its commitment to develop the skills of its employees, in 2020 the Group launched a specialized organization to export its values and ambitions around the world with the creation of B'University. The university was created under the Group's commitment to provide training to the various divisions. Bolloré University offers educational expertise, a capacity for deployment and innovative approaches at its campuses around the world. This large-scale project also won the 2020 trophy in the French international group category at the fifth edition of U-Spring, which was held in Paris in October. Bolloré University provides services to all employees and is a vector for the common values, commitments and individual, managerial and collective behaviours that make up the Group's DNA, it is also a catalyst for transversal and innovative approaches to all business sectors (e.g. Finance, HR, etc.). B'University is a guarantee of quality and is designed to support our businesses and transformations – wherever they are present in the world – to better meet the needs of customers. It promotes consistency in education,

quality of content and optimization of costs, the business impacts of the solutions deployed are also measured.

### An international local network to bolster the global training policy

The training policy is overseen by the training department at head office and is deployed internationally through the University campuses and regional HR departments.

The Paris Campus (formerly IFL) in Suresnes (France) – the headquarters of internal training for Bolloré Logistics – designs all corporate programs and training content for the various businesses (Transport, Finance, HR, QHSE, etc.). It develops corporate projects for Head office Departments and deploys them through its international network of five centres in Abidjan (Côte d'Ivoire), London (UK), Singapore, Lomé (Togo) and Pointe-Noire (Congo). In 2019, the IFL premises were completely redesigned to continue the training courses while offering areas for co-development, creativity sessions and conferences, i.e. 650 m<sup>2</sup> of space.

### The pandemic has accelerated the move to online training

The crisis forced us to adopt new learning techniques around the world. Traffic on B'University Online, the new name for our digital LMS platform (which has undergone a graphic and structural overhaul), more than doubled between 2019 and 2020, with over 113,000 sign-ups and 250,000 logins. This adaptation, although forced, has had positive impacts. Firstly it allowed staff to get used to online training. We have observed a collective awareness at all levels of the organization that remote learning can be effective: in 2020, employees expressed a satisfaction rate of 4.7 out of 5 for 93 new modules launched in digital format, i.e. similar or better evaluation than for face-to-face learning modules. Online training has also demonstrated other financial and operational advantages such as access to mass training, and also cultural advantages in that the training methods use general Internet practices.

Based on this observation, Bolloré Logistics is using B'University to accelerate its transformation towards digital training and developing the skills of its employees in the short, medium and long terms, based on two strategic lines:

- *the quality of courses, with an effective and diverse mix of solutions to guarantee efficacy and onboarding;*
- *the learning experience includes recreational aspects (gamification) and is immediately accessible (anytime anywhere).*

Several digital training courses touch on areas related to Bolloré Logistics' CSR program:

- *anti-corruption;*
- *information systems security;*
- *operational excellence;*
- *diversity and inclusion;*
- *human rights;*
- *the environment and sustainable supply chain solutions.*

### Accelerating the transformation of the catalogue

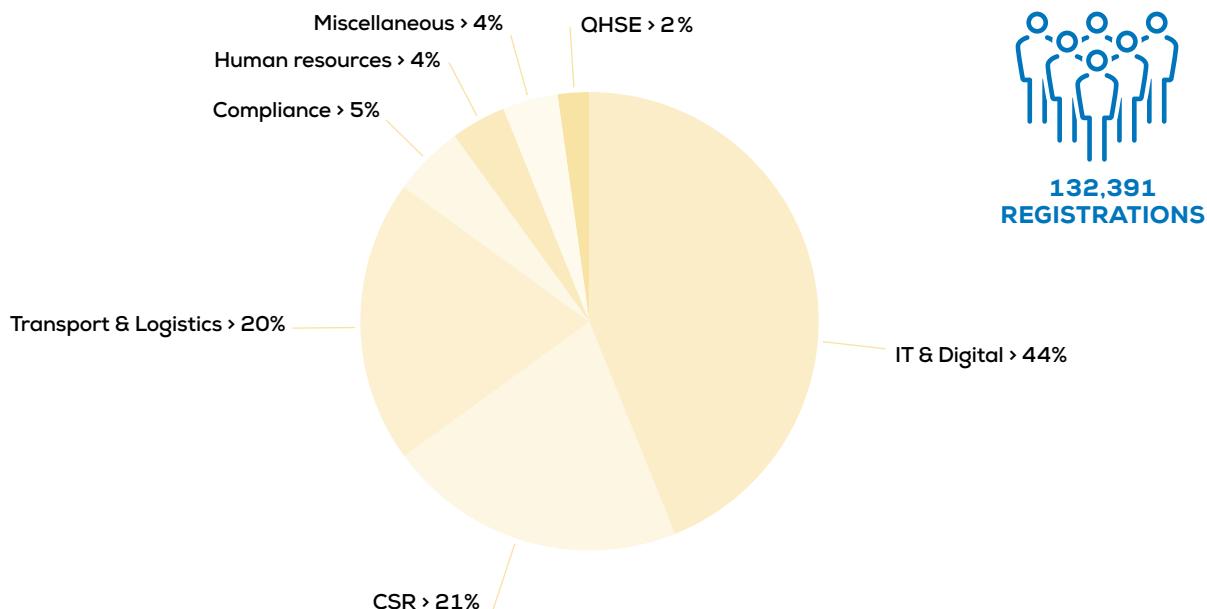
When the lockdown started, the Head Office's training Department quickly set up a virtual worldwide online catalogue intended to help employees and managers organize themselves for working from home. The modules (articles, videos, e-learning, etc.) covered areas including the organizing workstations at home, the use of collaborative tools, maintaining user-friendliness within a team, etc. A temporary catalogue was rolled out through the work of a large number of external service providers, who voluntarily made their content available on the Net.

2020 also saw the launch of the first transversal academy: the Finance Academy. This fully online academy is available in English and French and provides business content designed by in-house experts, as well as theoretical content in the areas of finance and softskills and interactive modules which explore the trades used by Bolloré Logistics. As well as improving the skills of staff working in finance, this platform aims to promote the creation of a new learning community. 250 employees are already enrolled in tailor-made courses created by a team of 10 business experts.

Financial experts were also involved in the development of an internal online finance program for non-financial staff. Designed to provide a journey of discovery in the

areas of Finance and financial documents, it also aims to improve financial knowledge and the analysis of management tools and the appropriation of basic accounting and finance terminology in order to improve communication with business experts on a day to day basis. With two promotions launched in 2020, the approach has confirmed its success as two promotions per month are scheduled for the first half of 2021. While the Sales Academy has not yet emerged, 2020 saw the launch of two new digital courses: a training course of approximately 20 hours per learner dedicated to sales managers to develop their roles as manager-coaches and improve their leadership capabilities in sales; and a 20-hour course for contract managers to help them improve efficiency in their day-to-day work while remaining customer-focused. Although they were initially intended to be face-to-face courses, they were quickly adapted and deployed online while respecting the collaborative and participatory requirements for the establishment of a community of practices, which 92% of the target audiences approved of.

**DIGITAL LEARNING (2020 FIGURES)**



Number of registrations in 2019: 19,641

The deployment of several global campaigns had a strong impact on the number of registrations in 2020.



In 2020, 54.3% of employees received training compared to 65% the previous year, mainly due to the lockdown measures, but accelerations in digital technology have enabled us to maintain the overall effort with only a slight decrease in the average number of hours facilitated per employee, currently at around 12 hours per year per trained employee.

BOLLORÉ LOGISTICS TRAINING <sup>(1)</sup>	2020	2019
Number of employees who took a training course (excluding HSE)	10,395	13,733
Hours of training given (excluding HSE)	121,374	182,013
Average training hours per trained employee	11.7	13.3
Number of employees trained in management	588	834

(1) These indicators relate to the number of entities, excluding entities entering/leaving the perimeter and not having staff as at 31/12/20, i.e. 99.5% of the total workforce.

#### Training our managers to better prepare future generations

Becoming a manager involves a change of responsibilities and mindset. At Bolloré Logistics, we considered it essential to prepare our employees for these new issues and support them in this challenge. The HRD has thus developed an extensive management training offer. Gradually designed and rolled out, these programs target various levels and types of issues encountered by employees in management roles. They are designed to accompany managers at each key stage in their career: local managers (two-day 'Proxy' training), middle managers (eight-day 'MOST' training), managers of

managers ('MAPS' training over a sixteen-day period), as well as top management (eight-day 'SMART' training). Furthermore, training in good management practices is provided during onboarding or when a job change involves new managerial responsibilities. All of Bolloré Logistics' regions are covered by these different programs.

In the same way that learning behaviours have evolved over time, managerial training, such as MAPS, now includes co-development approaches and individual coaching. This diversification helps employees to better translate and implement collective achievements in their daily lives and to sustainably establish a spirit of mutual assistance through the co-development methodology.

The health crisis has slowed down the deployment of managerial programs, which were mostly designed to be facilitated in person. The terms of deployment have been adapted to maintain the momentum and spirit of promotion essential to the long-term success of these programs. In 2020, the number of employees completing management training courses was lower than in 2019 at 588. Nevertheless, the proportion of employees completing management training courses compared to other courses remained almost stable at around 6%, demonstrating the attention paid to managerial training, despite the health situation.

TYPE OF TRAINING	NUMBER OF PARTICIPANTS	
	2020	2019
PROXY	98	160
MOST	45	58
MAPS	79	113
SMART	10	12



### B'Tomorrow program to present and motivate young employees

In 2018, the HRD launched the first B'Tomorrow program with 31 participants from the Europe region before deploying it in Singapore. In February 2020, Bolloré Logistics USA joined the program with 14 talented young people from the United States, Canada and Latin America, who were invited to Miami for the opening seminar. In 2021, B'Tomorrow is deployed be deployed in all regions and in 40 countries. The last promotion included 40% women.

The purpose of this development program is to create a community of active and mobilized young employees to help craft the company's vision of the future. This goal is achieved by developing their spirit of cooperation and encouraging them to build their network to ensure that it is both diversified and inclusive. During the program, participants take part in virtual business games and work together on their personal and behavioural skills, strengthening their knowledge about business strategies and interacting with the general management.

TYPE OF TRAINING	NUMBER OF PARTICIPANTS		
	2020	2019	2018
B'Tomorrow	Program temporarily suspended due to the Covid-19 epidemic	101	31

### Career Committees to structure the company's future

Career committees are a widespread approach within the Bolloré Group. This mechanism allows the employees in each division and/or business unit, such as Bolloré Logistics, to develop within a different division or business unit. Meetings between managers and HR staff follow a process involving the lowest and highest management levels and have the following objectives:

- anticipate business developments and identify at-risk positions (where skills are scarce and/or where the absence of an occupant creates a business risk);
- secure key positions and succession plans;
- identify potential employees and ensure an appropriate development plan is in place (group and/or local training, mentoring, specific projects, etc.);
- establish action plans to be implemented according to the challenges present.

This structure allows participants, in the context of a collective discussion, to analyse their organizational layout, to propose succession plans to maintain their business, and also to anticipate new business developments and their corresponding training requirements. It is during this essential step that potential employees and other key talents are identified. In 2020, the Careers Committees covered around six levels of management up to the transversal consolidation discussed at the Group Management level.

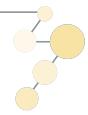
Business Careers Committee meetings were also organized in 2020, these covered the Finance, Purchasing, HR, CSR and Compliance functions. Their role was to anticipate and address collective issues such as the development of skills and organizational changes. They also covered individual issues with critical positions in the company by promoting transversality.

Diversity and inclusion policies were taken into account during Careers Committee meetings and the emphasis was on ensuring gender balance in promotions and advancing cultural diversity.

In 2020, 40% of Bolloré Logistics entities had established Careers Committees.

ORGANIZING CAREER COMMITTEES BY REGION <sup>(1)</sup>	COVERAGE OF BOLLORÉ LOGISTICS ENTITIES
Europe	71%
Americas	52%
MESA	42%
ASPAC	40%
Africa	29%

<sup>(1)</sup> This indicator relates to the number of entities, excluding entities entering/leaving the scope and not staffed at 31/12/20, i.e. 99.5% of the total workforce.



## Using mobility to boost development and capitalize on the skills acquired across the network

Employee mobility may be considered during the annual appraisal and/or a career committee. Employee mobility is both a priority and a practical reality within Bolloré Logistics and the whole of the Bolloré Group. Mobility may involve a geographical, national, international or functional move with a change of position within the same segment or another segment, or through building bridges between the Group's various activities. In 2019, this priority resulted in the drafting of an internal mobility policy which was then formalized at Bolloré Group level, it applied to all divisions and was shared with the employees in 2020. To facilitate its implementation and to advance progress with internal mobility, HR advisers in each business line were identified and attended all professional Careers Committee meetings for the first time in 2020. Their role is to provide an overview of positions which need to be filled and employees moving within the Group. The international HRDs also meet each month to discuss current movements relating to a certain position levels. A French mobility network was also created in 2020, it includes all HR players in charge of career management in the various divisions. This network is operational and meets every two weeks to discuss short-term needs and requirements (open positions and short-term development needs). This collaborative platform is also a crucial and effective lever in the internal reclassification of employees impacted by reorganizations.

This mobility policy has two main principles: it applies to all levels of the organization and all business lines, and it gives priority to internal applications in our recruitment process. This approach serves to both meet

the professional aspirations of employees and increase their engagement, and help rise to our business line challenges by sharing knowledge acquired within our various entities. In Africa, these internal processes have enabled us to increase the number of employees on intra-continental mobility from 50 to 250 within 10 years.

Mobility is, above all, a personal process in which the employee is a key actor. All available positions are first posted on the job exchange on the Group's internal portal, which can also be viewed on smartphones and tablets. Mobility is also discussed during annual appraisals and career committees. The key to the success of mobility initiatives is the closeness and quality of the discussions between each employee and their manager and human resources manager in order to help develop their career plan and reflect on its feasibility and how to carry it out.

INTERNAL MOBILITY <sup>(1)</sup>	2020
Internal mobility from another legal entity of the Bolloré Group (employees joining the entity)	77
Internal mobility to another legal entity of the Bolloré Group (employee departures)	99

(1) These indicators relate to the number of entities, excluding entities entering/leaving the perimeter and not having staff at 31/12/20, i.e. 99.5% of the total workforce

## 4 PROMOTING SOCIAL DIALOGUE

### Promoting social dialogue over the long term and quality working conditions

Bolloré Logistics operates in many countries where local standards for working conditions and social dialogue may vary substantially. The company is committed to ensuring and promoting quality social dialogue over the long term, combining entrepreneurial economic reality and response to internal social expectations in order to guarantee collective corporate performance without jeopardizing the existing balance. This is a central component in the construction of a corporate social responsibility approach, making it the focus of special attention. It principally aims to:

- promote social dialogue;
- develop social status and, more specifically, working conditions as the driver of company performance;
- defend any action intended to combat discrimination and promote professional equality.

The Human Resources teams implement these guiding principles and common values throughout the world, striving to adapt them to:

- the specific nature of each country as regards the legal provisions in force;
- the economic reality and strategy of each entity (determining the potential level of company agreements, depending on the structure in question);
- inter- and intra-entity diversity; and
- human resources management and development priorities (retaining existing employees and/or attractive job applicants through quality employment agreements).

This policy gives rise to a rich and lively social dialogue as part of negotiations with the employee representatives, or in other forms, depending on the laws of each country in the network. It should be noted that the subsidiaries pledge to facilitate employee expression in countries where the International Labour Organization's (ILO) conventions on the freedom to organize have not been ratified. While developing industrial relations as a means of establishing company agreements, continued effort is made to maintain a peaceful social climate where possible, and ensure ongoing dialogue with employee representatives and similar bodies. Best practices, successful experiences and difficulties encountered during industrial relations are shared centrally and locally in direct discussions and during HR seminars and workshops. Regular communication between local human resources teams and the Industrial Relations Department on this issue have led to changes and development within the employee management approach as part of a

continuous improvement process. Social dialogue and company agreements must be a source of genuine social engineering for the company, allowing it to adapt labor standards to its requirements in terms of business productivity, i.e. organization and adaptation to ongoing transformations resulting from economic globalization while ensuring a fair redistribution of profits to employees in the form of benefits.

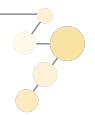
#### Dialogue social au sein de Bolloré Logistics

EMPLOYEE REPRESENTATION <sup>(1)</sup>	2020	2019	2018	CHANGE 2020/2018
Percentage of entities where employees benefit from union representation and/or staff representation	58%	56%	44%	+14 points

COLLECTIVE AGREEMENTS <sup>(1)</sup>	NUMBER OF AGREEMENTS		
	2020	2019	2018
Collective agreements signed or renewed during the year (France only)	25	35	8
Collective agreements signed or renewed during the year (world outside France)	39	37	32

COLLECTIVE AGREEMENTS PER TYPE <sup>(1)</sup>	2020
Remuneration	45.3%
Health/safety	15.6%
Working conditions	14.1%
Employee savings	9.4%
Social dialogue	6.2%
Other	9.4%

(1) These indicators relate to the number of entities, excluding entities entering/leaving the perimeter and not having staff at 31/12/20, i.e. 99.5% of the total workforce



BENEFITS <sup>(1)</sup>	% ENTITIES
Entities where employees have life insurance	53.4%
Entities where employees have incapacity/disability insurance	39%
Entities where employees have a retirement scheme going beyond the legal requirements	27.1%
Entities where employees have at least one of these three benefits	69.5%
Entities where employees have these three benefits	12.7%
Entities where employees have life insurance and incapacity/disability insurance	33.1%

(1) These indicators relate to the number of entities, excluding entities entering/leaving the perimeter and not having staff at 31/12/20, i.e. 99.5% of the total workforce de l'effectif total.

## Establishing social relations with an improvement approach in all regions

An action plan has been established for 2020-2021 in order to improve social dialogue on an ongoing basis:

- firstly, continue to apply and develop the procedure for consolidating the various collective agreements in order to maintain a comprehensive approach to social dialogue and the specific agreements covering all entities in the division;
- then, promote shared approaches to social dialogue while maintaining the specifics of legal entities with regard to their country, business, economic results and management and human resources development priorities;
- the third is to define performance indicators with associated objectives to measure progress and plan corrective action in the event of non-progression. For social dialogue and company agreements in the operating entities, it seems most appropriate to present a geographical focus (three areas were chosen) rather than a business approach in order to take on board the specific laws in each country, which naturally impact internal company standards.

### 1. North Africa, West and Central Africa, Southern Africa and East Africa

Social dialogue is a long-standing priority of the various African entities. This makes for great diversity and abundance in negotiations and collective agreements, and fluid exchanges between the various local management teams and employee representatives. The various elements impacting company agreements are most commonly dealt with in the form of single agreements combining a series of distinct issues (wages, classifications, working hours, complementary social security benefits, etc.), which are a key driver of collective performance.

#### **The following agreements are noteworthy:**

- Bolloré Transport & Logistics Zambia collective agreement, March 2, 2020;
- Bolloré Transport & Logistics Côte d'Ivoire establishment agreement, December 4, 2020.

### 2. The Americas, Asia-Pacific, the Middle East and South Asia

With few exceptions, these areas have national labor regulations rather than agreements specific to each entity.

Many entities establish unilateral internal industrial relations arrangements that reflect their own priorities, including equal treatment and non-discrimination. Other, less numerous entities have led negotiations giving rise to a collective agreement.

#### **The following is noteworthy for 2020:**

- Bolloré Logistics Vietnam deployed a series of actions intended to improve quality of life at work (new premises supplementing existing offices, sport and arts activities, Women's Day, development of CSR activities);
- Bolloré Logistics formalized its leave processing procedure for the Emirates, Qatar, Oman and Pakistan (covering annual leave, unpaid leave, pilgrimage leave, sick leave, maternity leave, paternity leave, public holidays, etc.) and has also established a work from home policy;
- Bolloré Logistics Australia redefined the framework of its global HR policy, in particular guaranteeing equal employment opportunities (Equal Employment Opportunities Policy), creating an Employee Assistance Program, establishing a Grievance Handling Policy and procedure, and rolling out a work/life balance policy.

### 3. Europe

The Bolloré Group and its European social partners agreed to set up a European social dialogue committee, called the Bolloré Group European Corporations Common Committee (BECCC).

The objective is to make the BECCC a forum to give its social partners in each European country a broader vision and understanding of the Group's strategy, economic situation and shared human resources and training policies in Europe. European-level social dialogue in the BECCC is in no way intended to replace national social dialogue. However, it does aim to help enhance national discussions by improving understanding among representatives of how the direction taken and projects established in each country are inspired by and contribute to the Group's overall strategy and plans in Europe. The BECCC was created through a unanimous agreement signed by the representatives of the 17 European countries involved on October 4, 2019.

The agreement set the following rules for the committee's constitution and functioning:

- it will consist of one representative per country. However, Germany and Belgium will have two representatives due to the diversity of the Group entities in those two countries, while France will have nine, given its significance in the Group's European workforce;
- it is agreed that the BECCC will meet once or twice a year in ordinary sessions. It will hold extraordinary sessions for any plans involving at least three countries with a significant impact on employment;
- the employee representatives will appoint a secretary and a deputy secretary to the committee;
- the members of the BECCC will be allowed time off in lieu and enjoy the protections extended to employee representatives in their home country;
- the first meeting of the Bolloré Group's European Corporations Common Committee was held on September 15, 2020, during which the European representatives appointed a secretary and a deputy secretary within the Committee, as specified in the agreement.

**The following agreements are also notable:**

- amendment to the Bolloré Logistics professional equality and quality of life at work agreement (France), February 5, 2020;
- agreements following mandatory annual negotiations in all of Bolloré Logistics' main subsidiaries in France.

### A dynamic pay and compensation policy

Bolloré Logistics has set a clear course for its compensation policy. Its aim is for wages to be aligned with each local market in the countries where it operates and that employee benefits should compare favorably with established practices on these markets. The company therefore works with an independent advisor who regularly analyses remuneration policies implemented locally by other companies in the same sector. Since 2019, the HR Department has continued to implement the infrastructure required to achieve this ambition. A system for weighing up positions has been adopted on a test basis in Asia and one of the Group's African units. In response to risk, the Group seeks to ensure that it has the right skills at the right place and the right time to support its strategy. The policy in place allows the Group to take preventative action for the challenges that lie ahead. The implementation of combined actions is seen as a means of success and competitiveness as well as a driver of forward-thinking and decision-making. Its purpose is to:

- optimize recruitment, training, mobility, and the strategic use of key know-how;
- help implement the talent management and future skill development strategy.

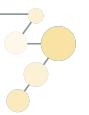
These systems allow us to respond to:

- risks related to issues of appeal: strengthening the employer brand, optimizing recruitment, adapting jobs to environmental changes and corporate strategy, anticipating internal issues around the age structure and confirming the company's added value on the market through the coherent development of business lines;
- risks related to retention issues: promoting internal mobility, revitalizing and motivating employees by valuing skills and supporting professional projects, finding new drivers of loyalty for our organization's key skills and facilitating the transmission of knowledge and know-how to retain key skills.

	2020	2019	VARIATION 2020/2019
Turnover rate <sup>(1)(2)</sup> at Bolloré Logistics	6.7%	9.2%	-2.5 points

(1) Proportion of voluntary departures (resignations) among employees on permanent contracts. Calculation formula: Resignations/permanent contracts on 12/31 of the previous year.

(2) This indicator relates to the number of entities, excluding entities entering/leaving the scope and not staffed at 31/12/20, i.e. 99.5% of the total workforce.



2.2

## 5 PROMOTING DIVERSITY AND GENDER EQUALITY

### Promoting diversity as a key priority of the Human Resources policy

To reinforce the true nature of the company and thus underline its diversity and international character, where its strengths lie, Bolloré Logistics and each Bolloré Group entity adopted a diversity and inclusion charter in 2018, which formalizes its ambitions, approach and the action to take. Along with each of the Group's entities, the company is committed to:

- *non-discrimination;*
- *the recruitment and integration of people with disabilities;*
- *the promotion of gender equality;*
- *the professional integration of young people with the sponsorship policy focused on education and youth (see societal section of this report, page 168).*

This Diversity Charter is being gradually rolled out through action plans covering every stage, including recruitment, promotion, mobility and training, with measurable results and visible initiatives reflecting the Group's ambitions to improve in these areas.

In 2020, the HRD and the Paris Campus (internal training centre) developed a two-year program aimed at preventing discrimination based on physical appearance, state of health, age, sex and disability. The program includes five e-learning modules, the first two of which were launched in the second half of 2020, the next three to be launched in the first half of 2021. Intended primarily for HR personnel, and subsequently for all managers, the Bolloré Logistics Executive Committee and the regional divisions and general management of the entities, these modules had been completed by 60% of affected employees by December 31, 2020. A special workshop was also set up in 2020 to tackle unconscious bias. This will continue in 2021 as part of the anti-discrimination day and is intended to raise awareness in recruitment staff.

Despite the context of the health crisis and declines in recruitment, 23% of the entities implemented campaigns promoting the professional integration of disadvantaged people in 2020. By the end of the year, Bolloré Logistics' workforce included 5.2% disadvantaged people (people

with disabilities, seniors over 50 recruited and still in post, female managers from the 40 lowest-rated countries in the world on the UN GII Index 2017).

In France, the company has committed, within the context of the agreement on mandatory annual negotiations for 2021, to continue the responsible recruitment process aimed at promoting the hiring of employees who are alienated from the labour market.

#### Recruiting people with disabilities in business lines

As well as complying with legislative requirements, the conditions around recruiting and onboarding people with disabilities is a strong source of social cohesion in the company. This is a two-pronged approach:

- *adapting job profiles to optimize the recruitment of people with disabilities;*
- *and promoting a suitable working environment for people with disabilities.*

In 2020, the Group organized an external audit of the practices used by its various divisions in France for hiring people with disabilities. Based on interviews and an analysis of HR data, this audit was able to identify our maturity level and to provide recommendations for the framework of a global disability policy. A strong interest in the topic emerged, both at the management level and in the field. In order to strengthen coordination within the various businesses, an action plan and budget have been adopted for 2021. These cover recruitment (partnership for the recruitment of work-study trainees), awareness-raising (creation of a network of advisers, communication plan) and a support system for people within the organization.

In 2020, the proportion of employees with disabilities in relation to the total workforce increased somewhat, thanks in particular to the roll-out of new practices and initiatives for recruitment and onboarding. These initiatives resulted in a recruitment rate that was slightly higher than that for employees with disabilities present in the workforce, an illustration of the attention paid to the recruitment lever, despite the context of the global crisis.



EMPLOYEES WITH A DISABILITY <sup>(1)</sup>	2020	2019
Number of employees with a disability	216	217
Percentage of employees with a disability/company's total workforce	1.13%	1.03%
Percentage of employees recruited with a disability/total workforce externally recruited on permanent and fixed-term contracts	1.16%	1.40%
Employees with a disability trained	81	141

(1) These indicators relate to the number of entities, excluding entities entering/leaving the perimeter and not having staff at 31/12/20, i.e. 99.5% of the total workforce.

Legislation covering the employment of disabled people varies greatly in each country, and the criteria associated with disability may vary from one country to another, making statistical consolidation difficult at the global level.

France accounts for 83% of the disabled workforce worldwide, with the number of employees increasing by 8.5% in 2020 compared to 2019. Their representation within the French workforce has also improved, from 3.7% in 2019 to 4.2% in 2020, excluding subcontracting. For the last four years, Bolloré Logistics France has implemented measures to allow people with a disability (with no age limit) to be trained in their trade and be employed on a permanent contract.

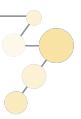
La Pépinière is a training scheme in partnership with transport schools (UPR and AFTRAL), which offers transit agent and customs broker training courses under a professional training contract (permanent contract).

These are 21-month training courses that lead to a qualification at high school +2 years' level. Three classes of 87 people have already been trained by professionals on all the skills required to competently organize air and maritime transport operations. They have also received training on Bolloré Logistics' best practices.

While the first two classes were open to a wide group of people with employment difficulties – people with disabilities as well as young unemployed people, long-term unemployed people, etc. – the third campaign is focused on people with disabilities, as will the fourth campaign be, and will welcome 14 new candidates in September 2021.

In this program, Bolloré Logistics shows that international logistics can lead to an ambitious path and ever-evolving career at the company for anyone joining La Pépinière, whether or not they are qualified.

Internationally speaking, since 2015 Bolloré Logistics Singapore has set up a number of partnerships with local entities working to promote the professional integration of people with disabilities. The company has now integrated over 20 people with a range of disabilities at its warehouses, giving them the opportunity to acquire professional experience and a certain amount of financial autonomy. They are working in the context of value-added logistics activities, and a number of different measures have been implemented to facilitate their integration: a shuttle service has been set up to help them get to their workplace each day, ramps and handrails have been installed in buildings



and dedicated rest and meal areas have been set aside for them. They are overseen by supervisors with solid professional experience in the care of disabled people, they provide training and also educate other employees about disability to promote collaboration between teams. Thanks to this initiative, Bolloré Logistics Singapore was awarded (for the second time in 2021) the "Enabling Employers" accreditation by SG Enable, the Singapore social protection organization, in recognition of its efforts to promote the integration of disabled people.

Bolloré Logistics Morocco has also established a partnership with the Anaïs association to help train people with a mental disability for work through professional integration. In four years, seven people were recruited to the Casablanca warehouse to assist with co-packing for one of our luxury customers. Young employees with Down's Syndrome are thus trained and accompanied by our employees, in close collaboration with the psycho-educational leaders of the Anaïs association. The adopted approach allows for daily monitoring and periodic assessment which encourages the success of these recruits.

As part of its partnership with the local association Manzil, Bolloré Logistics Dubai integrated a new disabled employee into its aerospace team. Initially recruited on a temporary 6-month contract to enable him to learn the business and receive job-specific training, he subsequently joined the permanent workforce. Team leaders/supervisors also received training from Manzil in the support of people with specific needs.

#### Encouraging professional integration for young people

Attracting young talent is strategic for a group that operates all continents, as well as helping to empower young people in difficulty in order to establish the company in the communities where we work. Bolloré Logistics has set three objectives to encourage the professional integration of young people:

- analyze the aspirations of the new generation and how they perceive the Group in order to identify ways to engage with them and thus attract new talent;
- optimize internship processes, the international voluntary experience program and work-study programs for young people;
- coordinate community commitment projects in Europe and internationally to primarily improve the economic and social position of young people and respond effectively to international solidarity actions on an ad hoc basis in line with the Bolloré Group's sponsorship policy which prioritizes support for young people.

Even though the number of 18-34 year-old employees decreased in 2020 (as with all other age groups), Bolloré Logistics has kept its recruitment strategy for under 25s, new hirings on permanent and fixed-term contracts rose to 23.2% in 2020, against 20.8% in 2019.

EMPLOYEES AGED 25 TO 34	2020	2019
Total workforce	6,164	7,124
Proportion vs total workforce	32%	34%
% change	-13%	

#### Promoting gender equality

##### A growing female presence in the company

Professional gender equality is seen as lever for transformation. The Group has set three objectives:

- increase the presence of women in jobs where women are poorly represented with equal skills;
- foster women's access to positions of responsibility, particularly by selecting more women for management training programs.
- support women in their professional development.

In 2020, the proportion of women employed by Bolloré Logistics rose by 1.4 points to 41.2% of the total workforce. This progress reflects the initial results achieved by the implementation of the action plan. Particular attention was paid to the stages of recruitment, and nearly 46% of women were hired on permanent contracts, despite a drop in the number of recruitments due to the crisis in 2020. The percentage of women receiving training also increased by more than 4 points in 2020 and has remained higher than the percentage of women in the workforce for three consecutive years. The percentage of women with managerial responsibilities is still a point of contention in that it has increased only slightly and still remains below the level required to represent the average number of women in the company.

On the African continent, the proportion of women recruited on permanent contracts and those receiving training increased by 2 points in 2020, thanks mainly to the implementation of communication campaigns and the mobilization of female managers in Africa. This illustrates Bolloré Logistics' desire to promote diversity in its professions through female recruitment in particular. This positive development is also reflected in the representation of women within management, the percentage almost of which is nearly 4 points higher than the percentage of women in the workforce. Bolloré Logistics has also improved the autonomy of nearly 1,000 women in the 40 lowest-rated countries of the UN GII Index, where they are most remote from the employment market (GII Index 2017 benchmark). Their representation in the managerial workforce is 2.8 points higher (25.6%) than the percentage of women in the workforce (22.8%) in 2020.

PROFESSIONAL GENDER EQUALITY	2020	2019
WORLD		
Women <sup>(1)</sup>	41.2%	39.8%
Women managers <sup>(2)</sup>	36.4%	35.9%
Women recruited <sup>(3)(5)</sup>	45.6%	43.6%
Women trained <sup>(4)(5)</sup>	47.4%	43.1%
AFRICA		
Women <sup>(1)</sup>	24.1%	23.7%
Women managers <sup>(2)</sup>	27.7%	27.5%
Women recruited <sup>(3)(5)</sup>	32.1%	29.9%
Women trained <sup>(4)(5)</sup>	25%	23%

(1) Total female workforce/total workforce.

(2) Number of women managers/total managerial workforce.

(3) Number of women recruited externally on permanent contracts/number of people recruited externally on permanent contracts.

(4) Number of women trained/number of employees trained.

NA: this data was not available in 2018 – the indicator was introduced in 2019.

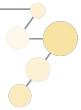
(5) These indicators relate to the number of entities, excluding entities entering/leaving the perimeter and not having staff at 31/12/20, i.e. 99.5% of the total workforce.

## International Women's Day

On International Women's Day in March 2020, Bolloré Logistics organized numerous events at its various subsidiaries around the world. For example, Bolloré Transport & Logistics Tanzania organized discussion groups around the theme "All for equality". In Congo, several employees were able to share their professional experience with 350 high school girls from Pointe-Noire and Brazzaville. Bolloré Transport & Logistics Guinea supported the Women's Association in the commune of Kaloum through an entrepreneurship project. Bolloré Logistics USA distributed a video to all employees in which several employees from the Charleston, Houston, Miami and Buenos Aires branches expressed their points of view on this special day.

Due to the Covid pandemic, Europe and Asia were not able to celebrate this day because of the strict lockdown rules applying to employees and requirements related to maintaining activities. A video highlighting the professional careers of several women within the organization was, however, widely distributed on internal social networks by the head office. The testimonies of these inspiring women aimed to highlight new vocations while also lifting the brakes on other aspects.

At Bolloré Logistics France, the professional gender equality index went from 69 in 2018 to 84 in 2020.



2.2

## 6 GUARANTEEING HEALTH AND SAFETY DAILY FOR EMPLOYEES AND LOCAL SUPPLIERS

### A centrally managed policy coordinated on the ground by a wide QHSE network

Bolloré Logistics operates within potentially risky environments. The issue is particularly tangible with regard to industrial activities, such as the handling and transport of goods or the handling and transport of hazardous products. The vast international reach of Bolloré Logistics also requires particular vigilance depending on the local context. As for its employees, Bolloré Logistics has identified the health and safety of partners and subcontractors working on its sites, as well as local communities which may be affected by its activities, as one of its priority risks. The risks relating to third party safety during freight transport operations are particularly tangible.

Bolloré Logistics' priority is to ensure the occupational health and safety of its employees and third parties within the framework of its activities. Committed to a dynamic continued improvement approach, the company ensures that all of its activities and sites use management systems based on recognized standards such as ISO 45001 (formerly OHSAS 18001 for managing health and safety in the workplace) or other international standards. The implementation of these management systems guarantees that employee health and safety is taken into account on a daily basis as part of a virtuous cycle of vigilance, supervised by appropriate policies and procedures to control this risk. The company is committed to investing in the prevention of occupational hazards and accidents, to improving working conditions and to training and raising awareness among its employees and stakeholders working on-site (subcontractors, external companies, partners, suppliers, customers, etc.).

The QHSE Department (Quality, Health, Safety, Environment) at Bolloré Logistics occupies a prominent place in continental, country and regional organizations. The QHSE Director is a member of the Executive Committee and leads a central team and a network of over 100 employees spread across all regions. The QHSE Department is also represented in the Steering Committee of the "Powering sustainable Logistics" CSR program. The QHSE network's main tasks are to:

- coordinate, devise, review and manage the continuous improvement and service quality programs;
- encourage the development of the HSE culture as well as best practice;
- ensure that business line certification is upheld, leading to improved performances and inspiring trust among customers.



Each entity has QHSE management systems formalized by general and operational quality, health, safety, security and environment procedures. Adapted to the activity in various policies signed off by General Management and reflected in operational procedures, they provide a framework promoting the prevention of accidents and incidents in order to guarantee a safe working environment where the equipment meets the standards and regulations in force, and ensuring the well-being of employees while encouraging them to be accountable for the health and safety aspects of their work.

The performance of the QHSE policy is supervised by the Chair and Chief Executive Officer of Bolloré Logistics who ensures the availability of the resources required to implement, maintain and continually improve the QHSE management system.

General Management sets the objectives, monitors the application of action plans and ensures that any discrepancies are corrected through the analysis of incidents/accidents and the deployment of audits, inspections and performance analysis to measure the efficiency of the QHSE management system. The rules that subcontractors must observe are also specific contractual requirements.

Committed to a continuous improvement approach, Bolloré Logistics is pursuing certification for its health, safety and environment (HSE) integrated management system within its network.



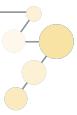
In September 2020, Bolloré Logistics was granted triple IMS (Integrated Management System) certification (ISO9001/ISO14001/ISO45001) for the entities in the following regions: Europe, the Americas, Asia-Pacific, the Middle East and South Asia. In 2021, the approach will be extended to the African continent. However, it should be noted that all entities in Africa are already covered by a quality, environment, health and safety management system.

In 2019, the Corporate QHSE Department launched its Quality, Health, Safety, Security and Environment management platform: B'Excellent.

B'Excellent is aimed at the QHSE network as well as all managers and allows improved control of HSE activity management, and data management through the various dashboards (HSE reporting, progress with the action plan, inspection schedules, business continuity plans, etc.), QHSE performance analysis of Bolloré Logistics entities around the world, etc. Also available on tablets, B'Excellent enables inspections to be carried out on the go. All non-conformities found are automatically and immediately used to create action plans to improve responsiveness.

Depending on the type of activity, e.g. sites where Oil & Gas or Mining industrial projects are carried out on behalf of customers, Bolloré Logistics implements specific HSE management plans, such as managing a logistics database. These plans describe the measures set out by Bolloré Logistics to enforce local regulatory requirements and standards, Bolloré Logistics HSE policies and those of its customers. It applies across the site, to both Bolloré Logistics staff and subcontractors hired by or on behalf of the business unit.

As part of the quality and performance policy, Bolloré Logistics suppliers and subcontractors are subject to a selection process with particular focus on their ability to observe contractual safety requirements.



## Preventing accidents and occupational risk and improving working conditions

Under the QHSE management systems, occupational risks are assessed on a routine basis. Based on these findings, ergonomic principles and risk mitigation techniques are then implemented. Regular audits and the incident and accident analysis implemented lead to improvement plans incorporating preventive and corrective measures as part of a continued improvement approach. Each entity identifies and naturally complies with the applicable external requirements, be they regulations or contractual clauses. External companies working regularly on site are subject to prevention plans and work permits in order to at least guarantee the protection of workers and communities in terms of health and safety. Health and safety audits and inspections are conducted internally to reinforce prevention through regular monitoring of sites, facilities and equipment and by external inspection offices for facilities and equipment subject to a regulatory audit requirement. In 2020, 77,413 HSE audits and inspections were carried out in the Bolloré Logistics network and 32,862 among subcontractors.

Bolloré Logistics implements health and safety policies geared towards its activity and its operating regions. Its main occupational risks occur in handling, storage and transport operations. For example, where mechanical handling is not feasible, the risks are assessed based on the task, load, physical effort, working environment and individual ability. Ergonomic principles and risk mitigation techniques are then implemented. Furthermore, operators are trained in the correct movements and posture before performing manual handling operations. This training is repeated as often as necessary to enhance rather than replace safe working methods. Training and information materials are also drawn up in order to educate employees about the occupational risks they face. Risks linked to concurrent activities with external companies are also analyzed and specific prevention and protection measures are identified. All the information on the risks associated with their activities and the risk mitigation measures in place are shared with them.

In addition, a subcontractor management process is established to ensure a high level of HSE quality. This process leads to the accreditation, selection and monitoring of subcontractors. For example, transport companies mobilized by Bolloré Logistics in Africa must observe a charter specific to this activity. The Carriers' Charter in Africa is attached to each contract signed with subcontractor carriers. The charter is part of a broader approach to minimize injury to passengers and damage to freight, equipment and the environment. It provides for:

- *training in defensive driving;*
- *the health of road drivers and their driving proficiency;*
- *compliance with the Bolloré Logistics General Code of Conduct at all times;*
- *compliance with the Bolloré Logistics alcohol and drugs prohibition policy at all times.*

WORKPLACE ACCIDENTS	2020	2019
Number of workplace accidents with lost time	94	120
Lost Time Injury Frequency Rate (LTIFR) <sup>(1)</sup>	0.41	0.50
Severity rate of workplace accidents with lost time <sup>(2)</sup>	18.22	21.74

(1) Number of accidents which led to lost time) x 200,000 / Total number of hours worked.

(2) (Number of days away from work due to a workplace accident) x 200,000 / Total number of hours worked..

## Training and educating employees and subcontractors to prevent risk

The Bolloré Group ensures that employees are recruited and trained to be able to take on the allocated position and fulfil the requisite tasks, including those that may have an impact on health, safety and the environment. Training and awareness campaigns on the topics of health, safety and the environment are provided to employees and subcontractors according to the same principles of compliance with the safety rules set out by the QHSE policy.

HSE TRAINING	2020	2019
Number of hours of training on HSE themes	102,887	147,496
Number of hours of HSE training for subcontractors	67,640	28,863

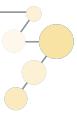
Subcontracting companies must also ensure that their staff are qualified and certified to perform the required tasks. Bolloré Logistics teams remind subcontractors of the basic safety rules for day-to-day operations (e.g. handling heavy loads, hazardous products, transport and traffic regulations). The topics of the HSE training and information programs implemented by the entities depend on the nature of the business activities, and the risks to which employees are exposed (training in PPE, hazardous substances, fire fighting, working at heights, etc.). The number of training hours provided is measured objectively with the QHSE management system. In 2020, an average of 4.5 hours of training were provided to each employee (compared to 7 hours in 2019, due to the reorganization of staff during the Covid pandemic). Employee awareness and training also involves «15 minutes of safety» and «talks», given to employees in the field in small groups. They establish a dialogue with employees through a set of questions and answers and encourage the feedback of information from the field which may help target areas for improvement, such as changes to traffic flows, the establishment of hazardous zones, etc.

HSE meetings are also held regularly at sites as a communication channel to pass on messages to participants or carry out 'safety moments'.

Lastly, new employees receive training in the main health, safety and environment rules to master in their working environment (governance and QHSE actors, risks and precautions related to manual handling, driving forklifts, handling and storing hazardous goods, organizing fire rescue, etc.).

Every year, Bolloré Logistics publishes a QHSE review covering all of the operational topics and issues (indicators, certification, specific actions deployed on sites, projects, etc.) which it rolls out to all employees. An annual performance review of the main HSE indicators is also carried out based on monthly reports, providing a global and region-specific analysis.





## World Day for Safety and Health at Work

The world of work, in collaboration with the International Labour Organization (ILO), marks this day all over the world on April 28 with the shared goal of promoting 'a safety culture'. In 2003, the International Labour Office first decided to observe a "World Day for Safety and Health at Work" by focusing on the prevention of accidents at work and occupational illnesses. The main objective of this day is to promote a culture of safety and health at work.

So, all over the world, Bolloré Logistics' employees get involved every year.

Given the health crisis, the 2020 World Day for Safety and Health at Work was titled: "Stopping

the pandemic: safety and health at work can save lives". More than ever, raising awareness about the adoption of safe practices at work and the important role of occupational health and safety services was core to this International Day.

In this particular context, teams are still active all over the world. To ensure the safety of employees on all sites, Bolloré Logistics has implemented many protective and preventive measures. World Day for Safety and Health at Work 2020 was the opportunity to pay tribute to everyone who, through their involvement, implementation and compliance with strict safety rules, allows our activity to continue.





## Protecting employee health

The Bolloré Group protects its employees from physical and mental harm through the following health and safety objectives:

- protecting the health of everyone in the workplace;
- providing a framework to identify and minimize health risks;
- reducing health risks related to our activities;
- complying with all regulatory and legal requirements.

The health of employees is assessed and monitored through various actions:

- a medical prior to recruitment;
- increased monitoring of staff potentially exposed to high-risk positions;
- immunization or disease prevention programs, where necessary (nearly 9,000 employees other beneficiaries received a vaccination or participated in a screening or awareness-raising campaign organized by the company in 2020).

The Bolloré Group also offers effective welfare protection. This is reflected in the roll-out of healthcare access and prevention programs according to the location of its activities, where additional health cover complements the health insurance cover in force in the country.

EMPLOYEE HEALTH COVERAGE <sup>(1)</sup>	2020	2019
% of employees eligible for social security coverage	94.4%	90.5%
% of entities where health coverage extends to employees' dependents	83.9%	86%
% of entities where health coverage is more favorable than the requirements of legal legislation	93.8%	85.5%
% of employees eligible for regular medicals by the company	80.8%	75.3%
% of entities where a free medical service is offered to employees	87.6%	91.4%

(1) These indicators relate to the number of entities, excluding entities entering/leaving the perimeter and not having staff at 31/12/20, i.e. 99.5% of the total workforce

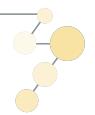
To prevent and reduce the risk of mosquito breeding and malaria on the African continent, Bolloré Logistics imposes the following requirements:

- the provision of appropriate treatment where possible to non-immunized and semi-immunized staff;
- removal of standing water if possible, particularly around offices and residential areas;
- installation of mosquito screens on the windows of offices and residential buildings;
- regular campaigns to maintain a high level of awareness of the risks of malaria.

An information and education program on sexually transmitted infections and HIV/AIDS is rolled out to all staff in Africa. Educational material such as leaflets and posters are distributed and displayed at sites. With a view to improving the prevention of and protection against these infections, Bolloré Logistics encourages and helps all members of staff to make an early diagnosis to become aware of their status and adopt safe and appropriate measures.

In 2020, 17 countries took action for World AIDS Day on December 1. Free and anonymous screening campaigns and awareness-raising sessions were organized in several West African (Benin, Burkina Faso, Ghana, Guinea, Nigeria, Senegal), Central African (Cameroon, Congo, DRC, Gabon, Chad) and Southern African (Angola, South Africa, Mozambique) countries, as well as in East Africa, in Kenya. At the Puteaux headquarters, employees at the Tour Bolloré were invited to wear a red ribbon in support of the Sidaction association, this being the universal symbol of the fight against AIDS.





## Keeping teams safe

In addition to the mechanisms in place to ensure the safety of the supply chain (see page 20), Bolloré Logistics draws on the Security Department policy rolled out across the Bolloré Group which oversees the protection of the Group's human and physical assets in all the regions where it operates and helps guard against potential terrorist acts and political crises. Its tasks are geared towards the following main priorities:

- monitoring and analysis to keep track of global security events and take a proactive approach to crises;
- crisis management in conjunction with the departments in question (General Management, Legal, QHSE, HR, etc.);
- safety audits in France and abroad and checks on emergency crisis procedures (RESEVAC nationals evacuation operations);
- travel security based on a strict travel policy. This department manages and tracks business trips abroad through a special location platform and an assessment of the feasibility of business trips. All travel outside of capital cities (in Africa, Asia, South America and the Near and Middle East) must first be subject to a feasibility study by the Security Department and approved by General Management;
- the continual upgrading of a security network which involves the consolidation of the Group's security networks in France and abroad, as well as the recruitment of local security correspondents.



## Managing health crises through a specific response plan

The threat of an epidemic requires companies to set out an action plan to guard against this risk in order to ensure safety and keep employees in good health, respond to requests from our customers and partners in this area and, generally, keep activities up and running where possible.

A monitoring unit is in place at Bolloré Group level to set out the main measures to take to prevent the epidemic on various levels. Specific communications and prevention measures are also in place. The current response plan is based on these instructions which apply to all Bolloré Logistics entities in the Bolloré Group.

The main epidemic or pandemic response objectives are as follows:

- Protect the health and safety of employees, temporary staff subcontractors and visitors following exposure and an infection.
- Keep activities running where possible or at least minimize disruption to essential services.

The pandemic preparation plan is developed in coordination with the pre-existing business continuity plans, occupational risk assessment approach and crisis management procedure. Furthermore, this plan serves as a starting point for the development of contingency measures that the site will require of its service providers and suppliers.

The response plan indicates the guidelines to be followed by sites in order to prepare, manage and maintain activities during an epidemic or pandemic.

The measures defined in the plan are supplemented by the measures set out by the local authorities or other applicable local regulatory requirements in order to take local constraints and other particularities on board. This document will be updated as new information on the epidemic becomes available.

The strategies and action plans are regularly updated in accordance with new scientific information on the virus, the development of the pandemic and national and international recommendations.

The crisis cell meets regularly from the pre-epidemic phase and takes charge of coordinating the crisis and organizing its management.

## COVID-19, managing a health and economic crisis of unprecedented proportions

At Bolloré Logistics, protecting the health of its staff around the world and keeping the business going is the number one concern and primary mission as it contends with the global health and economic crisis brought on by COVID-19.

### Implementing an action plan

While it has had to deal with health crises brought on by the SARS epidemic and Ebola, the Bolloré Group, like all companies, had to quickly reflect on and implement an action plan to minimize the impact of this new health crisis on the health and safety of employees while keeping its activities and those of its partners up and running.

Bolloré Logistics has assessed the threat posed by the COVID-19 pandemic. To contend with this exceptional situation, all Bolloré Logistics teams have mobilized to provide a strong, coordinated response.

A crisis management plan has been drawn up with the following main priorities:

- Participating in the monitoring unit in charge of regularly examining the situation and defining/adapting the measures to take to prevent the pandemic;
- Preventing contamination risk with reminders of health rules and preventative measures;
- Rolling out a suitable prevention system for each stage in the pandemic;
- Drawing up and implementing a business continuity plan for the company;
- Managing communication both internally and with stakeholders.

### Active crisis cells in each region

In addition to the monitoring unit in place at Bolloré Group level, each region has activated its crisis cell made up of the Crisis Cell Director, Country Directors, Operational, IT, HR and QHSE Directors to coordinate the action plan and organize each stage.

Each crisis cell meets regularly. The action plans are drawn up and implemented at country level and enhanced and updated at very regular intervals according to developments in the epidemiological situation, knowledge of the virus, decisions and recommendations from international organizations and local authorities (...), and in line with the Corporate Departments, namely QHSE.

### Statement from the Corporate QHSE Department

#### Anticipating the pandemic

In February 2020, the Bolloré Logistics Corporate QHSE Department drew up a COVID-19 response plan to anticipate the spread of the epidemic on the various continents.

This COVID-19 pandemic risk preparation plan established the framework by establishing the guidelines to follow in order to prepare, manage and maintain activities. It was prepared using procedures and initial feedback from Asian countries.

#### Keeping activities up and running where possible while protecting employees

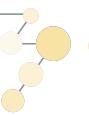
The pandemic preparation plan is developed in coordination with the pre-existing business continuity plans and the occupational risk assessment approach. The business continuity plans formalize the practical operational measures which are rolled out locally to protect staff and keep activities up and running.

In accordance with the recommendations of the various governments of the countries affected by the Covid, physical distancing measures were implemented by all entities to preserve the health of employees. 70% of them also implemented work from home in 2020, enabling nearly 40% of employees to continue their professional activities from their home for three days a week on average.

#### Providing employees with the means to protect themselves in the workplace

Protecting employees who remain active in the workplace goes hand in hand with applying the health risk prevention provisions. This requires that personal protective equipment and hygiene equipment be provided (masks, hand sanitizer, gloves, protective goggles, etc.). Thus, a safety reserve was very quickly assembled, including at the network subsidiaries.





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## 7 PROMOTING EMPLOYEE WELL-BEING

As well as protecting the health of employees in all Bolloré Logistics regions, well-being at work is a developing theme in the organization. The employees and management were aligned on the need to continue with the global action plan promoting quality of life at work at all sites by the end of 2020. 135,000 m<sup>2</sup> of interior spaces have been fitted out according to the biophilic concept in this regard. Thus, a number of initiatives are taking place across the network.

In response to the COVID-19 crisis, the Corporate HRD rolled out an app allowing employees and their dependents to:

- Call on an emotional support service. At least six consultations are covered by the company;
- Consult a personal advisor free of charge in the event of social difficulties (financial, family, etc.);
- Have a medical teleconsultation covered by the French Social Security.

This initiative was launched across France and will be made permanent. Similar arrangements are already in place in some countries such as Australia, and under consideration in others.

Furthermore, a specialized consulting firm has been available to employees on mobility assignments for several years. The employee's dependents also have access to this firm. International mobility can also be a source of psychological problems.

The Bolloré Logistics teams are putting in place local initiatives to improve the well-being of staff. Examples include:

- monitoring of wellness awareness workshops by the Executive Committee of the Asia-Pacific region and in the Corporate CSR Committee;

- in Singapore, the design and organization of the new logistics complex, the Blue Hub, were based on three major pillars: employee-focus, sustainable development and innovation;
- application of the interior design charter for offices within the European perimeter, incorporating well-being at work, the first such site being in Lyon (France);
- establishment of a concierge service at two pilot sites in France (Roissy-CDG and Le Havre);
- organization of a vision screening test in Kenya with over 100 people taking part;
- relaxation and awareness workshops for proper postures, organized on site or remotely, implemented by a number of branches around the world;
- greening of office spaces in India, Canada, Ghana, Hong Kong, Colombia, Malaysia, United States and United Arab Emirates;
- planting of vegetable gardens for employees having lunch on site in Melbourne and Singapore;
- awareness-raising about healthy food in Hong Kong, Chile and France;
- organization of various games and competitions (both on site and remotely) to help people relax and maintain teams cohesion in Canada, Singapore, the Philippines and the UAE;
- creation of libraries and the organization of book swaps in the Philippines, Germany, United States, United Arab Emirates and in France (Lyon);
- events involving employees' children in the Asia-Pacific region and US: children's day with visits to the premises and fun activities, drawing and colouring contests, etc.
- work involving music in India;
- initiation in sign languages in Roissy (France);
- etc.

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In addition, well-being at work is one of the possible areas for action of the AcTogether challenge, an inter-country competition launched in late 2020 in our 109 territories, which gives employees the opportunity to carry out sustainable development actions. At the end of the first edition in late 2020, 24.5% of actions carried out by employees related to this theme, out of a total of 497 actions completed. The numerous initiatives implemented to improve employee working environments in France helped Bolloré Logistics to achieve the rank of fourth best employer in the "Transport of goods and logistics" sector (as voted by French employees in 2020), following a survey published in Capital, carried out by the Statista polling institute. Bolloré Logistics was also recognized by HR Asia magazine as one of the best companies to work for in Singapore.



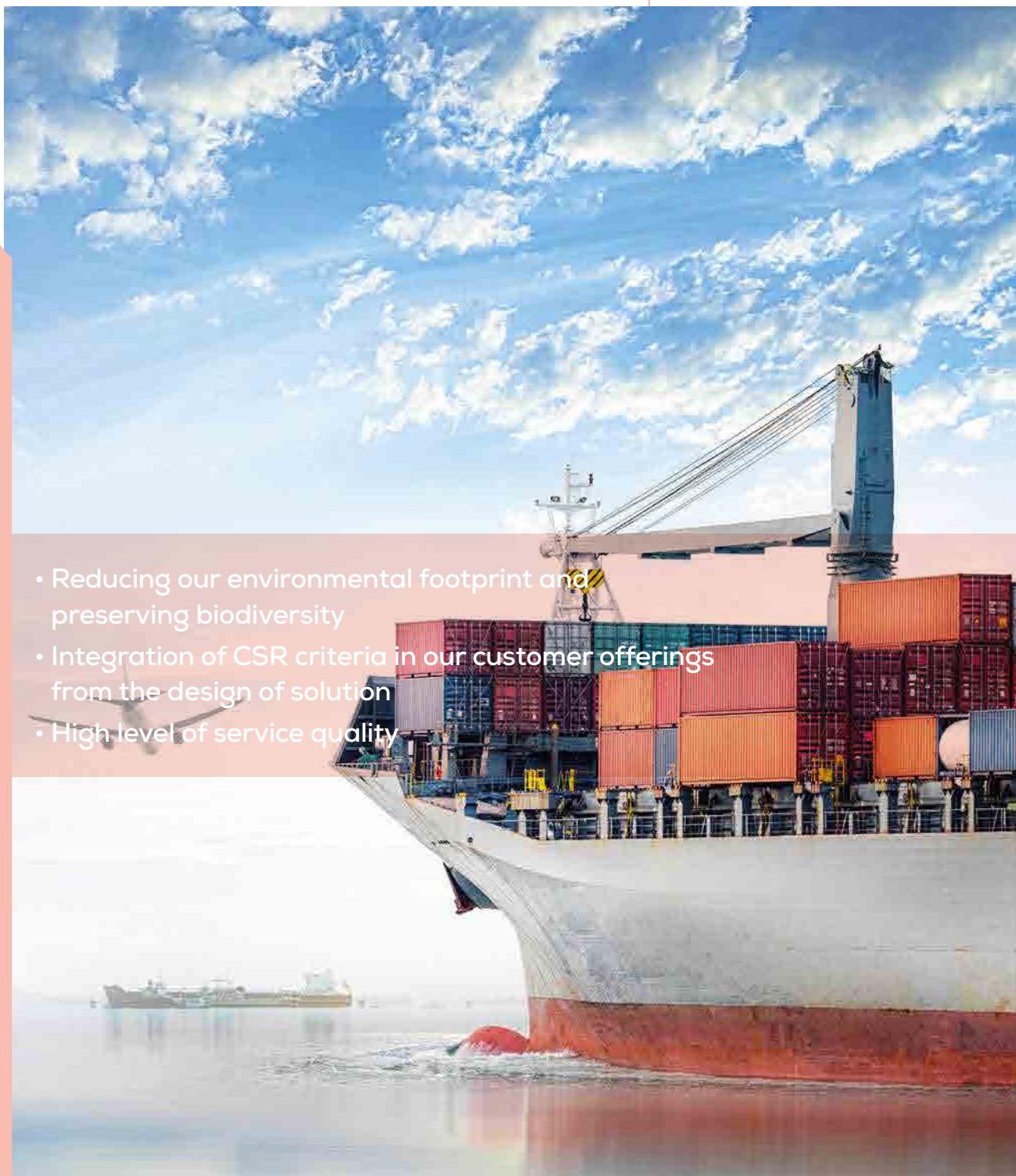


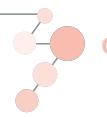
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## OFFERING our customers sustainable supply chain solutions



- Reducing our environmental footprint and preserving biodiversity
- Integration of CSR criteria in our customer offerings from the design of solution
- High level of service quality





## MAJOR ISSUES IN THE BOLLORÉ LOGISTICS STRATEGY

Bolloré Logistics runs its transport and logistics services in 109 countries on five continents. However, the company is considered non-asset based. Its core business consists of organizing international freight transport – therefore acting as an intermediary by purchasing transport capacity from major operators or calling on subcontractors – and offering global supply chain management solutions as well as value-added logistics services in warehouses (contractual logistics). The company has a limited fleet of owned or long-term leased trucks representing just over 1% of the total GHG emitted by the transport handled.

According to the International Transport Forum (ITF, Transport Outlook 2021), the transport sector is the largest energy end-use sector, together with the industrial sector. The energy used by transport vehicles was responsible for 25% of direct CO<sub>2</sub> emissions from fuel combustion in 2018 (source IAE, 2020). The transport sector is more dependent on petroleum and its end uses than any other sector: petroleum products represent 92% of total energy consumption for transport (IAE, 2020). High energy consumption and the major use of carbon-intensive fuels mean that transport is a major contributor to climate change – even before taking into account the additional emissions associated with transport, such as those from fuel production, vehicle manufacturing and infrastructure construction.

CO<sub>2</sub> emissions associated with the transport of goods represent over 40% of the transport sector's total emissions, 65% of which are attributable to road transport. The current trend indicates that the transport sector will more than double in size by 2050 compared to 2015. The transport of goods will grow by 2.6 times, compared to 2.3 times for passenger transport. Growth is slower than previous forecasts, which estimated a tripling of total demand, reflecting less optimistic projections for economic growth and new decarbonization commitments made in 2018/19. Future transport demands will depend on the uncertain recovery from the Covid-19 pandemic.

Strong growth in freight business will require an acceleration in the decarbonization of freight transport. With current policies, the absolute CO<sub>2</sub> emissions generated by freight transport will be 22% higher than in 2015 by 2050, and its share of transport-related emissions will continue to rise, albeit slowly. However, these emissions could be 72% lower than in 2015 by establishing policies to stimulate the consolidation of goods, improving supply chain collaboration, increasing standardization and promoting low-carbon technologies throughout the sector.



While CO<sub>2</sub> is a significant greenhouse gases and therefore causes global warming, with the consequence of increasing the frequency of natural disasters which are both intense and unpredictable at the same time, atmospheric pollutants (NOx, SOx) and fine particles also have harmful consequences for the health of human populations and biodiversity, marine life in particular.

The fight against climate change is fully integrated into Bolloré Logistics' strategy across the board, which has led to the establishment of policies and associated action plans for mitigation and adaptation measures to be implemented in its activities. These actions are regularly reviewed in order to incorporate scientific elements which have been updated or collected over time. Improving air quality through the reduction of atmospheric pollutants and fine particles also has an environmental impact, as does the preservation of natural capital through an active policy for the preservation of biodiversity and the management of packaging used in transport and logistics contracts.

These major challenges also represent opportunities for Bolloré Logistics, helping the company to consolidate its advisory role with industrial clients such as importers and exporters in order to reduce the environmental impacts of their supply chains. This approach also helps us meet sustainable logistics expectations for Bolloré Logistics' customers, an increasing number of which are committing to reducing the carbon footprints associated with their products.

The quality of advice and services is driven by a process of continuous improvement and operational excellence which is fully integrated into all operations, with the strategy placing the customer at the heart of our business.

Bolloré Logistics has joined several sectoral initiatives since 2018 in order to effectively contribute to the energy transition of its ecosystems and the emergence of new environmentally responsible solutions. The company has joined the following initiatives: the sustainable development commission of Union TLF (*Union des Entreprises Transport et Logistique de France*), Lab Supplychain4Good from Supply Chain France by Aslog, Global Logistics Emissions Council (GLEC), EcoTransIT® World Initiative (EWI), Clean Cargo Working Group (CCWG), Sustainable Air Freight Alliance (SAFA) and Getting to Zero Coalition.

The transport and contractual logistics commission also deals with other environmental impacts involving the risks associated with the transport and storage of hazardous materials, the management of which is controlled inside the organization.

The preservation of the environment has been formalized within Bolloré Logistics' activities since the beginning of the 2000s through, on the one hand, the health, safety and environment policy established by the QHSE department and the start of ISO 14001 certification of the sites and, on the other, its inclusion in the Group's first Code of Business Conduct.

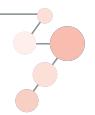
The governance of environmental aspects has been extended over the years and is now transversally integrated within the organization and executed at various levels - Bolloré Group - Bolloré Transport & Logistics division - Bolloré Logistics Operational Unit - and the divisions (CSR, OHSE, ethics, legal, purchasing, operations, innovation, information systems, commerce).

All environmental indicators are included in annual CSR reports and dedicated documentation. The data are consolidated by the CSR department of the Bolloré Group's holding company for inclusion in the non-financial performance statement. These data are audited by an independent consulting company on an annual basis. This audit complies with the standards of the "National Company of Auditors (CNCC)".

Through the launch of its CSR program, Powering Sustainable Logistics in 2018, Bolloré Logistics has both structured and strengthened its roadmap on environmental issues. The environmental pillar: "Offer customers sustainable supply chain solutions" includes the following commitments, with which a set of quantitative and qualitative targets have been set:

- *reduction of our environmental footprint and preservation of biodiversity;*
- *integration of environmentally responsible criteria into our customer offering from the design of the solution and up;*
- *high levels of service quality.*





## CSR COMMITMENTS

Through these environmental commitments, Bolloré Logistics specifically targets the following Sustainable Development Goals:

TARGETED SUSTAINABLE DEVELOPMENT GOALS	TARGETS
<b>SDG 3</b> Good health and well-being	3.9 3.d
<b>SDG 8</b> Decent work and economic growth	8.2 8.4
<b>SDG 11</b> Sustainable cities and communities	11.6 11.b 11.c
<b>SDG 12</b> Responsible consumption and production	12.2 12.4 12.5 12.6 12.8 12.a
<b>SDG 13</b> Measures relating to the fight against climate change	11.6 11.b 11.c
<b>SDG 17</b> Partnerships to achieve the goals	17.7 17.8 17.9 17.16

For more information on Bolloré Logistics' contribution to the SDGs, see chapter 1.2.2, page 42.



## KPIs for the Powering Sustainable Logistics Program

TARGETS	DEADLINE	2020 RESULTS	2019 RESULTS	2018 RESULTS
<strong>REDUCTION OF OUR ENVIRONMENTAL FOOTPRINT AND PRESERVATION OF BIODIVERSITY</strong>				
43% reduction in absolute value of direct and indirect CO <sub>2</sub> e, scopes 1 and 2 (based on 2017)	2027	<p>Results for 2020: -3.4% reduction in absolute terms compared to 2017. Compared to a 100m<sup>2</sup> indicator, CO<sub>2</sub>e emissions for scopes 1 and 2 have fallen by -12.9%. Strict surface area development increased by 10.9% over the same period. Flagship actions: continuation of the climate plan with support for the 14 highest-emitting country subsidiaries, representing 86% and 74% of scopes 1 and 2; roll-out of the AcTogether CSR challenge across all.</p>	<p>Review of the objective set in late 2019 to line up with the 1.5 degree trajectory: -5.6% absolute reduction in 2019 versus 2017. Expressed as an indicator for 100m<sup>2</sup>, CO<sub>2</sub>e for scopes 1 and 2 decreased by -9.5% while total surface increased by 4.7% on the same period. Main actions: gradual roll-out of the climate plan with support for the 14 countries with the highest emissions, accounting for 86% and 74% of scopes 1 and 2. Launch of the AcTogether CSR challenge in late 2019.</p>	Action plan deployment in progress.
30% reduction in absolute value of indirect CO <sub>2</sub> e emissions, downstream scope 3 (based on 2019)	2030	<p>New targets set in 2020. Target aligned with the "well below 2 degrees" trajectory through the application of SBT sector methodologies. Downstream scope 3 represents indirect emissions linked to the execution of our transport services, or 96% of our carbon footprint. Results for 2020: -9.8% reduction in absolute terms compared to the reference year (2019). Flagship actions: integration of sustainable supply chain solutions into phase II of B.Lab's development process, working group for the new roadmap dedicated to this goal, improvements to automated CO<sub>2</sub> reporting, better advice and support for low-carbon plans provided to customers, training of sales representatives, expansion of the company's low-carbon fleet, as well as the fleet operated by subcontractors for dedicated transport flows, expansion of the SAF (Sustainable Aviation Fuel) offering for air freight.</p>		
Energy diagnostics for 50% of existing sites (scope 2)	2025	Continuation of site energy diagnostics, although hampered by the health crisis.	Energy analysis of the sites of country entities accounting for 74% of CO <sub>2</sub> e emissions.	Carbon footprint assessed at country level. Deployment of diagnostics by site in 2019.
80% of country legal entities are ISO 14001 certified	2022	<p>Global SMI certification for Bolloré Logistics legal entities located in the Americas, Europe, Middle East and Asia-Pacific regions, a coverage rate of 84%. SMI certification in Africa scheduled for Q3 2021. Overall, 50.5% of legal entities are SMI certified on the five continents, representing 63.8% of electricity consumption.</p>	95% of sites certified in Europe and Asia.	95% of sites certified in Europe and Asia.

## KPIs for the Powering Sustainable Logistics Program (cont.)

TARGETS	DEADLINE	2020 RESULTS	2019 RESULTS	2018 RESULTS
<strong>REDUCTION OF OUR ENVIRONMENTAL FOOTPRINT AND PRESERVATION OF BIODIVERSITY</strong>				
100% of our strategic hubs assessed based on the risks associated with climate change	2020	Finalization of the study on the physical risks associated with climate change at 100% of sites. Continuation of the roll-out of actions aimed at increasing building resilience.	Analysis of physical risks in light of climate change for 100% of sites. Continued action to increase the resilience of buildings.	Assessment methodology established in accordance with recommendations from the association of real estate directors.
Implementation of biodiversity action plans at all 35 sites with environmental potential by 2025, selected using the biodiversity footprint survey conducted since 2016 at 81 high-priority sites	2025	Biodiversity Commitment certification of the Singapore Blue Hub and the 4 French pilot sites by Ecocert. 10 sites rolling out biodiversity action plans in June 2021.	Ecocert 'Biodiversity Commitment' certification for the Blue Hub in Singapore in progress and renewal of four sites certified since 2015.	Under deployment.
Commitment to double the office space under biophilic development by 2025 (baseline 2019) to improve employee well-being at work	2025	135,000 m <sup>2</sup> .	132,200 m <sup>2</sup> in 2019. New objective set in 2020.	
<strong>INTEGRATION OF ECO-RESPONSIBLE CRITERIA INTO OUR CUSTOMER OFFERING FROM THE DESIGN OF THE SOLUTION AND UP</strong>				
Training for 80% of sales and customer business solutions teams in the environmental challenges associated with supply chains and in existing systems	2022	<b>As of 11/30/2020, 79% of the targeted workforce have taken a personalised certified corporate training course launched in October 2020. Asia-Pacific: deployment, since mid-2020, of training (face-to-face by video) in sustainable supply chain solutions in the second quarter of 2021, 70% of salespeople took this training course. Awareness-raising sessions as part of the ActTogether challenge. (target date revised due to the health crisis).</b>	Numerous awareness sessions held during sales seminars.	Awareness-raising for 100% of sales managers and key account managers in France, Asia-Pacific and Africa. Reinforcement planned in 2019 with suitable training tools.
Publishing of a carbon and atmospheric pollutants dashboard for all customers	Objective achieved.	Available upon request for 100% of customers. More than 1,900 dashboards generated in 2020	Available upon request for 100% of customers. More than 2,000 dashboards generated in 2019	Available on demand for 100% of customers.
100% of major suppliers assessed using CSR criteria	Objective achieved.	100% of major suppliers assessed using revised due diligence procedures, CSR questionnaires and environmental criteria in the monitoring of service levels (Service Level Agreement).	100% of major suppliers assessed using revised due diligence procedures, CSR questionnaires and environmental criteria in the monitoring of service levels (Service Level Agreement).	70% of major suppliers assessed.



### KPIs for the Powering Sustainable Logistics Program (cont.)

TARGETS	DEADLINE	2020 RESULTS	2019 RESULTS	2018 RESULTS
<b>INTEGRATION OF ECO-RESPONSIBLE CRITERIA INTO OUR CUSTOMER OFFERING FROM THE DESIGN OF THE SOLUTION AND UP</b>				
Compulsory self-referencing of road hauliers on LINK Partner with CSR and Ethics questionnaire	Objective achieved	<b>100% of active road hauliers referenced. Launch of a new version of LINK Partner with additional environmental criteria, used to select low carbon equipment.</b>	100% of active road hauliers referenced. Launch of a new version of LINK Partner with additional environmental criteria, used to select low carbon equipment.	100% of active road hauliers referenced.
100% of central and local buyers trained in the ethical, social and environmental challenges within the sustainable supply / purchasing chain	2020	98% of central and local buyers trained in CSR issues.	95% of central and local buyers trained in CSR issues.	Launch of the training program in 2019.
100% of freight buyers trained in the environmentally responsible supply chain	2021	83% of freight buyers have completed certification training in the environmentally responsible supply chain.	82% of freight buyers have completed certification training in the environmentally responsible supply chain.	
Increase in the employee engagement rate by 20% per year with the AcTogether global CSR challenge to involve employees in environmental action	2021	First edition of the CSR challenge rolled out in January 2020 to all employees. As of 31/12/2020: 612 CSR actions launched (in progress or completed). New target defined in 2020.	Challenge being created.	



## KPIs for the Powering Sustainable Logistics Program (cont.)

TARGETS	DEADLINE	2020 RESULTS	2019 RESULTS	2018 RESULTS
<b>HIGH LEVELS OF SERVICE QUALITY</b>				
80% of legal entities in Africa certified ISO 9001:2015	2020	57.5% of country legal entities on the African continent are ISO 9001:2015 certified. Deployment of SMI certification in progress over a large part of the network in Africa.	57.5% of country legal entities on the African continent are ISO 9001:2015 certified.	52.5% of country legal entities on the African continent are ISO 9001:2015 certified.
Customer dissatisfaction rate less than 5%, measured using the shipment rating in the LINK tracking tool.	Annual	Stable evolution, with a rate of around 1% dissatisfied customers maintained.	Stable evolution, with a rate of around 1% dissatisfied customers maintained.	Around 1% of customers were dissatisfied.
Overall customer satisfaction rate (in-depth annual survey): 7.5/10	2019	Satisfaction rate of 7.44.	Satisfaction rate of 7.18.	Satisfaction rate of 7.13.
80% of business continuity plans in place	Objective achieved.	90% of business continuity plans in place.	90% of business continuity plans in place.	80% of business continuity plans in place.
Deployment of the Upwind digital system over 50% of the network in 2018 and 100% in 2019 (system linked to the tracking system for global shipping flows with alerts, monitoring and adaptation of our operations when external events impact the supply chain).	Objective achieved.	System deployed over 100% of the network. Upwind is also available for customers using the Link tracking system.	System deployed over 100% of the network.	System deployed over 50% of the network.



2.3

## 1 MANAGING INDUSTRIAL ENVIRONMENTAL RISKS THROUGH A COMPREHENSIVE QHSE POLICY AND A DENSE NETWORK

The Bolloré Logistics QHSE policy signed by its Chair and Chief Executive Officer governs environmental management. It stipulates the need to "plan, implement, review and continuously improve" the health, safety and environment management system, in accordance with the ISO 14001 standards, rules, legislation and regulations in force in countries where the entity operates. The company deploys an environmental management system in countries that are not yet certified.

Committed to a continuous improvement approach, Bolloré Logistics is pursuing certification for its health, safety and environment (HSE) integrated management system within its network. In 2020, Bolloré Logistics was granted triple IMS (Integrated Management System) certification (ISO9001/ISO14001/ISO45001) for the entities in the following regions: Europe, the Americas, Asia-Pacific, the Middle East and South Asia i.e. 84% of the legal entities. The process was extended to the African continent in 2021 and it is expected to be finalized in Q3.

Overall, 50.5% of legal entities are with IMS certification for the five continents i.e. 63.8% of electric consumption. However, it should be noted that all entities in Africa are already covered by a quality, environment, health and safety management system.

In addition, the Bolloré Logistics QHSE policy identifies areas for improvement for health, safety and the environment, supplementing the company's usual ongoing health and safety management.

All site employees and stakeholders are subject to procedures. Bolloré Logistics Management sets QHSE objectives and targets that are measurable and consistent with the QHSE policy for the relevant functions and levels within the organization. The achievement of targets is monitored during Executive Committee meetings and the annual QHSE Department Review. Specific QHSE goals and targets can be defined annually for a given geographic region, country or establishment during the Management review.

Thus, managing and controlling the risk linked to the environmental impact of sites requires the deployment of environmental management systems (EMSs) or specific measures and controls in accordance with recognized standards such as ISO 14001 for environmental management or responding to strict regulations, such as those for facilities classified for environmental protection (ICPE).



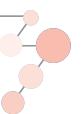
Industrial and environmental risk analyses are conducted on the sites to identify and make decisions about the preventive or corrective actions to be implemented.

Bolloré Logistics transport and logistics activities are exposed to risks from local pollution and the transport and storage of hazardous products, thus making them a prevention priority.

These risks are monitored by the environmental management systems (EMS) in place. In accordance with these systems, after assessing the impact of their activities on the environment, the entities are tasked with developing action plans to reduce the risk and impact of pollution, including prevention measures in the event of transporting or storing hazardous materials, an inventory of sources of hazardous waste and the measurement and analysis of emissions in the air, water and soils. The activities are subject to regular internal and external audits carried out annually under regulations and certifications. Continuous improvement is at the heart of the environmental vigilance cycle implemented by the company.

These processes are used to report, analyze, record and correct incidents, accidents and compliance failures that can lead to pollution. 63 environmental incidents were recorded in 2020, compared to 35 in 2019. The increase in the number of environmental incidents is mainly due to the inclusion of all types of spills, including small leaks of oil or fuel from vehicles, while only "major" events were recorded in previous years. All these incidents were dealt with and closed.

Furthermore, audits and inspections are carried out on a very regular basis by the QHSE network: in 2020, 110,275 HSE audits and inspections were conducted in all countries (almost three times more in five years).



A drop of nearly 9% compared to the previous period was observed due to the health context. The environmental performance of each entity is subject to regular monitoring in Management Committees, locally and at head office.

Bolloré Logistics also rolls out emergency response plans based on the outcome of risk assessments (mapping), conducted by the entity to minimize the potential effects of an accident or emergency on health, safety and the environment.

Emergency response plans are established in accordance with General Management directives. Performance monitoring processes and corrective monitoring processes and objectives are implemented and the entity ensures that the employees, including subcontractors working on-site, are properly informed of the emergency response procedure.

#### HSE proactive indicators

2019	HSE TRAINING HOURS	HSE MEETINGS	HSE AUDITS AND INSPECTIONS
Permanent staff	102,887	18,900	77,413
Temporary staff and subcontractors	67,640	15,825	32,862



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## Preventing risk linked to the transport and storage of hazardous goods

Bolloré Logistics' QHSE department specifically manages issues involved with managing security and pollution risk inherent to the transport and storage of goods classified as hazardous. Due to the issues associated with local pollution risks, Bolloré Logistics pays special attention to the prevention of industrial accidents and scrupulously supervises its storage and transport activities for hazardous materials throughout the supply chain, particularly hydrocarbons and cyanide in Africa. However, the probability of a local pollution risk occurring is low in this area, as it is very heavily regulated and supervised, by air and by sea. There are comprehensive procedures for each continent and regional ones for each of our locations.

The management of hazardous goods is strictly governed by Bolloré Logistics' QHSE policies and manual, which integrates risk assessment, risk prevention and control strategies, regulatory authorizations, reception procedures, segregation, control and handling of goods, as well as instructions and employee training.

Bolloré Logistics implements measures to control and prevent spills during all operations involving the handling of chemical products (*loading/unloading, storage, transfer, etc.*) in order to minimize the effects of chemical spills on health and the environment, on and off site.

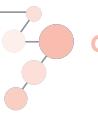
Depending on the activity, area of operation or particularities of the site, a number of specific measures may be introduced. For example, chemical product storage zones with the means to confine spills in order to control the spread. Accidental spill kits, comprising, *inter alia*, absorbent products (*granules, sheets and rolls*), are made available. Contaminated materials are dealt with safely and appropriately by a service provider qualified and specialized in the elimination of hazardous waste. Collection tanks are available to contain leaking containers.

The warehouses and yards operated by Bolloré Logistics have in-house prevention, protection and intervention systems, comprising, in particular:

- fire protection systems (extinguishers, fire hose stations, smoke extraction, etc.) depending on the level of risk presented by the activities;
- procedures aimed at ensuring good general performance and proper maintenance of the installations;
- internal inspections, carried out regularly to verify the condition of fire-fighting tools and emergency devices and their accessibility, as well as compliance with safety rules, etc.;
- specific procedures such as the issuance of work permits before performing certain risky operations, such as hot-spot work;
- procedures to secure facilities against the risk of malicious acts;
- special certification for the transportation of chemical products presenting specific risks, such as ICMI certification (International Cyanide Management Code) held by entities carrying out transport operations sodium cyanide. At the end of 2020, the entities in Ivory Coast, Mauritania, Senegal, Ghana and in Burkina Faso were ICMI certified.

Moreover, Bolloré Logistics has formalized its fundamental QHSE requirements for the design of warehouses: a manual lists the minimum QHSE and security requirements (standards) for building new warehouses, extending them, making changes to premises and renting them. It also applies to yards (adjoining warehouses).

Furthermore, control of local pollution risks also takes the form of dedicated training sessions for topics such as the handling and transport of hazardous goods, which are provided to employees based on their duties.



For example, an e-learning module on the transport of hazardous goods has been running since 2016. This training is intended for employees who manage hazardous goods issues. It consists of several training modules (*identification of hazardous goods, packaging, documentation, loading/ unloading, etc.*).

Intervention exercises were carried out by the entities to test the efficacy of the procedures and the emergency equipment available, and also to make sure that staff are aware of the rules to be followed. Crisis management exercises involving simulated spills were also run. Members of the local crisis management unit worked in conjunction with senior civil, administrative, police and specialized military authorities. Exercises were also carried out to test the effectiveness of the emergency response plan and the knowledge and skills of responders when reacting to emergencies.

Emergency exercises are also carried out, namely on the World Day for Safety (see page 107).



## Optimizing waste management

Waste accounting forms an integral part of non-financial reporting. The results of the reporting allow the production of hazardous and non-hazardous waste to be monitored at each facility and the recovered or recycled portion to be identified.

The monitoring focuses on 'hazardous' waste (waste that, by virtue of its radioactivity, flammability, toxicity or other hazardous properties cannot be disposed of in the same way as other waste without endangering people or the environment) and 'non-hazardous' waste (which poses no direct risk to people or the environment).

Waste produced by the sites is processed in accordance with local regulations and waste management procedures defined by the entity, following the guidelines set by the Corporate QHSE Department. Each entity implements and maintains a waste management plan. Waste is entrusted to specialist companies which are responsible for transporting and processing it (recovery, elimination, etc.). Prior to collection, waste is placed in suitable containers and stored in the designated storage zones.

See page 176 for information on the waste reporting. In terms of reporting, the company is working on improving the level of detail and reliability of its waste reports in order to increase recovery and recycling of its waste products.

### Hazardous waste

There was a 115% increase in the total quantity of hazardous waste generated between 2019 and 2020. This increase mainly came from 3 countries: Angola, Cameroon and Singapore, which also increased their share of recycled or recovered hazardous waste products in 2020. The comparison may be biased in that many entities store their waste for several years, sometimes until it reaches the certain minimum weight required for treatment. This was the case with the Cameroon branch, which collected the weight required for recovery and recycling in 2020. Other countries have improved their processes, such as the Angola entity which has expanded its waste sorting and recovery processes.

Lastly, the health crisis increased the amount of hazardous waste (pharmaceutical and infectious materials) requiring recovery, this was the case in Singapore, where the entity increased its overall recycling rate from 69% to 76% in one year. In all, recycled and recovered hazardous waste volumes increased by 217% between 2019 and 2020 thanks to the work done by entities (selection of service providers, etc.).

#### **Non-hazardous waste**

In general, non-hazardous waste volumes increased due to improved reliability and recovery of ordinary industrial waste products and to better waste management practices at the subsidiaries. Optimization of the management and weighing of unsorted waste skips resulted in better recovery numbers: increasing from 1% to 28% of skips recovered between 2019 and 2020. This can mainly be explained by better on-site monitoring and employee responsibility.

The share of non-hazardous waste increased by 6% in 2020. Moreover, the share of recycled or recovered non-hazardous waste increased by 40% in 2019 and 2020 as the entities extended their processes to include the sorting and recovery of other types of waste: better handling of different types of waste, in particular by increasing the number of service providers. This resulted in better reporting of waste products, including their type, and better recovery processes.

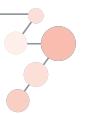
This was the case with food scraps, which represented 4% of overall waste in 2020 against 1% in 2019) - Bangladesh, among others, has set a good example.

Regarding cardboard boxes, countries such as Chile can sometimes wait up to five years before sending their stocks of boxes to sorting providers. The South Korea subsidiary also opened a new warehouse, resulting in an increase in the weight of cardboard waste collected. For other subsidiaries such as Gabon and France, better reporting processes have enabled more exhaustive data to be collected.

The increase in the total weight of paper waste resulted from better reporting of this type of waste and better sorting. But some countries which do not yet have accurate monthly monitoring systems use estimates, with a conservative rate being around plus 10%. However, it should be noted that the recycled paper portion increased from 60% in 2019 to 86% in 2020.

Furthermore, through the AcTogether challenge, a series of actions were launched in 2020 with waste management one of the proposed environmental themes. During the first edition of the challenge completed in December 2020, nearly 190 waste management actions were launched within the chain. In the United Kingdom, for example, the roll-out of a new sorting system at the Heathrow warehouse means that waste can now be recycled or incinerated to produce energy. 17 metric tons of waste are set to be gained over a year. Furthermore, to enhance its offering of sustainable supply chain solutions, Bolloré Logistics is pursuing projects related to the preservation of natural capital and the circular economy involving improvements to packing and packaging in terms of their types and uses. Lastly, Bolloré Logistics is defining global targets for reducing packaging and increasing recycling. For more information on these projects, see page 144.





## CSR COMMITMENTS

2.3

### 2 CONTRIBUTING TO THE FIGHT AGAINST CLIMATE CHANGE, THE IMPROVEMENT OF AIR QUALITY AND THE PRESERVATION OF NATURAL CAPITAL

#### Bolloré Logistics' 2020 carbon footprint

##### 2020 review of Bolloré Logistics greenhouse gas emissions

#### 3.83 MILLION METRIC TONS OF CO<sub>2</sub>e



##### SCOPE 1

Direct emissions  
73,980 metric tons of CO<sub>2</sub>e

62% Consumption  
by owned vehicles  
and company cars.

29% Other direct emissions  
of fossil fuels.

9% Fugitive emissions.



1%

##### SCOPE 2

Indirect emissions  
from electricity  
consumption  
37,016 metric tons of CO<sub>2</sub>e



1%

##### SCOPE 3 - UPSTREAM

Indirect emissions  
28,539 metric tons of CO<sub>2</sub>e

11% Business trips.

80% Upstream fuel.

9% Waste generated by the sites.



96%

##### SCOPE 3 - DOWNSTREAM

Indirect emissions  
from the provision  
of transport services  
3,691,133 metric tons of CO<sub>2</sub>e

69% Air transport services.

25% Maritime transport services.

6% Road transport services.

See methodology p. 173. For emissions linked to the execution of transport services ecoinvent data base was used as advised by two consulting companies specialized on carbon strategy.



## Governing climate-related risks and opportunities

Bolloré Logistics develops its activities in line with the policies of its parent company, the Bolloré Group. At subsidiary level, the climate strategy is led by Bolloré Logistics' Corporate CSR Department with its Chair and Chief Executive Officer as sponsor. It is incorporated into the company strategy outlined and led by its Executive Committee.

For the Bolloré Group, CSR issues (including those related to the climate) are governed by three bodies: the Executive Committee established in 2020, the Ethics - CSR and Anti-Corruption Committee, and the Group CSR Department. It should be noted that the members of the Board of Directors, including its Chair and Vice-Chair, are also members of the Ethics - CSR and Anti-Corruption Committee, are stakeholders in the Bolloré Group's extra-financial performance.

The Executive Committee, comprising the senior managers of the financial, legal, tax, purchasing, CSR and compliance departments, is responsible for monitoring targets and implementing the decisions taken within the framework of the strategic guidelines defined by the Board of Directors.

Under the authority of a Chair appointed by the Chairman of the Bolloré Group, the Ethics - CSR and Anti-Corruption Committee comprises the Chair and Chief Executive Officer of the Group, the General Manager, the Deputy Chief Executive Officer, the Group Administrative and Financial Director (also the Vice-Chairman of the Board of Directors), the Group Management Control Director, the Group Legal Director, the Group Human Resources Director, the Group Compliance Director, the Group Purchasing Director, the Investor Relations Director, the Group Communications and CSR Director, the Group Corporate Patronage Director, the General Managers of the divisions and business units, and other persons that the General Management deems useful to the accomplishment of the Committee's tasks. The committee reviews and decides on the group's strategy and action plans and takes key decisions related to CSR, including the analysis of risks and opportunities related to climate change. In 2020, climate change risks were one of the priority topics put before the Ethics - CSR and Anti-Corruption Committee, the reports of which are sent to the members of the Board. The minutes of the Committee, which met twice this year in May and December, were forwarded to the following Board of Directors (on March 4, 2021).

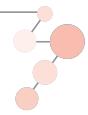
The performance of projects undertaken within the framework of the CSR policy (including climate-related projects), is reported weekly by the Communications and CSR Director to the Finance Director and Vice-Chairman of the Board of Directors of Bolloré Group. The Group CSR Department works in close collaboration with the Group's business experts and the divisions. Its mission is to support the subsidiaries in controlling their risks and promoting the CSR goals, to formalize procedures and policies and to define common indicators intended to improve consistency and the management of the CSR strategy, despite the broad range of activities and geographic territories covered.

The business unit Executive Committees then assess and coordinate the climate strategy: Bolloré Logistics Central Executive Committee and Bolloré Logistics regional Executive Committees. Thus, the Chief Executive Officer of each business unit is responsible for the implementation of the Group policy and action plans within their entities.

At Bolloré Logistics, the Chair and Chief Executive Officer therefore leads and sponsors the 'Powering Sustainable Logistics' CSR program. He approved and promotes the CSR strategy drawn up internally by the CSR Department.

The Bolloré Logistics CSR Department, headed up by the Organization, Methods and CSR Director who reports to the Chair and Chief Executive Officer, draws up and recommends the climate strategy based on the dialogue established with its internal and external stakeholders.

Internally, the climate strategy is subject to discussion, consultation and workshops with central and local management, central expert departments (purchasing, operations, real estate, trade, QHSE, etc.), the regional CSR managers and the business unit's CSR Committee. The CSR Committee is made up of internal experts from all geographical areas and all company business lines (ethics and compliance, QHSE, marketing and trade, freight and non-production purchases, supply chain, real estate, HR, legal affairs, etc.). The committee meets twice a year (excluding the Covid-19 period) and forms a large network of ambassadors. Likewise, international multi-expert working groups focused on sustainable transport and logistics solutions help develop the product and service offer more specifically. Organized within the innovation strategy, on a quarterly basis, these workshops host both local CSR and operational



## CSR COMMITMENTS

teams and central service teams from the Purchasing and Operations Department in charge of devising and executing solutions, and the Trade, Marketing-Innovation, Supply Chain and CSR Departments.

Externally, the climate strategy is informed by the many relations established on a very regular basis with both the suppliers, directly or through participation in the sectoral initiatives on these issues, and customers, throughout the life cycle of the contract.

Finally, the climate strategy is submitted for approval to Bolloré Logistics' central Executive Committee whose members include the Organization, Methods and CSR Director as well as the regional Chief Executive Officers. Thus, the Bolloré Logistics Executive Committees (central and regional) are consulted and make key decisions on strategy, major action plans, risk management policies, annual budgets and business plans as well as capital and operating expenditure relevant to climate issues. As such, the Executive Committees have direct control of these themes. The monitoring of climate strategy issues is discussed routinely at each central or regional Executive Committee meeting.

At Bolloré Logistics, sustainable development issues, relating to climate and air quality in particular, are the shared responsibility of the entire organization.



## Identifying risks, opportunities and impacts

**Climate change and air pollution are major risks for the transport and logistics sector, requiring a radical transformation in order to move towards low-carbon alternatives and the opportunities they offer**

At Bolloré Group level, the risk mapping process has undergone a number of changes in terms of both duty of care risks and Group CSR risks and opportunities, incorporating climate change risk. Bolloré Logistics representatives (management support functions, operations) are involved in the identification and analysis process. This information is set out in "Non-financial risk mapping" p. 32 and 33.

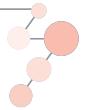
In line with this approach, Bolloré Logistics identified the short-, medium- and long-term risks linked to climate change:

- Short-term risks (e.g. reputational risk: loss of revenue due to a decrease in service demand) and opportunities (e.g. reduced operating costs, differentiation marked by sustainable service offerings);
- Medium-term risks (e.g. increased investment costs, increased operating costs);
- Long-term risks leading to structural changes in the organization and business model.

To increase its knowledge of the impact of climate change on its operations, in late 2019/Q1 2020, Bolloré Logistics conducted a study on its sites' physical risks to climate change. This study was conducted on all of its global GPS coordinates for owned and rented sites. Conducted by a survey firm that is an expert in these matters, these analyses and forecasts identified the risks and exposure levels of the sites faced with the following: rising temperatures by 2035 according to the RCP8.5 climate model, the risk of coastal flooding, the risk of flooding caused by overflowing rivers or rising rainfall by 2030–2035, as well as current cyclone risks. This study is part of Bolloré Logistics' sustainable real estate policy which has been continuously developed since 2012. In 2019, the commitments were formalized in the 'Bolloré Logistics Responsible Building' charter. This study is part of the fourth pillar of this charter: "Adapt real estate to climate risks by building resilience." On this basis, a number of targeted adaptation projects and action plans are gradually taking shape. Directly linked to the risk of rising temperatures, the climate plan to reduce GHG emissions in scopes 1 and 2 is one example of this, based on work done on air conditioning systems in our premises. For more information on the sustainable real estate policy, see page 136.

Furthermore, since late 2018, the Upwind digital platform, linked to the shipment flow tracing and tracking system, has offered a warning and monitoring service with the integration of business continuity plans in order to adapt the operational activities to external events affecting the supply chain, including natural disasters. For more information on the Upwind solution, see page 159





## Bolloré Logistics sites: analysis of physical, chronic and acute risks in the face of climate change

To adopt the TCFD guidelines, Bolloré Logistics conducted a study in late 2019/early 2020 on the physical risks of its sites to climate change. This study was conducted by a consulting firm on all of its global GPS coordinates for owned and rented sites.

This detailed study covered the current and future analysis of sites' risk of exposure to disasters and adverse weather: average temperature increase, river and rainfall flooding, coastal flooding and cyclones. This study was based on specific climate indicators, recognized scientific knowledge, time and distance scales suited to the methodologies, as well as the future scenarios established by the IPCC, where applicable, in order to map exposure levels by types of hazard risk for all sites and identify hot spots.

For example, the analysis of the average site temperature increase by 2035, according to the RCP 8.5 scenario, gives the change in the number of cooling degree-days, thus indicating the future trend in terms of air conditioning needs, if no energy efficiency action is taken, to ensure employee comfort and the integrity of sensitive goods. All Bolloré Logistics sites are thus exposed to an increased need for air conditioning with the percentage of highly exposed sites increasing. The sites in countries in tropical regions have moved from medium to high exposure while those based in North European countries have experienced the greatest increase in terms of cooling degree-days. If we consider the degree of exposure to coastal flooding risk by 2030 based on the RCP8.5 scenario, the most exposed Bolloré Logistics sites are located in South-East Asia and Western Europe.

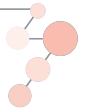
In South-East Asia, the sites' high degree of exposure to coastal flooding is due to the thermal expansion of the ocean while, in Western Europe, it is due to the high tidal coefficient in the North Atlantic Ocean. In terms of rainfall flooding, the sites based in tropical regions and Central Europe have seen the biggest increase in their degree of exposure. Cyclone risk is assessed based on historic data from past events to indicate a current exposure level, demonstrating that network sites in South-East Asia, on the East coast of the USA, in the Caribbean and in Madagascar remain exposed.

This study also makes it possible to assess the growing need for air conditioning and sites' degree of exposure to adverse weather risks causing potential disruption to the supply chain with possible delays, damage to infrastructure, buildings, equipment and goods. With this in mind, Bolloré Logistics has launched projects intended to respond to these risks while aiming to reduce GHG emissions as well. This is the case, for example, with our air conditioning systems. The company is working both on the performance of its equipment and the refrigerant gases used, both to improve energy efficiency and to develop renewable sources in order to reduce GHG emissions while keeping staff comfortable at the same time. It should be noted that this type of study has already been conducted during new construction projects by the Real Estate and Infrastructure Department. Furthermore, Upwind, the information and warning system developed by Bolloré Logistics helps identify these hazards more quickly to prevent and anticipate through business continuity plans.

*For more information on Upwind, see page 159.*

## Climate risk integrated into the strategy and organization

TYPES OF RISK LINKED TO CLIMATE CHANGE	CHARACTERISTICS
<p><b>Current legal regulations</b></p> <p><b>TRANSITION RISKS</b></p>	<p>At Bolloré Group level, the management of environmental risk inherent to our activities takes the current laws and regulations into full consideration. The Bolloré Group operates in a strict regulatory environment:</p> <ul style="list-style-type: none"> <li>More recently, the enactment of the French Duty of Care law requires that companies draw up a map of CSR risks likely to impact their activity in terms of human rights, fundamental freedoms, the health and safety of people and the environment. Companies must publish an action plan for the risks identified. An annual report is published on the risks identified and the associated data consolidated at Group level.</li> <li>The European directive (2014/95/EU) on the reporting and publication of information on the company's CSR performance, including climate-related issues and which impact the content of the Group-level annual CSR publication. The key performance indicators and the data collection processes meet the requirements, e.g. in terms of climate-related issues: the number of metric tons of GHGs emitted during the year, the change and the action plans rolled out to reduce the group's environmental impact. In addition, at the Bolloré Logistics business unit, the management of environmental risks also factors in current legislation in the transport sector, at international and local level, for example:</li> </ul> <p>And the specific sectors where Bolloré Logistics operates:</p> <ul style="list-style-type: none"> <li>Article L1431-3 of the Transport Code in France: all service providers are required to publish the CO<sub>2</sub>e emissions generated while providing services.</li> </ul> <p><b>Maritime transport</b></p> <ul style="list-style-type: none"> <li>Air emission control areas established by the International Maritime Organization to reduce air pollution in specific maritime areas. Under this regulation, a new tax on sulfur emissions was implemented in January 2020 and passed on to all Bolloré Logistics customers. Broadly speaking, carbon tax are developing worldwide with direct consequences on costs and/or customer expectations.</li> </ul> <p><b>Air Transport</b></p> <ul style="list-style-type: none"> <li>EU Emissions Trading System for intra-European transport.</li> </ul> <p><b>Services sector</b></p> <ul style="list-style-type: none"> <li>Energy regulation: - French decree no. 2017-918 on energy efficiency gains; article 173-VI on the energy transition law for real estate asset managers; the Grenelle II no. 2010-788 environmental law, article 3 on energy renovation; European directive 2012/27/EU on the energy audit.</li> <li>French regulation on the thermal efficiency of buildings: the 2012 regulation identified three main risks (climate change, energy supply and a shortage of resources).</li> <li>Elan act and tertiary decree of February 2020: requirement to reduce energy consumption in tertiary buildings.</li> </ul>
<p><b>Emerging regulations</b></p>	<p>At Bolloré Group level, regulatory developments are part of the regulatory watch. They are duly taken into account in the risk mapping to ensure that the impacts can be assessed and included in the strategy. Practical recent examples include the application of the Duty of Care and the European directive on reporting and the publication of information on the company's CSR performance, which could be revised.</p> <p>At Bolloré Logistics, other, more sectoral, regulatory developments are taken into consideration, e.g.,</p> <ul style="list-style-type: none"> <li>in the maritime sector: strategy for a sustainable blue economy proposed by the European Commission, European Green Pact, inclusion of emissions quotas from 2022 in the European trading system. Moreover, future changes to environmental regulations could have an impact on the activities of shipowners, as could the regulations on atmospheric Emission Control Zones (ECA) governing maritime transport, and therefore Bolloré Logistics' sea transport capacity providers as well.</li> <li>in the air sector: CORSIA program: the voluntary scheme to offset and reduce CO<sub>2</sub>e emissions in international aviation compared with 2020 levels. This process will become compulsory by 2027.</li> </ul> <p>In France, the Climate and Resilience Act will have an impact on the transport of goods on the national territory. More broadly, changes in the carbon tax systems put in place across the world for the transport sector, particularly road, will have significant repercussions on the management of activities and customer relations.</p>



TYPES OF RISK LINKED TO CLIMATE CHANGE		CHARACTERISTICS
TRANSITION RISKS	Technology	Technological innovation is crucial to ensure the transition of the international freight forwarding sector to decarbonization. Bolloré Logistics customers are increasingly sensitive to the energy performance of modes of transport, including in terms of air pollutants. It is therefore essential for Bolloré Logistics to help promote technological innovation. However, with limited availability on the market, the risk linked to the competitive environment increases.
	Market	Developments in manufacturer strategies to contend with climate change and their commitments to reducing their carbon footprint, including scope 3, directly impact Bolloré Logistics activities in the solution design phase. From international goods transportation organizer, incorporating classic cost and deadline variables, Bolloré Logistics now organizes the supply chain which must be both efficient and environmentally friendly. The environmental variable has joined the other more conventional variables, and in some cases even replaced them. In a very competitive market, the environmental variable and, more specifically, the fight against climate change is now a means of differentiation or disqualification.
	Réputation	Integrating the fight against climate change into manufacturer strategies has altered the expectations of Bolloré Logistics customers in terms of the company's role and responsibility in a lower-carbon economy. As well as the proposed transport solutions, Bolloré Logistics customers are also very sensitive to the nature and scope of the company CSR policy relating to its own resources and the management of its stakeholders. Anticipating and responding to customers' new expectations, especially in the fight against climate change and natural capital conservation, allows the entity to create environmental and social value which leads to commercial opportunities.
	Acute	The physical risks linked to external events caused by climate change may have financial implications (OPEX and CAPEX) for Bolloré Logistics. An analysis of its sites' physical risks in relation to climate change indicated a significant increase in the number of sites exposed to the risk of flooding or coastal flooding.
	Chronic	A chronic rise in temperature may lead to an increase in energy costs and necessary investment to keep employees comfortable and maintain the integrity of products. Due to its strong presence in Africa and Asia-Pacific, Bolloré Logistics is exposed to this risk.

#### The impacts vary depending on the nature of the risks but all involve radical changes

Whether the result of transition risks or physical risks, the impacts are very likely to change ever-more frequently over the short- and medium-term.

For example, the chronic rise in temperature could lead to an increase in energy costs and necessary investment to keep employees comfortable and maintain the integrity of products.

Furthermore, the changes to national, international and sectoral regulations governing GHG emissions and air pollutants from transport, with additional taxes, will have direct repercussions on the company's margins and competitiveness.

In contrast, the consideration given to environmental issues within the supply chain – part and parcel of the Bolloré Logistics strategy – is a certain competitive

advantage. Industrial customers are increasingly committed to the fight against climate change and have become particularly sensitive to the company's range of environmentally friendly solutions, as well as the support for the design and roll-out of a sustainable logistics system.

Similarly, investment in a sustainable real estate policy since 2012, reinforced in 2019 through the formal institution of the "Bolloré Logistics Responsible Building" Charter, is likely to increase the future value of its assets, especially through the integration of environmental standards and labels for all new construction projects (For more information on the sustainable real estate policy, see page 136).

Thus, the positive and negative implications of climate change are ever-more intertwined with Bolloré Logistics' daily activities.



## Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer

### CO<sub>2</sub>e reduction objective aligned with the 1.5 degree trajectory for scopes 1 and 2

In line with its 'Powering Sustainable Logistics' CSR program, Bolloré Logistics has committed to reducing the GHG emissions of its own operations. In 2018, the company established a GHG emission reduction target of -30% in absolute terms for scopes 1 and 2 by 2027 (*baseline 2017*). Developed using the Science Based Targets methodology, this target was aligned with the 2 degree transition scenario. In late 2019, this target was revised to bring it in line with the latest IPCC recommendations and the 1.5 degree transition scenario. Established using the Science Based Targets methodology, the target was calculated with the Absolute Emissions Contraction method as part of the Absolute Contraction Approach (with the sectoral SDA method unavailable with the 1.5 degree trajectory). Through this objective, Bolloré Logistics pledges to reduce its greenhouse gas emissions by 43% for scopes 1 and 2 in absolute terms by 2027 for the whole of its network (*baseline 2017*).

Scopes 1 and 2 represent, primarily:

- scope 1: emissions from the fuel of owned vehicles, engines and equipment, fuel consumed for company vehicles (including long-term lease contracts) and cold room refrigerant fluids and air conditioning systems;
- scope 2: emissions from the electricity consumption of buildings (owned and leased), engines and equipment.

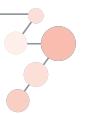
To achieve its reduction target, Bolloré Logistics has worked on a comprehensive road map presented to and approved by the Executive Committee. It combines solutions focused on human behavior with technological solutions:

- for all Bolloré Logistics sites: eco-gesture campaigns led in 2019 and 2020, roll-out of the 'Green IT' pilot project, the inter-country CSR challenge, *AcTogether*, launched early 2020, reinforcement of the sustainable real estate policy with the choice of low-carbon equipment plans and the choice to replace vehicle fleets (handling vehicles, service vehicles and transport vehicles) with more environmentally-efficient solutions;

- For the 14 countries with the highest scope 1 and 2 emissions as well as the following: energy analysis of key sites, control and optimization of warehouse and office electricity consumption via management and artificial intelligence solutions, optimization of air conditioning systems, low-carbon equipment, insulation, installation of renewable energy equipment, in addition to purchasing green electricity (REC/GO).

### Climate strategy: global plan adapted locally

To support the 14 countries with the highest emissions in scopes 1 and 2 (representing 86% and 74% of the global baseline footprint), personalized assistance was provided with the support of a firm specializing in carbon strategies. In practical terms, this means supporting management and experts locally to draw up a carbon reduction action plan geared towards the country profile and activities. There are three central themes – buildings/heating, air conditioning and vehicle and engine fleets – for which three main priorities are analyzed – sobriety, efficiency and renewable energy. Recently developed action plans are being incorporated into a central system managing the carbon reduction plan. The aim of the tool is to allow Bolloré Logistics to measure the gains generated by the 23 potential reduction initiatives and thus assess if the current climate strategy and the planned action is in line with the target of -43% in absolute terms for scopes 1 and 2 by 2027 (*baseline 2017*). This enables us to compare achievements in terms of reductions against the established trajectory, and to create collective dynamism. Four scenarios will be followed until 2030: "Business As Usual", "current actions", "well-below 2°C" and "1.5° target". A reduction objective development curve is configured in line with the 1.5° trajectory and the expectations of the "Science Based Targets" methodology compared with the reference line. The reduction initiatives are assigned to the scenarios to ascertain whether their accumulated effects over time may help achieve the objectives for these scenarios. This structured approach will be extended beyond the priority countries in late 2021.



The 14 highest-emitting countries account for 86% of the total GHG emissions of Bolloré Logistics' activities for scope 1, and 74% for scope 2. Furthermore, a personal support system has been deployed for the 14 target countries in scopes 1 and 2.

A range of actions are being implemented regarding the main themes – construction/heating, air conditioning and the vehicle and plant fleet – and in three main directions – sobriety, efficiency and renewable energy –, and more generally for lighting, air conditioning systems, refrigerant gases, as well as the company's own handling equipment and plant.

The Senegal entity, which has one of the largest in-house fleets of all network, has launched a descaling pilot project. The Technical Department has been conducting engine clean-up tests on goods transport trucks and lifting equipment since February 2021. The goal is descaling the engines and thus to reduce CO<sub>2</sub> emissions, particle emissions and fuel consumption. At the end of the experimentation phase the impacts of the pollution control system will be assessed on a monthly basis and, if the tests are conclusive, rolled out at all subsidiaries.

This targeted action plan is also incentivising neighbouring countries, which are already implementing low-carbon systems (also more economical). For example, our offices in Bangkok (Thailand), Paranaque (Philippines), Kuala Lumpur (Malaysia) Seoul (South Korea) and Ho Chi Minh (Vietnam) are replacing their standard lights with LEDs, saving an estimated 900 kWh of electricity per month.

Other countries are also innovating. Given that Canada is facing increasingly hot summers, the warehouse and the commercial building in Montreal are gradually being covered with white thermoplastic membrane (TPO). 60% of the roof was covered in 2020. This reflects the sun's rays, helping to keep the buildings cool without excessive use of air conditioning. Estimated energy savings amount to 10% per year with the covering partially in place, and 15-20% in the long term once fully covered.

Meanwhile, leading the environmental innovation approach, Singapore is testing innovative new solutions. The entity is exploring various technologies, joining forces with start-ups and more large-scale companies to boost the efficiency of air conditioning systems which account for a significant proportion of the electricity consumption. The solutions under exploration include an air conditioning system comprising a patented ceramic-based technology which helps to reduce

electricity consumption by around 25% and purify the air; (also see the sustainable building policy on page 136). At the Blue Hub site (Green Mark Platinum and LEED Gold-certified) standard operating procedures (SOPs) and monitoring systems have been implemented to ensure that energy consumption remains in line with the reduction targets. The COVID-19 pandemic has impacted activities at the facilities on several levels. The building's air conditioning system encountered problems adapting to fluctuating employee numbers and operating at its optimum level. SOPs made it possible to analyse energy use in the building and to highlight inappropriate uses. On this basis, the facilities management team embarked on a six-month project to resolve energy efficiency issues, with the assistance of experts from Schneider Electric and IGnosis.

On the renewable energy side, Bolloré Logistics Singapore has finalized its project to fit the Green Hub with solar panels. In early 2020, Total Solar Distributed Generation (DG) completed installation of a solar roof for the Green Hub, a Bolloré Logistics warehouse located in Singapore (Pioneer Turn). With a capacity of almost 1 MW, the system generates the equivalent of 1.3 GWh of electricity per year. Over the total lifespan of this solar roof, Bolloré Logistics will reduce its emissions by more than 11,500 tonnes of CO<sub>2</sub>. Comprising over 2,400 solar panels, the system is expected to cover more than 30% of the building's electricity requirements.

Nearly 10 solar panel feasibility studies are currently under way.

In addition to the production of renewable energy, some sites are powered by "green" electricity through the purchase of REC/GO credits. This is the case in Singapore, the Blue Hub has been entirely powered by green electricity since January 2020. Based on the framework of international renewable energy certificates, the electricity comes from a biomass production plant located in Singapore. The Blue Hub uses approximately 25% of the plant's current capacity. Some sites in the UK and Spain also source green electricity. 20% of branches in France did the same, representing 45% of national electricity consumption in 2020. Overall, the share of renewable energies was 10.8% in 2020, providing savings of 2,868 tonnes of CO<sub>2</sub>.

Lastly, the launch (in January 2020) of the AcTogether challenge, an inter-country competition inviting employees to carry out local CSR actions, has also helped lower Bolloré Logistics' carbon footprint. Energy efficiency and the reduction of GHG emissions are major themes of this project.

## Combining growing digitization with a 'Green IT' approach

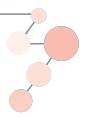
Since 2013, Bolloré Logistics has applied a responsible digital approach in several areas of its information system (workstations, printing, network, servers, electronic waste management), this was improved in 2020 to optimize the management of its digital footprint and to meet the challenges of the massive roll-out of work from home due to the health crisis affecting the entire network. In addition to the 162 videoconferencing rooms used by staff around the world, the Teams collaboration software and a secure VPN platform have been deployed in all countries. To confront the Covid-19 pandemic, the General Management made sure that all necessary equipment was provided as quickly as possible, and IT staff were mobilized to help employees work remotely and avoid travel for work. This optimized safety while ensuring continuity of service.

In order to accelerate the digital transformation, the Information Systems Department has been pursuing a policy of virtualization for several years, in 2019 the global virtualization rate was 81% virtual servers against 19% of next-generation physical servers, so reducing AC requirements. Groupware tools such as Sharepoint, Teams, Onedrive, Yammer and Outlook are available throughout the network, resulting in less duplication of documents and a reduction in data storage requirements. Starting in 2015, the company also deployed software solutions to optimize computer energy consumption at its IT facilities in France and Singapore, the purpose of this was to test the performance of an autopilot solution for 3,650 PCs. Following the success of this system, which helped us to save more than 733,000 kWh per year, a solution for monitoring energy indicators and controlling IT equipment at the global level is under study, together with an annual campaign of environmental measures. Regarding the

printing of documents, the IT department's policy is to replace individual printers with shared multifunction printers: in 2021, the ratio of shared printers reached 91% worldwide. These multifunction printers are also configured to print in black and white and on both sides by default.

According to the IT Department's IT hardware renewal policy, all hardware is replaced with latest-generation units with Energy Star labelling or equivalent, and which is more efficient from an environmental point of view. Bolloré Logistics is also increasing the recycling of WEEE waste throughout the group, a total volume of 3.29 tonnes was recycled in 2020. In France, the company has established a long-term partnership with Recyclea, which provides end of life services for computer hardware while improving inclusion for disabled people, enabling Bolloré Logistics France and B'LIS to recycle 61 tonnes of WEEE since 2012 and to reuse more than 5000 computer devices.

Launched in January 2021, a Green IT study carried out by the external consulting firm Green IT.fr (the only firm which provides these types of specific LCA studies in Europe), enabled us to assess the digital footprint of the user environment and Bolloré Logistics datacenters in France using four criteria: greenhouse gas emissions, water use, depletion of energy and depletion of resources. This study highlighted Bolloré Logistics' use of good practices, ranking it among the best performing companies in the sector and putting it below the average for energy depletion, climate change and even paper consumption by printers. Areas for improvement were also recommended, such as reducing hardware loads at datacenters by decommissioning unused applications, services and software and purging data through the company's datacenter transformation plan.



### The action continues to reduce the carbon footprint and, more broadly, the environmental impact of scope 3 upstream

Until 2019, two-thirds of GHG emissions upstream of scope 3 were caused by business travel. In 2020, the share of business travel represented only 11% of emissions upstream of scope 3. The corresponding GHG emissions were cut to a third between 2019 and 2020. This decrease is, of course, largely due to the COVID-19 crisis. However, this period also accelerated employees' use of digital tools, in particular those used to hold remote meetings. Before the COVID-19 crisis, Bolloré Logistics' travel policy encouraged the use of trains rather than planes. This policy will be reviewed both to tighten the use of air travel and to take advantage of remote collaboration, therefore reducing GHG emissions linked to travel.

In 2020, waste represented 9% of total emissions upstream of scope 3. Actions to reduce emissions are presented on pages 144 and 145. There was a 213% increase in the total quantity of hazardous waste generated between 2019 and 2020. This increase was mainly caused by the health emergency and massive deliveries of surgical masks. Countries such as China, France and Vietnam were able to handle this exceptional level of traffic (+560% of tonnes of pallets for China). However, these purchases were made in a coherent manner: moving towards the use of recycled and labelled wooden pallets and phasing out the use of standard wooden pallets (-13%). Some companies also implemented plans to reuse wooden pallets. This was the case for 12 entities in 2020, including 4 new ones (USA, China, Thailand and Angola).



## Sustainable real estate policy initiated in 2012

As regards real estate, Bolloré Logistics embarked on a sustainable buildings policy in 2012 with eight of its warehouses or buildings ranking high for environmental performance.

### Bolloré Logistics' "sustainable" real estate base now comprises eight logistics hubs

- Singapore (2012): 42,000 m<sup>2</sup> logistics platform with LEED® "Gold" and BCA Green Mark "Platinum" certifications + 20,000 m<sup>2</sup> operational in 2017
- Nantes (2015): 2,700 m<sup>2</sup> tertiary building with HQE® "Exceptional" certification
- Roissy (2015): 30,000 m<sup>2</sup> air freight logistics platform with HQE® "Exceptional", LEED® "Gold" and "Biosourced building" certification and 7,500 m<sup>2</sup> tertiary building with HQE® "Excellent" and "Biosourced building" certification
- Le Havre (2016): 24,000 m<sup>2</sup> logistics platform with LEED® 4 «Silver» certification and the BiodiverCity® label
- Melbourne (2016): 10,000 m<sup>2</sup> logistics platform with 5 Star Green – Australian excellence certification
- Heathrow (2017): 6,400 m<sup>2</sup> air freight logistics platform with EPC A-Energy certification and ranked in the top 25 of the BREEAM® environmental standard
- Miami (2018): 25,000 m<sup>2</sup> logistics platform with LEED® "Gold" certification
- Singapore (2019): the Blue Hub logistics platform, inaugurated in late 2019, with LEED "Gold", BCA Green Mark "Platinum" and the BiodiverCity® label (first site labelled in Asia-Pacific).

This policy has been expanded through a "Bolloré Logistics Responsible Building" Charter signed in July 2019 by the Chair and Chief Executive Officer and the Real Estate-Infrastructure Director. This document invites local management to align their investment and operating cost objectives with environmental footprint reduction, by working on four associated key areas:

- reducing the carbon footprint of buildings during construction and operation;
- including biodiversity and its ecosystem services from the design phase;
- fostering quality of life at work to promote well-being, creativity and performance;
- adapting real estate to climate risks by building resilience.

To demonstrate its compliance, Bolloré Logistics made a formal commitment to routinely obtain environmental certification in the construction phase, regardless of the size and location of new buildings. For example, the construction of major logistics hubs will be routinely subject to both LEED® and BiodiverCity® certification.

At local level, some sites are also committed to environmental and social improvement initiatives. This is the case for the sites in Rouen and Le Havre, France, with the 6PL label, developed by the organizations Logistique Seine-Normandie and the Club Logistique du Havre.

For the last area of the charter, a physical impact study of all Bolloré Logistics' sites was carried out in late 2019–early 2020 with the support of a specialized consulting firm to determine their resilience to climate change risk. For more information, see page 123.

The last major property investments took place in 2019:

- Blue Hub in Singapore: 50,000 m<sup>2</sup>, three environmental certifications – LEED Gold, Green Mark Platinum and BiodiverCity® level A-A-B-A. Many environmental effectiveness systems were incorporated into this warehouse: an advanced energy management system based on the Internet of Things (IoT) for the predictive analysis of buildings, a smart lighting control system, a rainwater recycling system, a system to manage energy and water consumption, a photoelectric sensor to harness daylight and a food disposal unit for a waste-free canteen;
- Aerohub, Côte d'Ivoire, Abidjan: product storage and handling platform for the mass market sector. The 6,000 m<sup>2</sup> platform, opened in September 2019, has a low energy lighting system (LED) equipped with a movement sensor, a rainwater retention tank and electrical handling equipment that will eventually be supplied from solar panels. The work required to obtain an Edge certification is scheduled for completion by the end of 2021.

The Bolloré Logistics chain is increasingly rolling out environmental actions at the same time as making these investments (see page 145).

#### **Preservation of biodiversity and water management**

Bolloré Logistics is a service company and its business is not directly dependent on living resources. However, its network of branches and logistics hubs, situated at the crossroads of international trade, play a part in the conservation of biodiversity. In that it wishes to reduce the environmental footprint of its activities, the company has maintained a seven-year partnership with the ecological consulting firm Elan, involving an active policy to promote biodiversity through a Biodiversity Charter, which has been part of its Powering Sustainable Logistics CSR program since 2018. The Bolloré Logistics Biodiversity Charter is based on the concept, «Think globally, act locally», and along three major lines, with annual monitoring of specific indicators: "Embrace biodiversity as one of the company's environmental concerns", "Working with customers and suppliers on biodiversity issues and the impact of our activities", "Make our sites models for biodiversity, all over the world".

Bolloré Logistics wishes to model the impacts of its activities on the land and to identify areas of progress to move closer to its target of «zero net loss of biodiversity». This policy has been implemented at pilot sites since 2015: the logistics hubs in Roissy and Le Havre and the Nantes site, which have been BiodiverCity® labelled by the IBPC, as well as the head office in Puteaux. We have also been developing the policy internationally since 2019, with the Blue Hub in Singapore, which was the first site in Asia to obtain the BiodiverCity® label, and the "Bolloré Logistics Responsible Building" charter (signed in July 2019),

which stipulates that all new large-scale construction work, such as large logistics hubs, are certified to an environmental standard and BiodiverCity® labelled.

As founding member and administrator of IBPC, Bolloré Logistics is one of the pioneering companies in France in biodiversity management systems (SMB), "Engagement Bio-diversité" certified by Ecocert since 2015, facilitating the monitoring of local actions to promote biodiversity at its BiodiverCity® labelled sites during both the construction and operational phases, with flora and fauna inventories being established every five years. Biodiversity policy Steering Committee meetings are held every 6 months to oversee implementation of the 15 SMB actions and to monitor their progress as closely as possible. The Biodiversity Committees are chaired by ecologists and combine over thirty representatives from the key functions of the company: managers from CSR, customs brokerage, QHSE, sales, HR, property, marketing, logistics platforms, freight procurement, site biodiversity referents, etc.

Ordinary biodiversity can be promoted in two main ways: measures to support local flora and fauna, ecological management of green spaces and the optimization of plastic, cardboard, wood and paper consumables both in the supply chain and in offices. To achieve this, Bolloré Logistics created an ecological database of its land holdings around the world in 2016, to define appropriate local action plans in partnership with our ecologists. 82% of Bolloré Logistics sites are analyzed and 100% of them, which were recognized as having a significant environmental potential (81 sites), have undergone specific diagnostics procedures (environment, surface area, footprint, land use, protected areas, etc.). The implementation and monitoring of Bolloré Logistics' biodiversity policy at its Ecocert certified sites have



identified interesting measures over the years which have been implemented through the international AcTogether challenge. The goal is to ensure that as many Bolloré Logistics sites as possible gradually engage in this area and implement local action plans. As part of the first edition of the AcTogether challenge, 253 actions promoting biodiversity were undertaken in 36 countries in 2020 resulting in 1,200 trees being planted.

In 2020, Bolloré Logistics also designed a process of greening interior spaces to improve quality of life at work and the biophilic workplace through an interior design charter. It is gradually being rolled out at all sites with the aim of improving employee well-being and creating a biophilic visitor experience. Lastly, an assessment of the company's impacts on biodiversity using an approach inspired by LCA (Life Cycle Analysis) and drawn from our ISO 14001 experience was launched at the end of 2020 to provide an overview of the impacts of Bolloré Logistics' activities, and also those of its customers and suppliers.

Building on this experience, and in order to meet its main biodiversity challenges (preservation of biodiversity at sites, reduction of the impact of its own activities, the activities of its customers and the activities of its suppliers on biodiversity), Bolloré Logistics has decided to strengthen its biodiversity policy with voluntary commitments for 2025, including:

- the implementation of a biodiversity action plan at all 35 sites with environmental potential by 2025 (10 sites in June 2021), drawn from the biodiversity footprint survey carried out in 2016;
- 100% of new logistics hub buildings certified to a sustainable construction standard and with the BiodiverCity® label, conducting a fauna-flora inventory every 5 years;
- a commitment to double the office space undergoing biophilic development by 2025 vs 2019, to promote employee well-being at work (135,000 m<sup>2</sup> in 2020);
- strengthening prevention against the illegal trafficking of species protected by CITES and rare woods (FLEGT measures), by signing the Buckingham Palace Declaration in 2020 and implementing an action plan to be finalized by 2025;
- an environmental survey of 100% of French sites with the creation of action plans to prevent contamination of soil, water and air by 2025;
- 50% of employees made aware of biodiversity and climate change issues by the end of 2022 (7,400 since 2019, 56 on-site events conducted in 2019 and 2020).

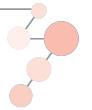
Having committed to the act4nature approach led by the EPE (Entreprises pour l'Environnement) association in 2018, the company is meeting its goals for 2020 by joining the Companies Committed to Nature initiative – act4nature France. In March 2021, Bolloré Logistics was recognized as a Committed Company for Nature in March 2021, thanks to the implementation of its action plan for France and the Overseas Territories. By partnering with the Tous Vivants! a biodiversity program launched by the French Ministry of Ecological Transition (alongside 54 other French Companies Committed to Nature). Bolloré Logistics is one of the few companies to integrate biodiversity into its strategy, business and value chain.

Bolloré Logistics' 12 individual commitments for 2025 are published on the Act4nature France platform.

In terms of water supply, a 2016 water risk study, based on the use and location of sites, demonstrated that the Bolloré Logistics activities posed minimal risk as water is mostly used for sanitation facilities and cleaning. Nonetheless, water consumption is included in the indicator monitoring in the annual CSR report which is consolidated at Bolloré Group level and checked by an independent audit body. Water consumption is monitored in all entities using meters in the network or bills.

A water consumption reduction policy is in place, namely through the installation of rainwater collection tanks at network sites. Optimizing water consumption is also taken into account in new constructions and daily use is covered in eco-friendly behavior campaigns among employees. Finally, all critical facilities must be equipped to handle wastewater in accordance with local regulations.





## Within the Bolloré Logistics network, BiodiverCity® labelled sites committed to preserving biodiversity

### **The Singapore Blue Hub, the first site in Asia to be BiodiverCity® certified in 2019**

Inaugurated in December 2019, the Singapore Blue Hub, with 50,000 m<sup>2</sup> of floor space, is a new benchmark in the design of logistics platforms with particular emphasis on sustainability and biodiversity. It is equipped with cutting-edge supply chain technology and an advanced energy management system that uses the Internet of Things (IoT) to perform predictive building analysis and an intelligent building control system for lighting. Other initiatives include green terraces and landscaped terraces and roofs, a vegetable garden, a rainwater recycling system, energy and water consumption monitoring, a solar panels to collect sunlight and a food crusher for the canteen to reduce waste. Talks are organized throughout the year by a Biodiversity adviser. In 2019 this innovative sit earned Bolloré Logistics the Green Mark Platinum certification issued by "the Building & Construction Authority (BCA)" of Singapore, the LEED Gold and BiodiverCity® labels, and the SEAA (Singapore Environmental Achievement Award), awarded by the Singapore Environment Council (SEC) for the Transport and Logistics sector.

### **Green hub de Roissy, BiodiverCity® labelled in 2015**

The Roissy Green hub, with 36,000 m<sup>2</sup> of warehouses and 7,500 m<sup>2</sup> of tertiary buildings spread over 8 hectares, employs 870 people and was one of the first sites to obtain the BiodiverCity® label and Ecocert's "Engagement biodiversité" for its achievements in promoting bio-diversity. Goal: to develop a cutting-edge air freight platform equipped with the latest technologies and meeting the highest standards in terms of environmental and operational performance. This complex project required the dismantling and reconstruction of buildings at the same site and was designed to limit the impacts of the business on biodiversity (inventory of flora and fauna, conservation of existing trees, planting of trees, fruit trees and local plants, setting up beehives, birdhouses and shelters for wildlife, differentiated and zero phyto management of green spaces, optimization of water and energy use, reduction of purchases of paper, cardboard and plastic and the reuse of consumables for the supply chain, etc.). With biophilic and relaxation spaces, these types

of building improve quality of life for employees. A Biodiversity referent also organizes activities within the Club des Biodivers'acteurs. The approach used by Bolloré Logistics Roissy has resulted in HQE certifications for commercial buildings and warehouses at the "Exceptional" level, LEED at "Gold" level, as well as "Bâtiment biosourcé", the construction materials having been chosen for their low ecological impact, labelled A+.

The Roissy Green Hub received three awards:

- Special Mention in the Best Investment Strategy category at the 2016 Sommet infrastructures, aménagement du territoire et immobilier (SIATI);
- 2016 Sustainable Innovation Logistics Strategy Award in the Infrastructure category for Roissy;
- Certivéa & Cerway award for the best overall performance for a non-residential building for Roissy in 2017.

### **Headquarters of Bolloré Logistics Nantes, BiodiverCity® certified in 2016**

The head office of the Nantes branch, a 2,700 m<sup>2</sup> office building with three floors, built on a 10,000 m<sup>2</sup> plot in Saint-Aignan de Grandlieu, meets the needs of its 150 employees for the effective management of operations and good quality of life through biophilic development and relaxation spaces, a discovery trail and a terrace looking over the wooded park and the lake. Environmental aspects were at the heart of the project from the initial construction phase (optimization of water and energy use, recycling of waste, reduction in purchases of paper, cardboard, plastic, etc.). The outdoor facilities have been designed to preserve and enrich the site's biodiversity: zero phyto management of green spaces, reasonable control of invasive and harmful species, planting of local shrubs and plants, fruit trees, landscaping, flower-planted walls, water retention, beehives, wildlife refuges, birdhouses, evergreen parking.

A Biodiversity referent, who recommended fauna and flora inventories, maintenance of zero-phyto and differentiated management of green spaces, vegetable gardens, indoor plants, conducts actions around biodiversity within a Nature club: Biodiversity on a day-to-day basis. And provides employees with newsletters on facilities and amenities, a library of books on biodiversity and a grain library. The site also has "Exceptional" HQE® certification.

## Green hub Le Havre, BiodiverCity® labelled in 2019

The Bolloré Logistics Le Havre PLPN2 multimodal platform (Parc Logistique du Pont de Normandie 2) covering 36,000 m<sup>2</sup> is an environmentally-responsible site with green spaces covering 10,000 m<sup>2</sup>, similar to an eco-pasture. The project, which uses building materials with low environmental impact employs local businesses, is harmonised with the estuarine environment surrounding it. The goal is to create biotopes that enhance the ecological framework of the industrial and port areas. The outdoor facilities have been designed in such a way as to preserve and enrich the site's biodiversity: planting of local species (sea buckthorn), marshy meadows, ecological corridors and habitats for wildlife, birdhouses, landscaped valley with helophytes to manage rainwater, creation of a pebble microdune (calamitic toad pond). The essential benefits of this green hub include improved

biodiversity and landscape integration, the preservation of water resources, the controlled management of the building's energy consumption, air conditioning and lighting, the use of panels solar, encouraging the use of soft transport, quality of life at work with concierge services for more than 370 employees, organic fruit baskets, yoga classes, reduced purchases of paper, cardboard and plastic, reuse of supply chain consumables, recycling and recovery of waste and the prevention of environmental incidents. A Biodiversity referent, who recommended fauna and flora inventories, maintenance of zero-phyto and differentiated management of green spaces, vegetable gardens, indoor plants, also facilitates events at the site. The green hub is LEED® 4 «Silver» certified and has the 6PL Sustainable Logistics Performance Label, issued by the LSN association (Logistique Seine Normandie).



### A target of 30% reduction for scope 3 downstream and sustainable supply chain solutions offer: end-to-end environmentally friendly services

Offering environmentally friendly solutions to its customers has been an established approach at Bolloré Logistics for several years. Initially geared towards interested key account customers, the Bolloré Logistics offer has gradually opened up and become industrialized. Therefore, in order to reinforce our commitment and to contribute to our sector's decarbonization, Bolloré Logistics set a commitment on the whole scope 3 downstream linked to the execution of transport services. This -30% objective in absolute value by 2030 (baseline: 2019) was validated by the Chair and Chief Executive Officer end of 2020. The roadmap already set and described below will be reinforced during 2021.

#### Active participation in environmental initiatives by the international transport and logistics sector

Since the end of 2018, Bolloré Logistics has joined several sectoral initiatives in order to strengthen its environmentally friendly offers for its customers and contribute, as a global player in the supply chain, to the improved environmental performance of the entire transport and logistics industry.

Bolloré Logistics is a member of the following international initiatives:

- GLEC, Global Logistics Emissions Council;
- EcoTransIT® World Initiative (EWI).  
EWI is developing the GHG and pollutant emissions calculation tool, EcoTransIT World (ETW), a sector standard that complies with European standard EN 16258 for the calculation of GHG emissions for transport services and the framework of the Global Logistics Emissions Council (GLEC);
- Clean Cargo Working Group (CCWG). CCWG encompasses the major ship owners in the maritime sector (85% of global volumes), freight forwarders and loaders which are working to move the sector forward to address climate and marine pollution issues. CCWG proposes a methodology specific to the maritime sector for CO<sub>2</sub>e and SOx emissions (methodology taken into account by the ETW).
- Sustainable Air Freight Alliance (SAFA). SAFA is a collaboration between shippers, freight forwarders and air freight carriers to track and reduce carbon emissions from air freight and promote a more responsible transportation of goods.
- Getting to Zero Coalition: coalition created to support the decarbonization of the maritime industry. It encompasses companies from the maritime transport, energy, infrastructure and finance sectors.

*The ambition is to work towards the objective set for maritime transport by the International Maritime Organization of at least halving greenhouse gas emissions by 2050 versus 2008 levels.*

Likewise, at national level, the entities are taking part in national initiatives and groupings. In France, for example, Bolloré Logistics is taking part in the sustainable development commission of the TLF (union of transport and logistics companies in France), Supply Chain France by Aslog's (French network of supply chain professionals) Supplychain4Good lab, ADEME work and the ACT (Assessing low Carbon Transition) initiative jointly led by ADEME and the CDP. Bolloré Logistics has been taking part in the pilot phase of the ACT since the second quarter of 2020. In Singapore, Bolloré Logistics Singapore is participating in the Energy Efficiency National Partnership (EENP), the Climate Action SG pledge organized by the Ministry for the Environment and Water Resources (MEWR) and Green Freight Asia. Other entities in the network are also taking part in local initiatives or external working groups in order to improve the transport and logistics sector's response to global warming.

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#### Ever-evolving low-carbon solutions and services

Through its core business, Bolloré Logistics' role is to help its customers reduce the environmental impact of their supply chain. Two complementary initiatives were run side-by-side in 2020. Firstly, it continued the customized carbon reduction program with our key account customers ahead of, and during, contract performance and secondly, standardized the sustainable transport solution offering for all customers. Bolloré Logistics strives daily to develop low-carbon products and services. Since 2019, a new tool to tackle climate change and poor air quality: the optimization of containers and packaging used in transport and



logistics and the development of the circular economy. This requires improvements to be made in the characteristics of packaging and the way it is used. This supports our goal of an end-to-end environmentally-friendly offering: sustainable property policy, optimization of packaging (materials, usage), CO<sub>2</sub> dashboard, evaluation of suppliers and subcontractors, low carbon transport plans and optimization of logistics.

The sequential principles of the offering deployed so far remain the same: measure, reduce, compensate.

#### **Powerful measurement of GHG emissions and air pollutants from transport**

Bolloré Logistics has committed to improving the precision and accuracy of the automated GHG dashboard in order to better inform its customers about GHG emissions and air pollution from transport. Since late 2018, the company has been a member of transport and logistics sector initiatives with a focus on calculation methodologies, thus helping to continually increase the relevance of the data provided. Directly linked to the computerized transport management system, this dashboard is a decision-support tool customers can use to obtain an analytical overview of the key components with indicators and a performance index, as well as a detailed breakdown of each goods shipment for each mode of transport and origin/destination, including CO<sub>2</sub>e emissions from flows as well as the main air pollutants. In 2020, over 1,900 customer CO<sub>2</sub>e dashboards were generated. Other decision-support tools are being developed or revised in order to offer digital solutions throughout the supply chain, be it ahead of the transport service development or following the roll-out in the final tracking phase.



#### **Design of low-carbon logistics networks and sustainable supply chain solutions**

- Systematic assessment and selection of transport suppliers and subcontractors**

Over the reported period, Bolloré Logistics continued to strengthen its referencing, selection and evaluation processes for its freight transport suppliers and subcontractors. These aspects are handled using a "vendor management" procedure which was revised in 2019.

The processes differ and are adjusted to the types of suppliers and subcontractors: major suppliers of maritime and air transport capacity and road transport service subcontractors.

The objectives of these assessments are to ensure compliance with the laws in force, namely Sapin II and the Duty of Care. The selection of service providers and relationship monitoring incorporate quality and environmental performance criteria.

These processes and criteria are set out in detail in section 2.1.3. Responsible purchasing page 71.

#### **LINK Partners: assessment of road subcontractors and global mapping of 'green' solutions**

The LINK Partners digital platform is constantly improving. A road service provider database, it is updated by the carriers themselves and analyzed internally by the Road Transport Managers. In practical terms, LINK Partners allows carriers to get listed by providing various information about their activities, financial health and policies on quality, sustainable development, ethics, etc. The new version of LINK Partners was redesigned to make the user experience as intuitive, fast and pleasant as possible. Additional IT support means incidents can be processed via a ticket service. The CSR aspects are now compulsory in the listing process. The environmental criteria regarding the fleet, equipment and driver training is also more extensive.

- Continued investment in low-carbon vehicles for land transport**

Relying essentially on the technological innovations available through its sub-contractors, Bolloré Logistics works daily to identify low carbon transport solutions and monitor market trends.

Road freight transport using the company's vehicles represented just over 1% of total transport operations in terms of GHG emissions.

However, mindful of the importance of promoting alternative technologies to reduce the environmental impact, in 2020, Bolloré Logistics continued its investments and listing with more efficient vehicles, expanding its owned environmentally friendly fleet:

- In Le Havre (France): two biodiesel vehicles (biodiesel is entirely made from rapeseed produced in France);
- In Singapore, a fleet of electric vans handles last-mile deliveries. Charging stations are already powered by solar energy in Singapore.

The operational staff are always on the lookout for effective solutions to environmental challenges. This is the case, for example, in Singapore with the creation of the cross-border solution of trucks with retractable racks, allowing a maximum loading rate and thus an annual saving of about 2.5 tonnes of CO<sub>2</sub>.

#### Vehicle fleet

VEHICLE FLEET <sup>(1)</sup>	"GREEN"	EURO 6	EURO 5	EURO 4	EURO 3
France	2	46	10	–	–
Africa	–	72	309	265	736
Rest of the world	5	7	8	4	–

(1) Trucks, vans either owned or on long-term rental.

In that our business model is mainly based on subcontracting, Bolloré Logistics, in conjunction with its road haulage partners, is developing a system of shuttles using alternative energy rather than diesel, dedicated to internal flows and managed in the context of a three-way relationship including the customer, ensuring commitments for the subcontractor. In Asia, Bolloré Logistics China uses electric vehicles (through dedicated subcontractors) to provide delivery services in a number of cities across the country, such as Shanghai, Beijing, Harbin, Hangzhou and Nanjing. Electric vehicles are also in use in Hong Kong and Seoul. One CNG vehicle has also been deployed in Los Angeles in the US. In France, several alternative fuel shuttles have been subcontracted from carriers dedicated to customers, for example, a BioCNG shuttle is in operation in the Paris region, and a vehicle running on Oleo 100 is also being used in the region for a customer in the cosmetics sector. In all areas of the world where alternative technologies are available and offer benefits in terms of carbon emissions and/or atmospheric pollutants, shuttles have been deployed.

Bolloré Logistics is also developing partnerships with its road sub-contractors to offer low-carbon solutions to a number of customers. This is the case with Bolloré Logistics Luxembourg, which called on its partner Arthur Welter Transports, to provide its customers with a truck using fuel produced from raw plant-based materials which are 100% renewable. Total Luxembourg was contracted to install TOTAL HVO100 pumps at the

Secure Road Centre (SRC) for this project. The pilot project was launched in Q2 2021 and fuels a shuttle that will make trips from Luxembourg-Findel airport to Paris-Roissy CDG three times a week.

It should be noted that the most efficient environmental technologies are not available in all markets. There are differences in maturity.

- Deployment of regular river and rail lines of services

In addition to the optimization of transport plans carried out within the organization, Bolloré Logistics is also pursuing the development of regular rail and river services in order to help increase turnkey low-carbon solutions. The company has, for example, developed a rail service between Europe and China, a weekly river shuttle service in the Seine valley, serviced upstream and downstream by gas-powered trucks, as well as a barge transshipment service along the Congo Basin Corridor; as well as a rail service between the port of Mombasa and Nairobi, Kenya, running 11 freight trains per day.

In 2020, Bolloré Logistics operated the first all-rail freight transport route from Djibouti to Indode, in Ethiopia. Thanks to an agreement with Ethiopian Djibouti Railways (EDR), which operates electrified lines, Bolloré Logistics will be able to offer customers transit times of just 15 hours between the two countries (compared to 3 days by road). More recently, staff completed the first delivery of 36 containers from Central Europe to the Democratic Republic of Congo (DRC) in Q2 2021. The containers were delivered to the Port of Matadi then transported over 350 km by road before being stored at the Container Terminal at the Port of Kinshasa (TCPK). They were then loaded onto barges belonging to Société Centrafricaine de transport fluvial (SOCATRAF), travelling 800 km up river for delivery to the province of Kasaï-Occidental.

- Development of low carbon partnerships with shipping and airline companies

In the main segment of the transport chain, operated mainly by shipping companies and airlines, Bolloré Logistics, staff have designed low-carbon transport plans taking into account the environmental performance levels of shipping companies in terms of their fleets, the various types of aircraft they use, their cargo capacities and their routes.

The company is also pursuing its commitments with stakeholders in the maritime sector by signing a carbon pact with CMA-CGM and Maersk in 2019.

## Reuse of the ISO kit between Le Havre and Montreal

The protection of natural capital and the development of the circular economy have become priorities for Bolloré Logistics. In the context of its work on sustainable logistics solutions, the consumables used in transport and logistics activities and thermal insulation kits used to cover the interiors of containers are an important issue, given the quantity of waste generated by these systems. Bolloré Logistics has identified a more environmentally-friendly reusable solution in conjunction with its suppliers. Currently being tested between Le Havre and Montreal, the reusable thermal kits are partly made from recycled plastic and can be fully recycled with ease, without the need to separate the materials. They are secured inside containers using cords and magnets rather than adhesive tape. On arrival in Montreal the kits are carefully removed, stored and returned to Le Havre to be reused with future shipments.

Although they are not currently reused on the return journey to Le Havre, Bolloré Logistics plans to return the kits in consolidated containers using space which is already available. Based on 3 uses of each thermal insulation kit, the life cycle analysis (LCA) used to assess environmental impacts over the entire life cycle showed a reduction of over 50% of CO<sub>2</sub> equivalent - if the kits are used on a wider scale, this percentage could be even higher. Returning the kits in containers creates far fewer impacts than producing new kits using current manufacturing process. To complete the process, research is under way in Canada to find environmentally-friendly end-of-life solutions for used kits.

In terms of air transport, Bolloré Logistics (through its partners) increasingly offers its customers the opportunity to participate in the sustainable aviation fuel program (SAF), which reduces CO<sub>2e</sub> emissions by at least 50%. In January 2021, Bolloré Logistics joined the Air France KLM Martinair Cargo (AFKLMP Cargo) sustainable aviation fuel (SAF) program for cargo flights between Paris CDG and New York JFK for the whole of 2021. Likewise, Bolloré Logistics USA and Mexico have developed an air freight offering based on SAF. Between mid-2021 and mid-2022, the two companies will sponsor up to 30% of SAF purchases made by their customers for all exports with its partner, AFKLMP Cargo.

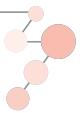
### • Optimization of packaging and the development of circular economy projects

As well as tackling carbon emissions and atmospheric pollutants, Bolloré Logistics' also addressed secondary environmental aspects at the group level, including the optimization of packaging and the circular economy. These relatively new environmental issues affect both logistics and transport activities and are mainly focused on the goal of reducing, or even eliminating, the use of cardboard and plastic packaging.

Bolloré Logistics promotes the reuse of packaging and consumables used in transport and logistics operations and seeks to reduce the use of single-use consumables throughout the industry through the «REcycle» project. Among the consumables identified, and for which reusable solutions exist, we can include: aircraft pallet covers, eco-wraps used on pallets pre and post-shipment, container insulation kits. Consumables would then become assets.

Staff have also developed a dedicated application to improve management of these consumables. This application enables assets to be reserved according to needs and provides an overview of stocks of these assets throughout the world, it also provides support for the customs management of these assets. It will also improve returns logistics by avoiding empty returns wherever possible.





For example, the company operates regular charters between Bangkok and Paris using aircraft pallet covers. Shipments belonging to two luxury and cosmetics customers were protected with reusable insulation kits. Eco-wraps are also in use in Italy and Paris for pre-shipment of pallets for a customer in the luxury sector. All of these types of consumables have a unique bar code, enabling them to be tracked using the REcycle application.

Other pre-existing solutions include the use of reusable plastic containers for urban deliveries, optimized cardboard packaging (sizes and materials) for contractual logistics and regional distribution or the use of external service providers for the repair of wooden pallets or their reuse in the manufacture of new products and uses.



On the platforms offering contractual logistics services, the waste generated by the services provided on behalf of a customer are also managed ever-more frequently with a view to recovery as part of a circular economy loop. For example, since May 2020, Bolloré Logistics Singapore has recycled 25 metric tons of paper and 2.8 metric tons of unwanted plastic packaging via its service provider Tay Paper Recycling Pte Ltd, on behalf of a customer in the cosmetics sector for the 'Travel Retail' segment. Before this project, non-reused packaging products were classified as general waste and incinerated.

Opening up to the start-up ecosystem presents new avenues which appear to be a source of opportunity for Bolloré Logistics.

## Packaging: promoting eco-design and environmentally friendly sourcing

### The Roissy-CDG logistics platform

- Where once 200 metric tons of plastic were used each year in the Roissy-CDG hub to wrap pallets, our teams now use a protective film made up of more than 80% of recycled plastic for all charters.

### The Miami logistics platform

- As of Q1 2021, all conventional plastic pallet films used in contract logistics activities in Miami will be replaced with biodegradable film. This type of film is made from natural plant-based renewable resources and is 100% USDA certified.

### At the logistics platforms in Singapore

- Since December 2019, our teams in Singapore have stopped using plastic wrap for the local lorry transport of bulk boxes, destined for one of their luxury customers. In fact, this film wrap was immediately disposed of when the goods were received in the customer's warehouse, just two hours after having been put on. The replacement with reusable covers thus saves 2.5 metric tons of plastic per year for this customer alone. This solution is set to be extended to other operations in the coming months.

- Still with a view to reducing its consumption of plastic wrap, and therefore plastic, Bolloré Logistics Singapore sought new, more virtuous solutions. After identifying different suppliers and carrying out performance tests, in early 2020 the company introduced a new plastic wrap with a thickness of 12 microns, compared to 23 microns before. Tests carried out demonstrated that a thickness of 12 microns was sufficient to maintain and protect the pallets prepared manually by the teams. Since its introduction in early 2020, this new solution has already saved 35 tonnes of plastic and reduced costs by around 30%.

- Digital decision-support solutions and integration into the standard offer: routinely suggesting the more efficient service in terms of CO<sub>2</sub>e emissions

Centrally, Bolloré Logistics develops tools to help its sales and operational teams and customers to assess the impact of carbon emissions and air pollutants from transport, during the design, scoring and roll-out of services. Depending on the dashboards or decision-support tools used, they help (e.g. in the main transport segment) to identify the most efficient shipping companies and airlines from an environmental perspective, as well as the airplane routes.

In addition, local teams will draw on their ecosystem to identify the optimization tools targeting a significant CO<sub>2</sub>e gain in the national transport segments, and adapt them to the business line issues.

For example, the tool deployed in September 2019 in Belgium was devised to automatically provide customers with a choice of all intermodal transport options between Anvers and the inland waterway or rail terminal. In the Normandy region in France, software was specially devised to demonstrate the benefits of the river mode in comparison with other solutions, such as road and rail. This project is managed in partnership with local economic players. Each of these solutions displays the CO<sub>2</sub>e as well as the cost and transit time. Devised and developed internally, another digital solution has optimized the management of empty returned shipping containers in France.



#### Offsetting residual emissions

Established in the offer since 2011, Bolloré Logistics pursued its carbon offsetting operations on behalf of its customers. Only projects certified with a high standard of quality are selected and they must be both socially and environmentally beneficial. Since January 2020, the company has made a stronger commitment to the approach by co-funding the offsetting of transport emissions from all of its consolidated services with a Gold Standard® project to generate electricity from landfill gas in Thailand. Voluntarily offsetting carbon emissions logically occurs after the goods consolidation service, resulting in CO<sub>2</sub>e gains. During the first six months of the year, almost 6,000 metric tons of CO<sub>2</sub>e were thus offset. In 2020, more than 12,000 tonnes of CO<sub>2</sub>e were offset in this way. In early 2021, Bolloré Logistics renewed its carbon neutrality program by financing a project (through Carbonfund.org) to convert waste to energy on behalf of CYY Bio Power Co. Ltd, located in Pong Daeng in Thailand. All CO<sub>2</sub> emissions associated with LCL (less than container) shipments are now measured and offset by funding the project to capture the methane produced by wastewater treatment. The captured gases are then converted to biofuel and replace the fossil fuels used by the plant, and also into electricity, surpluses of which are sold and injected into the network. This program is also beneficial for the surrounding communities in that it helps to improve air quality and partly funds the waste disposal network through the sale of the electricity generated. It has also received Gold Standard certification, which attests to its quality, and is regularly audited by the Carbonfund.org foundation and an independent firm.

Moreover, thanks to the partnership set up by Bolloré Logistics Chile with the Chilean organization Fundación Reforestemos, and by Bolloré Logistics Argentina with the organization Amigos de la Patagonia, Bolloré Logistics USA, Brazil, Argentina and Chile have committed to planting over 5,000 trees in 2021 on behalf of their clients in the iconic forests of Patagonia. Bolloré Logistics' customers helped offset 2,375 tonnes of CO<sub>2</sub> this year.



### **Supporting customers in continuous improvement programs**

During calls for tender, the proposed transport plans include, depending on the indicated characteristics, an assessment of the carbon footprint and the creation of alternative low-carbon scenarios.

During the performance of the contract, Bolloré Logistics draws up continuous improvement plans with its key account customers. All the alternative solutions proposed take into account objectives regarding costs, transit time, CO<sub>2</sub>e (and air and noise pollution where relevant) set out in the client's logistics policy.

Potential low-carbon solutions include: designing logistics networks to improve performance, load consolidation and optimization, monitoring urgent shipments, selecting efficient carriers, the choice of modes of transport (vehicles, equipment), selecting alternative low-carbon modes for pre/post-transport, switching from air freight to sea freight, adopting a multimodal air/sea – road/rail approach.

To strengthen the approach, since mid-2020, Bolloré Logistics has given its customers the option to jointly formalize the reduction objectives and the relevant processes in the PSL PACT (Powering Sustainable Logistics PACT), thus fostering strong synergies to reach the shared goal of sustainable development.

The two B.Lab innovation centres inaugurated at the headquarters in Puteaux and Singapore in 2019 also promote co-creation in conjunction with customers.

The B.Lab is Bolloré Logistics' innovation accelerator. Its purpose is to accelerate supply chain transformation by supporting Bolloré Logistics' innovation initiatives, from the idea stage to final marketing. The B.Lab's approach is experimental and collaborative and is focused on the needs of clients. The inspiration phase, or the initial development phase of an innovation project, involves the presentation of various innovation projects developed by Bolloré Logistics and its partners, in conjunction with customers. Co-creation takes place through a variety of workshops involving both internal and external clients, from the ideation phase to implementation in the actual environment. An increasing number of workshops are being organized on environmental topics (52% of workshops organized in 2020) as they are becoming a major concern for all our customers. The goal is establish roadmaps with concrete projects to be launched next year: the use of alternative fuels for transport, the development of alternative transport plans, the reduction of single-use consumables and replacement with reusable ones, etc.

The projects are then monitored by the project team in the long term.

### **Powering Sustainable Logistics PACT**

To strengthen its advisory role among its customers and help them reduce the environmental impact of their supply chain, Bolloré Logistics has offered the PSL PACT (Powering Sustainable Logistics PACT) since mid-2020. The ambition of the PSL PACT is to develop a shared and collaborative approach to jointly achieve all quantitative and qualitative objectives, demonstrating a strong commitment. As part of the PSL PACT, which is rolled out to suit the context, Bolloré Logistics and the customer work together to set out a specific framework to reduce the carbon footprint of transport and deploy the 4R (reduce, reuse, repair and recycle) policy, particularly for the plastic packaging, wood and cardboard used in the transport and logistics activities.

The PSL PACT implementation framework is based on a five-pronged approach:

1. Monitoring CO<sub>2</sub>e emissions and setting a carbon reduction objective;
2. Implementing alternative transport and logistics solutions to reduce the CO<sub>2</sub>e emissions;
3. Offsetting residual CO<sub>2</sub>e emissions through voluntary carbon offsetting projects (if desired by the customer);
4. Establishing clear governance for both parties as well as an approval channel for the alternative solutions suggested;
5. Setting out the prerequisites and key success factors.

Furthermore, since the opening of the two B.Lab innovation centers at the head offices in Puteaux and in Singapore, in April and October 2019 respectively, Bolloré Logistics has joined forces with its customers to organize innovation workshops based on a «design thinking» approach with a particular focus on transport and sustainable logistics.

For all aspects of the offer, the Bolloré Logistics teams have continued their efforts to move towards an environmentally friendly supply chain from end to end.

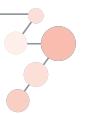
In order to continue improving its positive impact, particularly as part of a low-carbon approach to managing the supply chain, and thus minimize global warming through sustainable eco-solutions creating ever-more efficiency for its customers, Bolloré Logistics has made the sustainable supply chain a central focus of phase 2 of the B.Lab project (corporate innovation strategy). A multi-geographic and multi-disciplinary team comprising around fifteen in-house experts from CSR, Sales, Procurement, Operations, Logistics, Marketing and Innovation, meet once a quarter to oversee projects creating impacts at all levels of the company and to roll out and coordinate initiatives aimed at providing end-to-end environmental solutions, transformational innovations and in-depth changes to the company's business activities. As well as moving projects forward projects, the goal is to form a global network of experts directly working on the roadmap for reducing carbon emissions downstream of scope 3, as set out in late 2020, which will support the spirit of innovation and the willingness of staff to assist customers in this trajectory, so contributing to the decarbonization of the sector. In 2021, Bolloré Logistics is continuing work on its roadmap for downstream scope 3, so enhancing its net-zero strategy.

Lastly, the launch in January 2020 of the AcTogether challenge, a competition in which employees are invited to implement local CSR actions, is helping to reduce Bolloré Logistics' carbon footprint, including CO<sub>2</sub> emissions associated with the performance of transport and logistics services.

### The AcTogether challenge as a lever for environmental action

In this inter-country competition, staff are invited, within a given framework and with given objectives for their country, to carry out sustainable development actions at their sites and to share them with the entire Bolloré Logistics network. The first edition of the challenge ended in December 2020 with the AcTogether prize-giving ceremony. Thus, by undertaking initiatives, the employees will win points for their country, shine the spotlight on local initiatives and create more social and environmental value within the organization and throughout the supply chain. The AcTogether challenge is presented on a digital platform conducive to sharing best practices between all regions. This challenge and the inherent tools available support the employees in taking action in ethical, environmental, social and societal fields. Two types of actions are possible: actions created on an ad hoc basis by employees, and turnkey actions with implementation support kits. Turnkey environmental actions included: a number of workshops about the preservation of biodiversity and restoring ecosystems, workshops to raise awareness about climate change, targets for eliminating plastic waste in offices, a carbon footprint discovery workshop, a low carbon transport plan and a 4R project for warehouses. The turnkey action kit gives employees both the instructions setting out the various steps to organize the action and the various materials and tools necessary for implementation.

*For more information, see page 45.*



### **Educating and training employees as the first route to change**

Regardless of their function, employees are the first route to transforming the organization into a sustainable business model. The central and local expert teams on Bolloré Logistics' environmental issues strive daily to develop and provide employees with a database of knowledge and practices geared towards their function. Thus, in 2020 many actions were continued in order to understand the needs of employees, inform them, raise their awareness and train them in the knowledge, tools, methods, processes and solutions to incorporate the transport and logistics environmental issues into their daily work. The traditional CSR newsletters are an opportunity to reach all or some of the organization's employees depending on the nature of the information provided (newsletters: Bolloré Group CSR, Bolloré Logistics Corporate CSR, market developments and best practices within the network). Specific approaches were also developed for the targeted groups, particularly among employees, who contribute directly to the company's environmental transformation: buyers, sales teams, warehouse logistics managers, country management and, logically, QHSE representatives. All digital and face-to-face methods and channels have been used occasionally or frequently. Likewise, the launch of the AcTogether sustainable development challenge was a chance to reach all employees in the Bolloré Logistics network. Finally, through the QHSE network, 102,887 hours of HSE training were given in 2020 to employees.

Among Front Office teams (sales function, account managers, customer technical solutions and call for tender managers), 800 employees were surveyed in the second quarter of 2020 with a response rate of more than 74%. The aim was to both assess their level of understanding of the transport-related environmental issues and their knowledge of existing tools, and to form a picture of the climate challenge in customer relations and clarify their training and support needs. This survey was a constructive base on which to work with the training department to internally devise the four e-learning modules, fully adapted to the challenges of the company, were subsequently launched from 1400 sales representatives and buyers of the global network, with a respective achievement rate of 79% and 83% and which revolve around: impact of transport on global warming, the environment and market needs, the transport and sustainable logistics solutions, the approach to follow and the tools available to support the customers.

Throughout the period, CSR presentation sessions for the same target groups took place centrally and locally during seminars and annual conventions, led by the CSR functions or regional chief executive officers. The regional sales managers in the network have also benefited from regular contributions during quarterly meetings. As well as these global actions, some local teams made their own contribution to developing employee skills around these themes with regard to the growing issues on the markets. This was the case in Asia Pacific, where sales staff have been attending training workshops about environmentally-friendly transport systems and logistics solutions since August 2020. This training program internal interactive organized by the regional department CSR based in Singapore, was designed to equip teams skills, knowledge and ready material to work. The objective is to better understand the sustainable development issues in the supply chain in order to effectively respond to customers' growing expectations. The teams are thus better equipped to implement practical low-carbon supply chain solutions. Since the inception of this program, 70% of sales staff in the Asia-Pacific region have taken part.

Through the AcTogether challenge, all employees are regularly sent communications and tools on global sustainable development issues, as well as those more specific to the transport and logistics sector. Dashboards for monitoring the dynamics of the challenge and the value-add are also sent to country directors. The environment is a key theme of the AcTogether challenge as described above, both in terms of awareness-raising and the tools made available to employees and managers.



## Risk management through a multi-dimensional cross-functional approach

Bolloré Logistics incorporates the management of its activities, including risk management, into the frameworks and processes set out by the Bolloré Group and adapted to each operational unit. The non-financial risks and duty of care plan are presented in section "Non-financial risk mapping" pages 32 to 37 of this document.

The climate change risks are then incorporated into the universe of risks identified in the Bolloré Group's general risk mapping and scored using a methodology which takes the risk severity and frequency into account.

In 2020, the Bolloré Group identified its most relevant risks and opportunities in relation to global warming, using a two-step systemic vertical approach:

- *The routine analysis of activities and the value chain in relation to the climate-related risks, based on internal documentation and a sectoral database. The relevant vulnerability factors and their impacts on Bolloré Group activities (operational, reputational, legal and financial) were mapped in accordance with the TCFD directive and ISO 14090 directives relating to adapting to climate change;*
- *The risks and opportunities are then ranked in order of priority based on probability, the time horizon and the expected impacts in accordance with the Group risk management framework. The risk scale was adapted to factor in the specific nature of the climate-related risks and opportunities. The risks and opportunities were split into two categories (weak signal for monitoring and future risks, and high risk, i.e. major financial and strategic risk).*

The various risks have been identified with a short-, medium- and long-term horizon. By following the risk management process used by the Bolloré Group Risk Department and its CSR Department, the business units adapt the risk management processes to their activities, as does Bolloré Logistics.

The 2DS and RCP 8.5 scenarios have been identified by Bolloré Logistics as essential to covering the potential future exposure to physical risks and opportunities afforded by climate change. Bolloré Logistics has also used the Science Based Targets initiative approach.

Bolloré Logistics has carried out various analyses of transition risks and opportunities, especially in terms of the impact on its markets as well as the physical risks to sites. Their conclusions are then shared with the relevant Bolloré Group bodies.

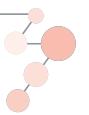
For example, for the physical risks related to climate change (identified as potential tangible risks), the results of the physical risk study for all Bolloré Logistics sites carried out late 2019/early 2020 were then consolidated in the climate risk and opportunity matrix, produced at Bolloré Group scale and based on probability, time horizon and the expected impacts, in order to assess the importance compared with other risks and opportunities.

Thus, at Bolloré Logistics level, the climate risk and opportunity management process consists of multiple steps. Furthermore, all of the study and analysis conclusions are routinely reported to the Bolloré Logistics Executive Committee by the Organization, Methods and CSR Director.

The definition and implementation of mitigation measures, alternative solutions or monitoring actions that subsequently arise are also presented to and approved by the Executive Committee, as set out page 126.

Finally, an operational risk management action plan is also drawn up under the guidance of the company's QHSE manager, who is also responsible for updating it. For each specific risk or opportunity identified, it contains a detailed management process and, where necessary, a business continuity plan for the risks.





## Indicators and objectives: moving towards the routine integration of KPIs into ever-more engaging objectives

### Monitoring environmental indicators and strategic climate-related components

In terms of climate-related risks, Bolloré Logistics strives to monitor the following indicators:

- changes to GHG emissions for scopes 1 and 2 (including measuring fuel, electricity, heating, refrigerant gas consumption, etc.);
- measuring GHG upstream scope 3 emissions (including measuring GHG emissions from waste, passenger transport during business trips and upstream energy);
- measuring GHG scope 3 downstream emissions (including measuring GHG emissions from the provision of national and international goods transportation services, for each mode of transport and T.KM);
- proportion of energy consumption from renewable energy sources and green energy purchasing.

The following existing indicators are under study to improve the data collection processes and therefore the reliability of indicators:

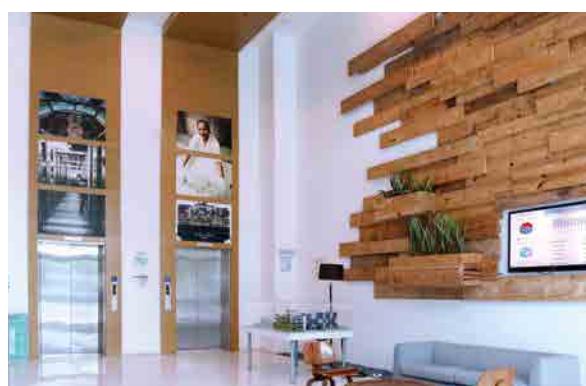
- financial investment intended to optimize energy performance and actions to reduce GHG emissions caused by corporate activities (low-carbon equipment, renovation of heating and air-conditioning systems, insulation work, renewal of the vehicle fleet, etc.);
- investment to develop low carbon products and services;
- turnover related to low carbon products and services.

We also monitor indicators relating to the environmental costs of logistics and tertiary buildings which meet strict certification standards.

The environmental performance indicators (including energy), are collected on a monthly or quarterly basis and mostly monitored as part of the Enablon annual reporting process for all Bolloré Logistics entities meeting the eligibility criteria (see "Methodology of environmental reporting" page 173). The Enablon reporting data is verified by an independent third-party organization according to CNCC (French national institute of auditors) standards, consolidated in the Bolloré Group non-financial report and included in the Universal Registration Document.

Alongside the CSR reporting, these indicators are also integrated into the ISO 14001 certification framework by the QHSE teams.

The indicators in the Bolloré Logistics scope are published in section "Other ESG indicators" page 176. Finally, Bolloré Logistics has participated since 2018 in the CDP's "Climate Change" questionnaire, his answers being integrated into those of the Bolloré Group, which joined the "A-list" in 2020. Concerning the "Supplier Engagement Rating" (SER), resulting from the questionnaire "Supply Chain" answered on the Bolloré Logistics scope, the scoring of A- was obtained over the same period.



### Reduction and monitoring objectives

SCOPE	REDUCTION OBJECTIVES	METHODOLOGY	2020 METRIC TONS OF CO <sub>2</sub> E	2019 METRIC TONS OF CO <sub>2</sub> E	2018 METRIC TONS OF CO <sub>2</sub> E	CHANGE 2017-2020 GHG
<b>Scope 1 Direct greenhouse gas emissions</b> <b>Scope 2 Indirect emissions linked to electricity consumption</b>	-43% in absolute terms by 2027 based on the 2017 baseline.	Science Based Targets, Absolute Emissions Contraction method as part of the Absolute Contraction Approach (ACA), alignment with the 1.5° trajectory.	110,996	108,388	103,834	-3.4% -12.9% for 100 m <sup>2</sup>
<b>Scope 3 Upstream Indirect greenhouse gas emissions</b>	No quantitative global targets have been set to date. Local targets on waste management and the recycling rate. For business trips, representing 63% of upstream scope 3, definition of a rule restricting the use of aircraft and replacing it with rail transport.		28,539	34,506	23,104	27.8%
<b>Scope 3 Downstream Indirect greenhouse gas emissions from freight transport services</b>	-30% in absolute terms by 2030 based on the 2019 baseline.	SBT methodology: Sectoral Decarbonization Approach (B2DS). Air transport (passenger and freight), Freight Maritime and Medium freight trucks (MFT). Pathway "Well below 2 degrees".	3,691,133	4,092,895	4,396,957	-26.6%

Over the period 2020-2017, the reductions observed in scopes 1 and 2 were lower than during the previous period (2019-2017), showing a decrease of 3.4% against 5.6% previously. Nevertheless, despite very significant increases in surface area (+10.9%), more than double that of the previous period, GHG carbon intensity per 100 m<sup>2</sup> decreased more sharply (12.9% over the 2017-2020 period; -9.5% over the 2017-2019 period).

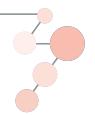
Several factors explain the relative change in terms of absolute value between 2019 and 2020. On the one hand, reporting has become more reliable. As stipulated in the action plan, the entities have set up a process for reporting data about the consumption of refrigerants and their associated GHGs, so increasing the exhaustiveness of the reporting process. This is the case, for example, in the Côte d'Ivoire, Gabon and Senegal, which posted very significant increases for all Scope 1 positions. Added to this is the increase in the use of company vehicles observed in several countries due to the health situation, to the detriment of public transport use. Moreover, increases in specific activities in a few countries have resulted in increases in GHGs, for example in the Congo, where heavy-lifting operations have increased fuel consumption.

Likewise in scope 2, fluctuations in activity have had repercussions on the carbon footprint. This is the case in China (ranked seventh for Scope 2 GHG emissions), which recorded a rise in electricity consumption resulting in a 36% increase in Scope 2 GHGs between 2019 and 2020,

due to increases in operations and the size of storage facilities. Furthermore, improvements to reporting processes have made the scope more exhaustive in certain countries where this was necessary. It should also be noted that we used a more conservative methodology for estimating electricity consumption for rented sites, based on a flat-rate system for electricity consumption. Lastly, the implementation of the climate action plan providing support for the 14 countries emitting the most GHGs in scopes 1 and 2 was slowed down by the health crisis, many actions are therefore in the process of being decided on or implemented and are not yet showing convincing results. However this is nuanced, some countries are further ahead and are already showing significant results.

Upstream of scope 3, GHG emissions related to business travel were cut to a third compared to 2019, mainly due to the health crisis. A review of the upstream fuel methodology had significant impacts. Regarding waste, the increase in the GHG balance can be explained by more accurate reporting and the special nature of some local recycling processes. For more details on the evolution of waste management within the chain between 2019 and 2020, see page 123.

The reductions observed downstream of scope 3 can mainly be explained by a reduction in the tonne-kilometres indicator for all modes of transport. As 2020 was a very special year and it is difficult to draw explicit conclusions.



## CSR COMMITMENTS

### TCFD cross-reference table

Bolloré Logistics supports the TCFD (Task Force on Climate-related Financial Disclosures) recommendations. The TCFD is a working group that focuses on climate-related financial disclosures, created as part of the G20's Financial Stability Board during the COP21.

This working group has structured its recommendations around four thematic areas, representing the essential aspects of corporate operations: governance, strategy, risk management as well as metrics and targets. The cross-reference table below serves as a reference for the TCFD's recommendations.

THEME	TCFD RECOMMENDATION	INFORMATION SOURCE <sup>(1)</sup>
GOVERNANCE	<p>Disclose the organization's governance around climate-related risks and opportunities</p> <ul style="list-style-type: none"> <li><b>a)</b> Describe the oversight of climate-related risks and opportunities by the Board of Directors</li> <li><b>b)</b> Describe management's role in assessing and managing climate-related risks and opportunities</li> </ul>	<p><b>a)</b> CDP Climate Change C1.1, C1.1a, C1.1b CSR report 1.1.2 p. 10, 11 1.2.1 p. 16, 17</p> <p><b>b)</b> CDP Climate Change C1.2, C1.2a, C1.3 C2.2, C2.2a, C2.2b CSR report 1.2.1 p. 16, 17 2.3.2 p. 126</p>
STRATEGY	<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's activities, strategy, and financial planning where such information is relevant</p> <ul style="list-style-type: none"> <li><b>a)</b> Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term</li> <li><b>b)</b> Describe the impact of climate-related risks and opportunities on the organization's activities, strategy, and financial planning</li> <li><b>c)</b> Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</li> </ul>	<p><b>a)</b> CDP Climate Change, C2.3, C2.3a CSR report 2.3.2 p. 128 to 131</p> <p><b>b)</b> CDP Climate Change C2.4, C2.4a, C2.5, C2.6, C3.1c, C3.1e, C3.1f CSR report 2.3.2 p. 132 to 149</p> <p><b>c)</b> CDP Climate Change C3.1d, C3.1, C3.1a, C3.1b, C12 p. 132 to 149</p>
RISK MANAGEMENT	<p>Disclose how the organization identifies, assesses and manages climate-related risks</p> <ul style="list-style-type: none"> <li><b>a)</b> Describe the organization's processes for identifying and assessing climate-related risks</li> <li><b>b)</b> Describe the organization's processes for managing climate-related risks</li> <li><b>c)</b> Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's risk management process</li> </ul>	<p><b>a)</b> CDP Climate Change C2.2a, C2.2b CSR report 2.3.2 p. 150</p> <p><b>b)</b> CDP Climate Change C2.2d, C2.3a CSR report 2.3.2 p. 126 to 128 2.3.3 p. 148, 149</p> <p><b>c)</b> CDP Climate Change C1.2a, C2.2, C2.2b, C2.3a CSR report 2.3.2 p. 150</p>
INDICATORS AND OBJECTIVES	<p>Disclose the indicators and objectives used to assess and manage relevant climate-related risks and opportunities where the information is relevant</p> <ul style="list-style-type: none"> <li><b>a)</b> Disclose the indicators used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</li> <li><b>b)</b> Publish scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks</li> <li><b>c)</b> Describe the targets used by the organization to manage climate-related risks and opportunities and performance against objectives</li> </ul>	<p><b>a)</b> CDP Climate Change C2.3a, C5, C6, C7, C8, C9, C10, C11 CSR report 2.3.2 p. 150 3.1.2 p. 174</p> <p><b>b)</b> CDP Climate Change C5, C6, C7 CSR report 2.3.2 p. 125, 130, 131, 152, 3.2 p. 183 to 185</p> <p><b>c)</b> CDP Climate Change C4, C4.1, C4.1a, C4.3, C4.3a, C4.3b, C4.3c, C4.5, C4.5a CSR report 2.3.2 p. 116, 152</p>

(1) CDP and CSR report 2019-2020 Bolloré Logistics. CDP : the Bolloré Group's 2020 responses to the CDP Climate Change questionnaire where the metrics from the Bolloré Logistics scope are consolidated and the qualitative data specific to Bolloré Logistics is presented (available at <https://www.cdp.net/fr>).

2.3

### ③ PROVIDING A HIGH LEVEL OF SERVICE QUALITY IN THE EXECUTION OF CUSTOMERS' SUPPLY CHAINS

#### Continuously assessing customer satisfaction and harmonizing processing procedures

Bolloré Logistics is committed to helping its customers grow by providing them with personalized services and thus allowing them to be more competitive on their markets. Service quality is a core component of company activities, underpinned by customer-centric tools and teams. Therefore, measuring the quality of Bolloré Logistics' services and the resulting customer satisfaction is essential to then be able to identify the action needed to improve its services.

This objective is sustained by the entire matrix organization and thus incorporates all company players, more specifically, the Sales Department, the Operations Department and the regional QHSE managers as well as the network of QHSE officers appointed for the global accounts. This process is led by the corporate QHSE Department which is tasked with coordinating a comprehensive global approach.

In practical terms, it involves compiling information and data, ensuring that the processes are deployed and checking that the appropriate action is implemented in the interests of improvement and customer satisfaction.

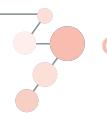


#### Annual satisfaction survey for an in-depth analysis of service quality

Every year, the satisfaction survey is sent to customers to assess their satisfaction. Administered by the tool internal customer relationship management, the survey of satisfaction for the year 2020 was sent to 64,930 customers. Customers thus had the opportunity to give the Bolloré Logistics teams comprehensive feedback in four areas: overall satisfaction, the sales approach, operational capacity, consulting capacity, delivery tracking and the ability to resolve any problems. Areas for improvement are identified based on the analyzed results that are shared within the organization. Dashboards help establish conclusions by region, country and industry. They also present the accounts classed as 'vulnerable'. The responses to the 'vulnerable accounts' are processed by the continuous improvement tool, PROGRESS, which is shared across the whole of the Bolloré Logistics network.

Each customer is then contacted locally for an additional analysis by the sales and operational teams. PROGRESS forms for "vulnerable" accounts are only closed once the root causes of the complaint have been examined, improvements have been identified and implemented and their efficacy has been measured. The 2020 campaign's score remained in line with previous campaigns at 7.44/10, an improvement over 2019. The Net Promoter score also improved (+21).

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## CSR COMMITMENTS

### LINK, collaborative shipment tracking platform to assess each shipment

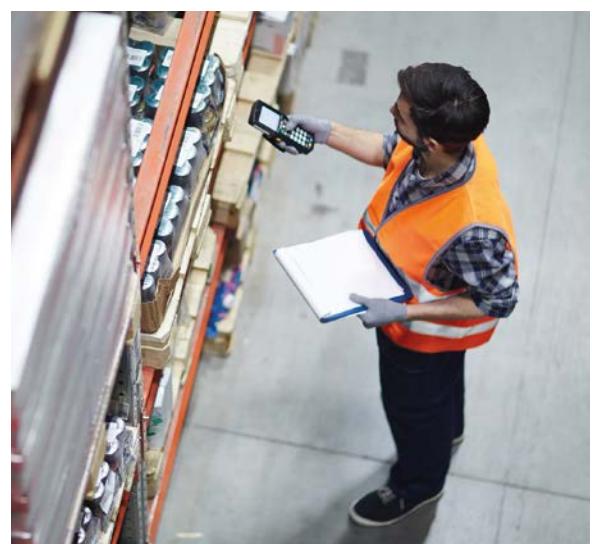
Bolloré Logistics customers have the option to use LINK (web platform or mobile app), the internal global shipment tracking tool, to rate their level of satisfaction (*positive assessment with a score of 4/5, negative assessment with a score of 1/2/3*) for each shipment based on: value for money, delivery time and service quality. A weekly report provides an overview with the option to create an alert in the event of dissatisfaction, which automatically opens a file on the PROGRESS platform, and thus monitor the processing procedure set out above. In 2020, the average score obtained is of 4.3 / 5.



### PROGRESS: customer operational quality management tool

PROGRESS is a single operational quality management tool which connects identified employees around the issue of operational quality, allowing them to flag up compliance failures, improvements or complaints. This platform is a workflow system between senders, recipient, office directors and QHSE delegates, which is used by the Bolloré Logistics network worldwide to comprehensively manage all forms of dissatisfaction. It is a dynamic tool linked up with the customer relations management system.

ePROGRESS, the online version of this customer tool, will soon be available for key accounts with the following main objectives: the promotion of direct communication between Bolloré Logistics and its Customers regarding the processing of non-conformities for continuous improvement through returns, and the centralization of complaints.



## Multi-dimensional integration of operational excellence

In addition to gauging customer satisfaction and implementing an appropriate solution via tools and processes, the entire Bolloré Logistics organization is focused on continuously improving service quality – sustained by major transformation projects, changes to the organization and methods, and employee training – to achieve operational excellence for the benefit of its customers.

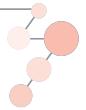
By opting to implement a new global transport management system, Bolloré Logistics is directly targeting the very core of its activity – a wide-scale program to improve company performance, with operations on the front line. The first steps of the new Transport Management System (TMS), CargoWise One, have been taking shape since December 2019. Deployment is expected across the network from January 2021. During the preparatory phase, value chain mapping work was carried out for freight forwarding and logistics business lines with input from various internal workshops hosting numerous functions (*sales, operations, support*), and through consultation with customers as the company's number one external stakeholder. This single solution will harmonize operational functioning at global level. Other field activity tools were also launched, such as the new B'Excellent platform in late 2019. This management platform dedicated to Quality, Health, Safety, Security and Environment helps improve service quality daily.

The period has also seen continuous changes to organization and methods with both a greater focus on Lean management principles and tools, and the development of project coordination based on risk and opportunity management. The company also has a network of operational quality officers for all of its key account customers.

Sectoral certification focused on operational quality in the network has continued to develop, such as CEIV-IATA certification for the pharmaceutical sector, obtained by the Chicago branch in March 2020 (*to date, 11 regions/offices in the Bolloré Logistics network have this certification*) and AS9120 certification specific to the aeronautics sector, obtained in August by Bolloré Logistics Korea, the first company in the transport sector to be certified in the country (*other certifications at head office in France, the United Kingdom, the United States and Singapore*). This globally recognized standard reflects the company's ability to provide high-quality, robust and reliable services to its customers in the aviation industry. Likewise, a GDP (*Good Distribution Practice*) Healthcare certification project was launched worldwide (*over 60 sites spread across all Continents*) in order to increase our operational excellence for customers in the pharmaceutical industry.

Following these noteworthy changes within Bolloré Logistics and to ensure essential complementarity among the company's primary resource, employees, certificate training on the theme of operating excellence was created. This was aimed at all employees in mid-2020 with a success rate of 99%.

To achieve operational excellence in the daily execution of these operations, the multidisciplinary internal experts enlisted for this project formalized 14 standards, compliance with which has a decisive impact on customers' perceptions of Bolloré Logistics service. Two modules were drawn up based on 14 basic rules: 7 basic rules for international goods transportation and 7 golden rules specific to Bolloré Logistics to offer the best customer journey.



## B'Excellent, the Quality, Health, Safety, Security and Environment management platform

Managed by the central QHSE Department, this platform compiles and consolidates information from the various QHSE activities. The first active modules include: the Business Continuity Plan (BCP), inspections, the schedule, workplace accidents and HSE statistics.

B'Excellent is aimed at the QHSE network as well as other functions, such as the warehouse managers and the office and country manager. Therefore, this platform gives the warehouse managers a clear picture of the compliance status of equipment and activities (forklifts, racks, state of cleanliness, storage of hazardous goods, etc.). They can, for example, carry out direct inspections in the warehouses via the application.

This single platform is shared by all regions and also allows users to access the latest documentary updates, manage data and thus increase agility instantaneously with the dashboards (progress of the action plans, inspection schedules, audits, BCP, etc.). It also helps improve productivity by creating inspection reports on the tablet or smartphone itself.

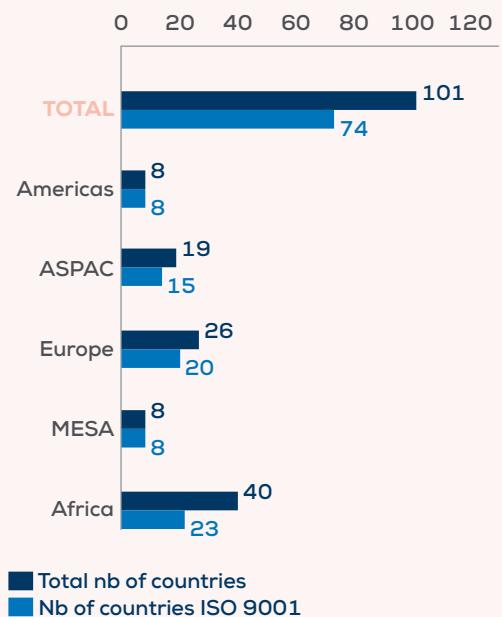


## ISO 9001 standard

The Bolloré Logistics quality management system has integrated the ISO 9001 standard for many years.

The vast majority of our global activity is covered by the ISO 9001 standard (91% of turnover). In terms of countries, the coverage rate is 73.3%.

*For more information on the integrated management system, see page 19.*





## Forward-looking management of supply chain disruption

Bolloré Logistics has a business continuity plan (BCP) management system, covering 100% of offices worldwide. It aims to standardize the monitoring process to guarantee the best continuity possible in the event of a supply chain disturbance. The disturbance risks have been mapped by country, as follows:

- *Transitory risks: political events, strikes;*
- *Physical risks: natural disasters (flooding, earthquakes, etc.).*

The office directors and their operational teams execute the business continuity plan (*there may be various specific BCPs in one country*). The central QHSE Department manages the business continuity plan.

Depending on market needs, some regions in the Bolloré Logistics network have implemented even more demanding mechanisms, such as the Bolloré Logistics Singapore head office which obtained ISO 22301:2012 certification in late 2019 with a focus on business continuity management.



In terms of flagging up and anticipating events, Bolloré Logistics drew on its dense network, one of its strengths, to create Upwind, a single digital solution launched in early 2019. Upwind describes unforeseen external events (*port congestion, weather events, political events, social movements, etc.*) or internal events, their impact on the supply chain and the continuity plans suggested for the operations. The platform is accessible across all regions for all employees. With a network of internal whistleblowers and integrated approval channels, this tool helps prevent disruption to the supply chain. Between January 2019 and September 2020, 500 information events have been published by almost 100 active contributors. The interest is having easy access to a shared digital platform providing all information about a disruptive event, alongside the business continuity plans. The operational employees and sales managers can thus be informed in near-real time about a situation throughout the supply chain, be aware of the action taken and communicate with their customer.

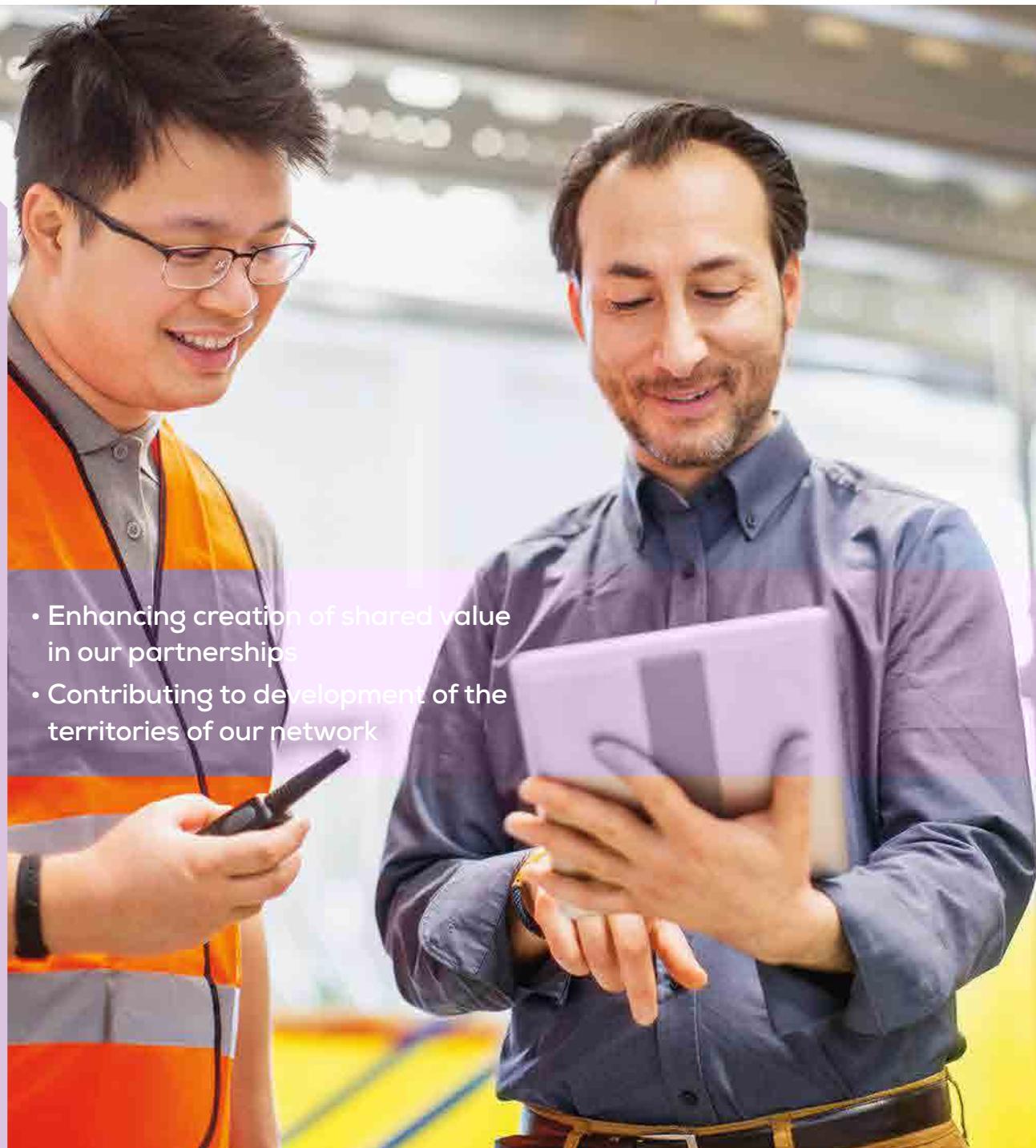


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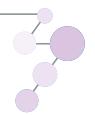
2.4

## STRENGTHENING our relationships with our stakeholders on our territories



- Enhancing creation of shared value in our partnerships
- Contributing to development of the territories of our network





## CONTRIBUTING TO THE DEVELOPMENT OF THE REGIONS IN OUR NETWORK

The legitimacy of a company like Bolloré Logistics, which operates in numerous regions around the world, lies not only in its ability to satisfy its customers, partners, investors and employees, but also in the acceptance of its presence by the communities in which it works. A company that does not engage openly and regularly with these local communities runs the risk of damage to its reputation, having its right to conduct its business contested and potential lawsuits with local residents. Through its activities and relations with local communities, Bolloré Logistics, established in 109 countries, plays a key role in the social and economic development of regions. It must therefore prevent, mitigate and offset the potential externalities generated by its activity while maximizing the benefits for local communities and the regions where it operates.

Getting established in the local environment and demonstrating a positive impact is therefore essential to protecting the company's ability to effectively conduct its daily activities. Through dialogue with these communities and its contribution to local initiatives, Bolloré Logistics intends to be a corporate citizen whose success is of benefit to all.

All Bolloré Logistics activities are underpinned by the Bolloré Group policy, whose priority challenges include contributing to regional development, which primarily involves the recruitment and training of local employees.

Bolloré Logistics promotes the development of regions in several ways:

- optimizes the logistics required to boost industry and business in the network regions, through a comprehensive and integrated approach;
- helps improve access and economic development in regions, particularly in Africa (including countries bordering the site country and rural regions and those remote from business centers), thanks to import and export operations;
- develops local infrastructure on which the development of service and construction (public transport, road access, etc.) relies, creating modernization which helps the local economy to prosper;
- contributes to direct and indirect local employment and employment generated by its activities and their positive impact on the economic development of the regions where it operates.



In accordance with the Group's strategic orientations, the local development policy of Bolloré Logistics aims to ensure a positive impact on development economic and social in territories, with a focus on:

- using local labor and manufacturing;
- developing local skills and technology transfer;
- providing essential goods and services to communities;
- supporting local communities through solidarity actions.

A significant part of this policy consists of ensuring that company standards in the area of health, safety and environmental protection, regulatory compliance, anti-corruption practices and quality assurance are effectively implemented everywhere.

The relationships forged with local communities and players allow it to better participate in regional dynamics and be more closely involved in their issues.

Through its societal commitments, Bolloré Logistics specifically targets the following Sustainable Development Goals:

TARGETED SUSTAINABLE DEVELOPMENT GOALS	TARGETS
<b>SDG 3</b> Good health and well-being	3.8 3.d
<b>SDG 4</b> Quality education	4.b
<b>SDG 8</b> Decent work and economic growth	8.2 8.3 8.4
<b>SDG 11</b> Sustainable cities and communities	11.a 11.c
<b>SDG 12</b> Responsible consumption and production	12.6 12.8 12.a
<b>SDG 13</b> Measures relating to the fight against climate change	13.1 13.2 13.3 13.b
<b>SDG 17</b> Partnerships to achieve the goals	17.8 17.9 17.10 17.16

For more information on Bolloré Logistics' contribution to the SDGs, see page 42.

#### KPIs of the Powering Sustainable Logistics Program

OBJECTIVES	DEADLINE	2020 RESULTS	2019 RESULTS	2018 RESULTS
<b>INCREASE SHARED VALUE CREATION IN OUR PARTNERSHIPS</b>				
70% of countries have developed relationships with schools in order to provide talent for their businesses	2027	<b>25 countries, i.e. 32% of global network.</b>	25 countries, i.e. 31% of global network.	17 countries, i.e. 16%.
<b>CONTRIBUTE TO THE DEVELOPMENT OF THE TERRITORIES IN OUR NETWORK</b>				
90% of local employment recorded for our workforce	Objective achieved.	99% of local employment.	98.9% of local employment.	92% of local employment.
85% of local managers recorded for our workforce	Objective achieved.	93.4% of local managers.	84.3% of local managers.	86% of local managers.
70% of countries organized one or more vaccination, screening or awareness-raising campaign for employees, families or local communities	2027	40 countries, i.e. 37% of global network.	26 countries, i.e. 24%. New objective set in 2020.	23 countries, i.e. 21%
70% of projects with social impacts for youth empowerment	2027	<b>28% of projects promoting autonomy for young people. 58% of sponsorship actions was focus on health and prevention, especially in response to the pandemic.</b>	63% of projects promoting autonomy for young people.	35% of projects promoting autonomy for young people.

2.4

## 1 MEASURING OUR IMPACTS

To better understand and measure the impact of our activities on development in the regions where we operate, we have assessed our socio-economic footprint since 2017.

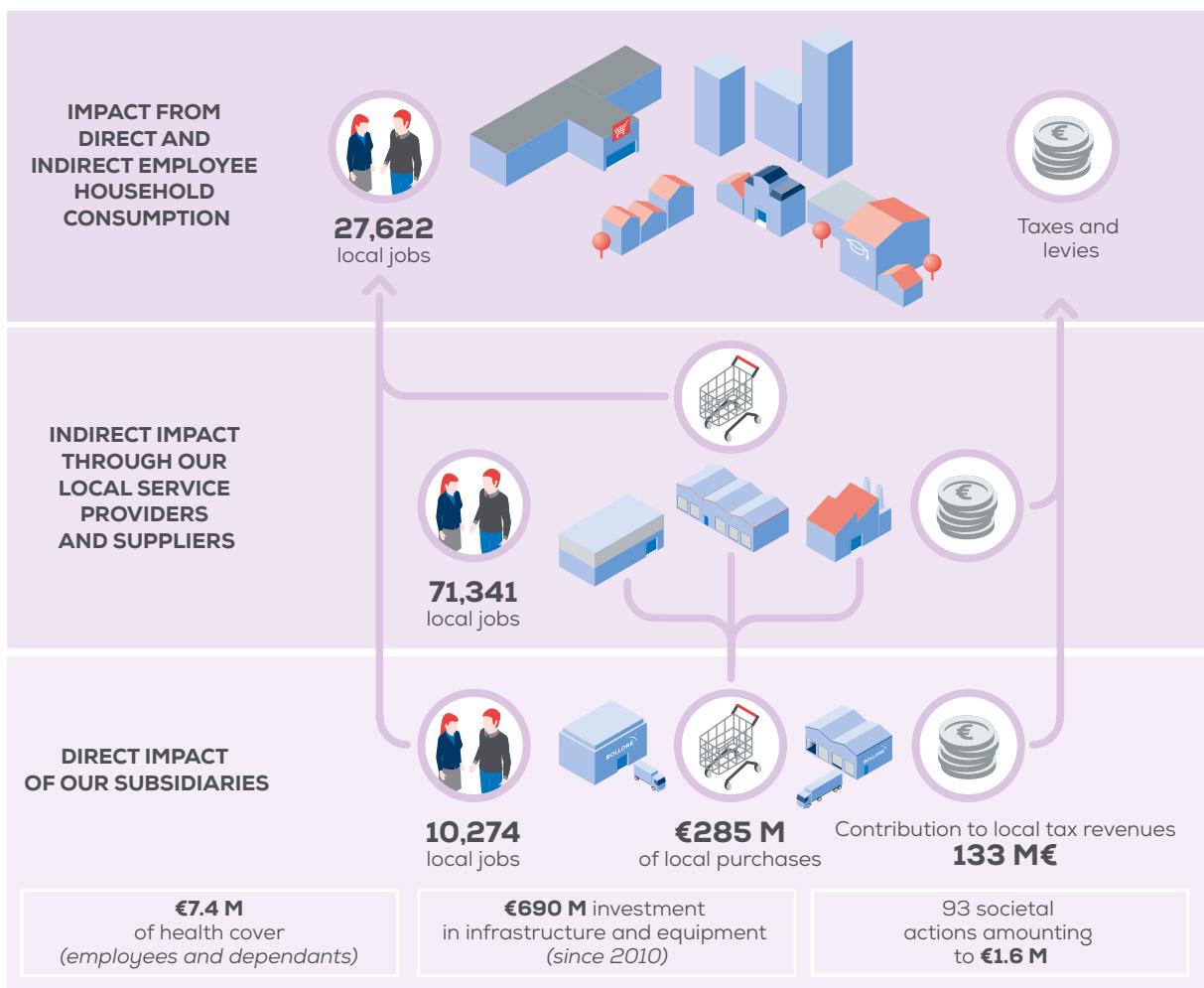
The socio-economic impact studies carried out in eight African countries quantify the many positive impacts in Africa, namely in terms of:

- job creation (direct, indirect, secondary);
- contribution to the country's economic activities by analyzing the economic flows resulting from local purchases of goods and services;
- contribution to public services;
- health cover;

- employee development (training, skill transfer, promotion, etc.).
- development of local communities.

The results show the company's strong regional presence through its positive impact on jobs, community skill development, and improvement in the living standards of local communities, in terms of value created as well as health and education, thanks to social and societal initiatives carried out by the subsidiaries. These socio-economic impact studies are to be gradually extended to other countries on the African continent, particularly through the integration of the diagnosis questionnaire into the CSR reporting tool in 2021, which will facilitate the deployment and regularity of updates.

### ECONOMIC CONTRIBUTION BY BOLLORÉ TRANSPORT AND LOGISTICS IN EIGHT COUNTRIES IN SUB-SAHARAN AFRICA OVER A YEAR\*



\*Contribution generated over a year by our activities in eight countries in Sub-Saharan Africa (Cameroon, Comoros, Congo-Brazzaville, Gabon, Kenya, Uganda, Sierra Leone and Tanzania). Results of socio-economic impact studies carried out in 2018 and 2019 and checked by an external consulting firm which validated the truthfulness of the studies and the conclusions.

## 2.4

## 2 CONTRIBUTING TO AND PROMOTING LOCAL EMPLOYMENT

Bolloré Logistics has a presence on five continents and is committed to becoming a benchmark local employer by recruiting locally in all countries. Of its 19,231 employees, 99% had been employed locally as at December 31, 2020. We also observed an increase in the proportion of locally-hired managers, which increased from 84.3% in 2019 to 93.4% in 2020, and woman managers in particular, who's numbers increased by 5.9% in one year.

LOCAL WORKFORCE	2020	2019	CHANGE 2020/2019
Number of employees	19,231	21,014	-8.5%
Number of local employees (% of total workforce)	19,041 (99%)	20,789 (98.9%)	-8.4%
Number of local managers (% of total managers)	2,936 (93.4%)	2,767 (84.3%)	6.1%
Number of local woman managers (% of total managers)	1,118 (38.1%)	1,056 (38.2%)	5.9%

Bolloré Logistics also participates in creating indirect jobs by promoting the supply of materials and goods in the countries in which it operates and by subcontracting appropriate tasks to local companies.

Beyond creating jobs, Bolloré Logistics contributes to improving the employability of local populations through:

- knowledge transfer and training;
- developing the skills of local citizens (training our employees, actions to promote education and the training of young people);

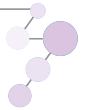


- improving the performance and ability of local companies to support economic growth (implementing our company standards throughout our value chain, solidarity actions to assist local companies in the field, promoting cooperation in the area of education, training, research and development of companies).

The Bolloré group's sponsorship policy also includes developing the skills of local young people, which has been a priority since 2018: "To participate in the independence and empowerment of young people through access to economic resources and education, entrepreneurship and training". In this context, France, Congo, Cameroon, Guinea and South Africa are supporting young people with student grants, enabling them to continue their studies and, for some, to get help from the Group's employees. There are also programs to create jobs for young people through the support of start-up projects.

Bolloré Logistics also pays particular attention to women's careers through its HR policy. For more information on the HR policy, see pages 82 and 101.

The company also participates in the development of youth employment, reflected in the talent attractiveness policy with the dynamic development of school relations (see page 85), and the sponsorship policy geared towards education and youth (see page 168).



2.4

### 3 INVESTING IN THE LOCAL ECONOMY

Through its presence in developing countries, particularly in Africa, Bolloré Logistics plays a role in the economic development of the regions in which it operates.

Through its investments in cutting edge logistics solutions, it contributes to economic growth. Bolloré Logistics is active not only in direct employment, but also indirectly through purchases from local suppliers and service providers.

For the freight forwarding business, local purchasing primarily covers sub-contractor fees (security, caretaking, rental, etc.), material rentals and fuel purchases. They represented € 285 million over one year in the eight countries of sub-Saharan Africa concerned by socioeconomic impact studies carried out in 2018 and 2019.

All logistics, industrial and business facilities operated with key partners and governments help create jobs and wealth for the countries in which the company is located. Through these activities, the company contributes to opening up regions and boosting their economies (local purchasing, taxes and levies).



## 4 PROMOTING THE TEAMS' SPIRIT OF SOLIDARITY

### Initiating societal actions to benefit local communities

In line with its corporate culture and its approach as a committed and responsible partner, Bolloré Logistics implements various societal actions and contributes effectively to improving the living conditions of local communities.

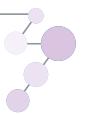
Thus, through the inter-country competition rolled out by the AcTogether challenge, Bolloré Logistics employees are encouraged to undertake actions in their local environment to either promote sustainable development or create social and environmental value within the organization and throughout the value chain. In addition, a range of societal actions are taken by the subsidiaries in areas of focus that vary depending on the regions and local needs: education, health, solidarity, environment, etc.

In order to unite employees around large-scale charity events, actions are proposed at head office and duplicated in all countries as, for example, in 2020:

- International Women's Day, March 8: in Guinea, Bolloré Transport & Logistics was involved a project to empower women in precarious situations by training them in soap-making. In Chad, female employees made a donation to the Resource Centre for young blind people. In Côte d'Ivoire, a video was produced to promote committed female employees and fight against stereotypes, including an interview with a truck driver. Other workshops and events were held at branches in Singapore, United Arab Emirates and the United States, as well as in the Gulf of Guinea region and Congo;

- Pink October: Bolloré Transport & Logistics Côte d'Ivoire has joined forces with International Days for the fight against breast cancer by carrying out a number of prevention actions. Bolloré Logistics' US staff have also shown their support for research by organizing round tables about early detection of breast and cervical cancers;
- the fight against HIV/AIDS: free and anonymous screening campaigns are regularly organized in Congo, DRC, Kenya and Burkina Faso, which worked in partnership with the African Solidarity association this year. In Ghana, Mozambique, Chad, Nigeria and South Africa, doctors, peer educators and social workers have initiated awareness-raising campaigns aimed at thousands of employees and subcontractors. In Angola, staff visited several schools to organize information sessions;
- on March 27, employees from around the world were invited to symbolically turn off their lights for one hour to show their support for Earth Hour, a day on which citizens mobilize for the planet. This initiative has reaffirmed the company's commitment to environmental issues.





## Bolloré Logistics employees regularly get involved in their communities worldwide



### A global solidarity race open to all employees

Bolloré Logistics has been taking part in the Bolloré Group's flagship event since 2016, an annual race known as Marathon Day. For the first time in 2020, 14,000 employees gathered virtually in 85 countries to walk or cycle five kilometres as part of a global event (notwithstanding the health measures). In line with the patronage policy aimed at young people, the Group has decided to provide financial support to ten charitable associations in the ten countries with the most participants, including France, Côte d'Ivoire and Cameroon, as well as the Americas and Singapore. Employees also gave of their time by helping local communities. The Rouen and Le Havre (France) staff organized collections of board games and children's books to support the Les Nids foundation, which helps protect young people in difficult situations. Bolloré Logistics' Miami staff set up a food bank for the inhabitants of Doral. In Niger, Nigeria, Burkina Faso, Madagascar and the Congo, employees distributed food and hygiene products to schools, as well as school materials. In Cameroon, the amphitheatre at the University of Douala has been completely refurbished, while staff in Guinea renovated the sanitary facilities at a school.

Employees got involved both individually and collectively, making a large number of donations. Several employees in France used their sewing talents to make washable fabric masks (approved by the French Defence Procurement Agency), and handed them out to those who most needed them in their region. A customs declarant in Roissy (France) joined the Les Visières Solidaires collective to make protective visors for caregivers, alongside other volunteers. The subsidiaries in Congo donated nearly 100 tonnes of food to help the most vulnerable in society. In the United Arab Emirates, employees joined forces with the Sahem for Hope to help manage and distribute more than 400 food parcels to needy families. In Singapore, the employees of the packaging and delivery departments provided support to their client, The Body Shop (TBS), to distribute more than 14,700 gift boxes to nurses working at the SingHealth network of hospitals, specialist medical centres and polyclinics. In France, over 470 kg of food and hygiene products were collected from our employees and donated to the Restos du Cœur association, to help disadvantaged local residents.

To fight against the spread of the virus, a large number of subsidiaries donated equipment (masks, gloves, protective suits, soap, taps, Thermo Flash thermometers). A medical facility was also donated to the San Pédro dispensary in Côte d'Ivoire, as were 10 tents to the Chadian Ministry of Public Health and National Solidarity, to help channel flows of people and to serve as a mobile hospital. In addition to donations of equipment, logistics operations involving the delivery of free medical equipment also took place. For example, our Moroccan subsidiary joined forces with local associations and the Moroccan Ministry of the Interior to distribute nearly 15 million masks across the country; in New York, staff delivered 500,000 protective suits to the Mount Sinai Hospital.

## A youth-oriented sponsorship policy

Being able to give back some of what we were lucky enough to receive is a value hard-wired into the Bolloré Group's identity. Bolloré Logistics is also helping to improve the living standards of local communities by implementing societal actions as part of the sponsorship policy at Bolloré Group, which has begun to harmonize it for the benefit of general interest projects managed by not-for-profit associations and bodies in Europe and internationally, to promote the independence of young people, the new ambition of the international solidarity program Earthtalent.

The goal of the Bolloré Group sponsorship policy since 2018 has been to "Contribute to the independence and empowerment of young people through access to economic resources and education, entrepreneurship and training".

At the same time, the «Earthtalent by Bolloré» platform was launched to help source new projects. It is aimed at general interest organizations working to empower younger generations in the countries in which the Group has a presence.

In January 2021 this system was supplemented by the launch of the "Be Earthtalent" portal, enabling employees to donate their time and skills by volunteering with local associations. Initially it was only open to employees in the Ile-de-France region, it included around thirty projects put forward by partner associations, in May 2021 it was extended to all French employees and will eventually be deployed internationally. With the Be Earthtalent community, the Group is aiming to create bridges between business expertise and the needs of associations, by allowing each employee to share their experience of commitment and thus take concrete action for territories development.

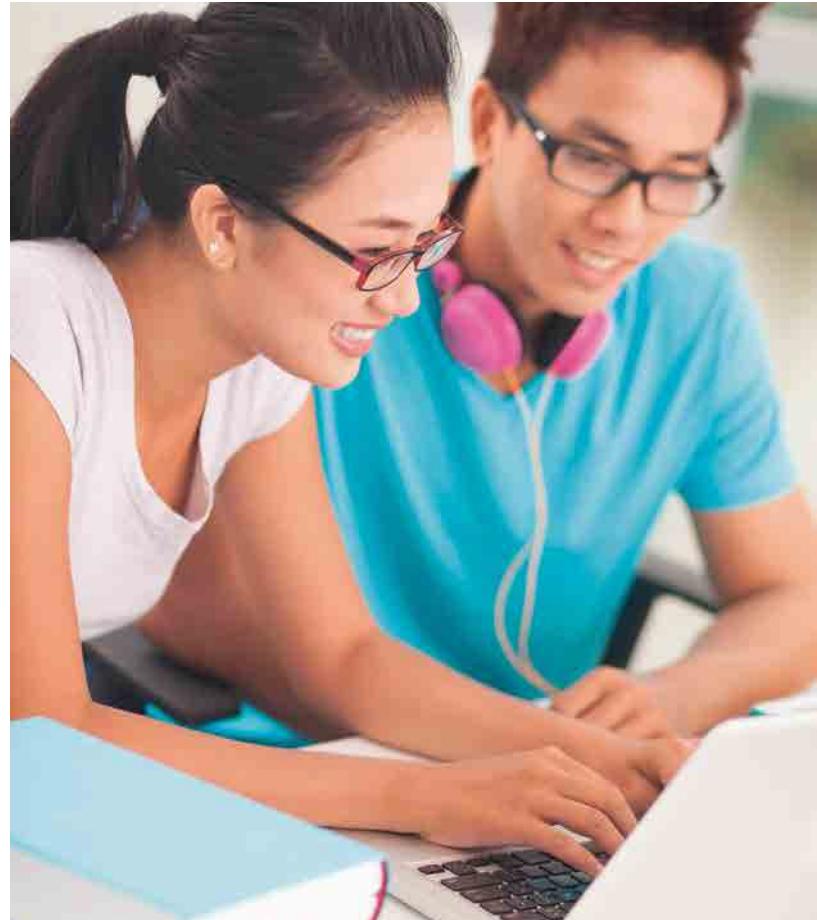
In response to the COVID-19 health crisis, Earthtalent by Bolloré provided exceptional support to two of its partner associations in 2020, in addition to the mobilizing all local staff:

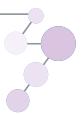
- the Covid Emergency Fund of the Cité Internationale Universitaire de Paris to support five students in vulnerable situations;
- the French Federation of Food Banks, to enable its network to maintain food aid for the most deprived people in France and in the French overseas departments and territories.

In 2020, the Group provided assistance to the tune of over one million Euros to projects to respond to humanitarian and health emergencies (including COVID-19), it also donated 1.7 million Euros to associations working in the fields of education, training and young people.

**Sponsorship and charitable actions carried out by Bolloré Logistics**

		2020	2019	2018
<b>Societal impact projects</b>	Number of projects	196	258	128
Of which expenditure on education	% of expenditure	23%	54%	ND
Of which expenditure on young people (0-30 years)	% of expenditure	28%	63%	ND
Of which health, including COVID-19 expenditure	% of expenditure (actions that may also fall under the "Youth" heading)	58%	-	-





## Educating young people

In 2020, Bolloré Logistics concluded a partnership with the Institut de Formation Technique de l'Ouest, based in Cholet (France). This partnership offers advanced boilermaking training to 12 young people to help them on the road to professional integration. In Congo, Bolloré Transport & Logistics has renewed its partnership (for the fifth consecutive year) with the NGO ASI (Action Solidarité Internationale), which supports 30 young girls in highly vulnerable situations by providing technical training to help them towards social and professional reintegration.

In South Africa, local staff have been supporting the Signa Academy, a training and professional integration program, for the last two years. They covered the training costs of 27 young people, including 17 with disabilities.

Bolloré Logistics Singapore is continuing its partnership with the Passerelles Numérique association which began in 2018 and provides IT training to disadvantaged young people in Cambodia, the Philippines and Vietnam. Nearly 1,500 young people will gain digital diplomas. Bolloré Logistics India has been supporting the Anandan association since 2014, which provides assistance to over 500 children in Calcutta by offering them access to a high quality educational program. In Chad, Bolloré Transport & Logistics helped produce the TV Academy program, launched in April 2020 by the Electron TV Chad channel, to help students with their revision during the lockdowns.



## Supporting the spirit of innovation in young people

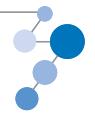
Supporting the implementation of social innovation ecosystems helps to create jobs for young people, in particular through collaboration with universities and co-innovation with start-ups.

The opening of two B.Lab innovation centres in 2019, at the head office in Puteaux and in Singapore, is intended to promote collaboration between the various players in the sector and to help develop value-creating solutions using robotics and digital and sustainable technologies. In line with the Smart Nation of Singapore, Bolloré Logistics also uses the B.Lab to work together with local academics and to train young talent in design thinking and the development of logistics solutions. Bolloré Logistics took part in Edhec's annual «Open Innovation» Challenge in late 2020. 30 Master 1 students, divided into six teams, designed a series of innovative projects to decarbonize the supply chain. The students were made aware of issues affecting international transport, CSR and the challenges of a lower carbon supply chain. They interviewed around 40 Bolloré Logistics clients on all 5 continents and in several service and industry sectors. The most innovative project was taken on by the B.Lab innovation center at Bolloré Logistics' head office, with the goal of deploying it for the customer benefit.

Morocco has signed a partnership agreement with the Essaouira - Mogador association, the OFPPT - Essaouira complex, and the Higher School of Technology. Through this agreement, local management are committed to supporting creating an incubator to support young entrepreneurs by donating two fitted-out containers. These containers will serve as coworking, training and discussion spaces and will be open to projects in the general public. This approach is in line with the methodology proposed by B.Lab.

In Cameroon, the company renewed its sponsorship agreement with the ECOLIA LABS incubator. Since 2018, the partnership was involved in the training of over 1,000 young people in digital professions, as well as incubation of 10 technology start-ups and creation of a Tech Hub in Douala, it also created over 50 jobs directly.





3

## OTHER ESG INDICATORS AND REPORTING ELEMENTS



3.1

## Reporting methodology note





3.1

## 1 SOCIAL REPORTING METHODOLOGY NOTE

The reporting of Bolloré Logistics' non-financial indicators draws on the internal standard developed by the Bolloré Group, the social data reporting protocol. This was completely overhauled in 2018 to allow the necessary indicators to be compiled. It allows uniform definitions and rules to be applied throughout the Group for the compilation, validation and consolidation of indicators.

The reporting process relies on three levels of involvement:

- at the Bolloré Group level: the Compensation and HR Information Systems Department has implemented the following measures to ensure that its indicators are reliable. It has consolidated the social indicators for all Group entities;



- at the division/region level: correspondent for the division or geographic zone within Bolloré Logistics ensures that the process runs smoothly, he validates all indicators collected within his perimeter; and he coordinates between the local and central offices within his perimeter of responsibility in the event that data reporting problems arise;
- at the local level: local correspondents are responsible for entering data collection indicators as per the reporting protocol, providing comments in the event of significant variations in the indicators compared to prior data.

A data approval flow has been set up in the Enablon tool at each level of the organization to ensure that the indicators provided are reliable and the associated explanations relevant.

The data for the reporting year is collected in January of the following year for the period from January 1 to December 31. The collection scope applies to all fully-consolidated companies, from the moment that the company takes on staff. In 2020, the social and societal indicators covered 123 entities, including 5 incoming and 2 outgoing entities. Social reporting counts each employee as one unit, regardless of how many hours that employee worked during the year. The subjects covered in the collected information are workforce, diversity, staff mobility, training, absenteeism, labor relations, organization of working time and professional insertion.

The Group's Compensation and HR Information Systems Department has implemented the following to ensure its indicators are reliable:

- preparatory meetings for the start of collection;
- a user guide and interactive help services;
- a hotline providing support to correspondents.

The monitoring and validation objectives are as follows:

- to detect discrepancies entered in the reporting tool;
- to ensure the reliability of data by two-level approval (division and local).

In order to be able to ensure the reliability of the indicators, The Group's Compensation and HR Information Systems Department has set up:

- preparatory meetings at the opening of the collection,
- a user guide and interactive help,
- a hotline which provides support for correspondents.

Validation controls have the following purposes:

- to detect inconsistencies entered in the Enablon reporting system;
- to make sure data is reliable by validating it at two levels (division and local).

To ensure the consistency of the data entered in the reporting tool, a test is carried out on the relevance of the values entered for the indicators compiled, particularly by comparison with the previous year's compilation. Finally, they are audited by an independent third-party organization according to CNCC (French national institute of auditors) standards.

## 2 ENVIRONMENTAL REPORTING METHODOLOGY NOTE

In accordance with the provisions of decree no. 2017-1265 of August 9, 2017 implementing order no. 2017-1180 of July 19, 2017 relating to the publication of non-financial information by certain large companies and groups of companies, and the AMF recommendations on information to be published by companies on social and environmental responsibility, the Group revised its reporting protocol and drew up a table of significant indicators for the risks identified for its diversified activities. The principles on which this protocol is based are consistent with IFRS guidelines, ISO 26000 and the Global Reporting Initiative (GRI). This protocol is distributed and applied to all entities that compile and communicate their non-financial information to the Group. It is reviewed every year and defines the conditions for the compilation and verification of data. The universal registration document presents the Group's strategic priorities and major social, environmental and societal commitments.

It is supplemented by the Bolloré Group's DPEF which covers the information about the CSR actions of the divisions and business units.

The scope of companies examined corresponds to the consolidated integrated financial scope (excluding finance and operating companies accounted for using the equity method) established at December 31, 2018. For 2019, the scope of reporting includes companies that have:

- a workforce of 20 or more people; and/or
- turnover greater than or equal to 10 million euros; and
- existed for at least one year (with one full accounting year completed at December 31)

The Bolloré Group installed Enablon, specialized sustainable development reporting software, enabling decentralized compilation and centralized consolidation of non-financial indicators. Companies in the transport and logistics and electricity storage and solutions divisions and Bolloré SE rolled out the same tool in all entities. Data consolidation is carried out centrally by the Group CSR team. For multi-site entities in the logistics division, energy and waste data are consolidated for the most representative sites (totalling at least 92% of Bolloré Logistics turnover each year). In 2020, 74 entities participated in the campaign, compared to 72 in 2019 and each one has a dedicated contributor in charge of responding. The data compiled for each entity is approved by the relevant country director, then checked by the dedicated team in the Bolloré Logistics CSR Department.





## CSR reporting protocol

This document recalls the CSR reporting challenges, describes the respective roles and responsibilities of directors, level one and level two approvers, and contributors as well as the organization of the campaign. It is sent out to all relevant people before the beginning of the campaign. It is also archived and made available to everyone in the reporting system.

In 2020, 22 indicators were added for the collection of data concerning Bolloré Logistics, giving a total of 308 pre-defined indicators, of which 99 are audited by an independent external body. They cover all CSR domains: health and safety, the environment, ethics and societal information. The indicators were provided to everyone when the reporting protocol was sent out.

The reporting questionnaire is split into five interrelated sections:

- structure of the entity;
- health and safety;
- managing our environmental impact;
- environmental information;
- waste.

Consistency checks were introduced in response to requests from the Statutory Auditors with a view to making the reporting more reliable.

The data is collected for the year (i.e. from January 1 to December 31). The data collection period runs from December 1 to January 31 of the following year. For missing data, estimates can be made.

## Calculation method for GHG emissions

For scopes 1 and 2, the calculation method used is the Ademe carbon-base method issued on December 7, 2020. Internationally, where the emission factors for certain energy consumption items were unavailable, the French emission factor was applied. For GHG emissions linked to electricity, where no emission factor was available, the highest factor from any of its neighboring countries was applied. Regarding 2020 data, the Bolloré Group offset its scope 2 emissions using the market-based method for the first time. Nearly eight subsidiaries declared that they had consumed electricity from renewable sources and the official contractual instruments (Guarantees of Renewable Origin) for each entity were analysed. For the Bolloré Logistics Business Unit, the following entities were involved: Bolloré

Logistics Singapore PTE LTD, Bolloré Logistics UK LTD, Bolloré Logistics France, and Bolloré Logistics Spain. In accordance with the recommendations of the GHG Protocol, an emissions factor provided by the supplier of electricity of renewable origin was used, and a residual factor specific to the country of that entity was applied, when available.

For scope 3, the Bolloré Group identified the largest sources of emissions. To satisfy its obligation to post its CO<sub>2</sub>e emissions from transport services and information for customers, Bolloré Logistics calculates and communicates the CO<sub>2</sub>e emissions from goods shipments. This automated dashboard is linked up to the company's transport management systems. Data is extracted annually to provide input for the environmental reporting process, indicating the total metric ton-kilometers for each mode of transport, thus allowing the corresponding CO<sub>2</sub>e emissions to be estimated. The data relating to employee travel encompasses data on train and plane journeys. For plane journeys, a distinction is made between medium-haul flights (under 2,000 km) and long-haul flights. For medium-haul flights, the emission factor for flights of between 1,000 and 2,000 km with 100 to 180 passengers is used. For long-haul flights, the emission factor for flights of between 8,000 and 9,000 km with more than 250 passengers (estimation of the average flight across the Group scope) is used. For emissions relating to train journeys, the Group decided to use the emission factor for the Diesel TER regional express trains in the Ademe database. Scope 3 corresponds to upstream energy, waste, petroleum product combustion and emissions from the transportation of goods as part of freight forwarding services or during business trips. The upstream GHG calculations for scope 3 energy were refined in 2020 following a change in the calculation method (update of the emissions factors and additional consumption items). For greater consistency, the ESG summary table shows the value for 2019 which has been recalculated using the new methodology.

3.2

## Other ESG indicators





INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
<b>HUMAN RIGHTS</b>						
Human rights warnings (discrimination, harassment, child labor, etc.)	No. of warnings	0	0	NA		GRI 103, 204, 404, 406, 408, 409, 411, 412
Employees educated/trained on "CSR, human rights and duty of care" out of Africa	% employees	73%	70% excluding Africa	NA		GRI 103, 204, 404, 406, 408, 409, 411, 412
Entities that responded to the questionnaire on risk mapping Local human rights	% entities	96%	96%	NA		GRI 103, 204, 404, 406, 408, 409, 411, 412
<b>ETHICS</b>						
<b>Code of Conduct</b>						
Warnings about business ethics, unfair competition and corruption	No. of warnings	18	17	NA		GRI 205
<b>Responsible purchasing</b>						
Suppliers and subcontractors subject to an on-site CSR audit	Number of road carriers	384	294	NA		GRI 204
Code of conduct and responsible purchasing charter sent to all major- and high-risk suppliers	% of suppliers with major- or high-risk	100%	100% for the Code of conduct	NA		GRI 204
Inclusion of a CSR clause in all air and sea freight purchasing contracts accounting for 66% of total purchasing of Bolloré Logistics	% of freight purchasing contracts	100%	100%	1%		GRI 204
<b>Information security</b>						
Critical information security incidents	No. of accidents	0	3 <sup>(1)</sup>	NA		GRI 418-1
Audits of control procedures to prevent information security breaches	No. of audits	10	9	3		GRI 418-1

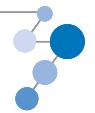
(1) No incidents with an impact on the business. They are contained by our security tools.

INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
<b>SOCIAL</b>						
<b>Employment</b>						
<b>Total employees</b>	No. of employees	19,231	21,014	20,676	*	GRI 102-7
Permanent contracts	No. of employees (% of the total workforce)	17,269 (89.8%)	18,618 (88.6%)	18,753 (90.7%)	*	GRI 102-8
Fixed-term contracts	No. of employees (% of the total workforce)	1,962 (10.2%)	2,396 (11.4%)	1,923 (9.3%)	*	GRI 102-8
Part-time workforce	No. of employees (% of the total workforce)	325 (1.7%)	414 (2%)	429 (2.1%)		GRI 102-8
<b>Distribution of workforce by region</b>						
France and Overseas Departments and Territories	No. of employees (% of the total workforce)	4,228 (22%)	4,444 (21.1%)	4,406 (21.3%)		GRI 405-1
Europe (outside France)	No. of employees (% of the total workforce)	1,589 (8.2%)	1,557 (7.4%)	1,577 (7.6%)		GRI 405-1
Africa	No. of employees (% of the total workforce)	6,770 (35.2%)	8,186 (39%)	8,263 (40%)		GRI 405-1
Asia-Pacific	No. of employees (% of the total workforce)	4,897 (25.5%)	5,011 (23.8%)	4,667 (22.6%)		GRI 405-1
Middle East/South Asia	No. of employees (% of the total workforce)	631 (3.3%)	665 (3.2%)	643 (3.1%)		GRI 405-1
Americas	No. of employees (% of the total workforce)	1,116 (5.8%)	1,151 (5.5%)	1,120 (5.4%)		GRI 405-1
<b>Distribution of workforce by age</b>						
Under 25 years old	No. of employees (% of the total workforce)	1,002 (5.2%)	1,240 (5.9%)	1,199 (5.8%)		GRI 405-1
25 to 34 years	No. of employees (% of the total workforce)	5,162 (26.8%)	5,884 (28%)	5,355 (25.9%)		GRI 405-1
35 to 44 years	No. of employees (% of the total workforce)	6,307 (32.8%)	6,788 (32.3%)	6,803 (32.9%)		GRI 405-1
45 to 54 years	No. of employees (% of the total workforce)	4,695 (24.4%)	4,917 (23.4%)	4,983 (24.1%)		GRI 405-1
Over 54 years	No. of employees (% of the total workforce)	2,065 (10.8%)	2,185 (10.4%)	2,336 (11.3%)		GRI 405-1



INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
<b>External recruits on fixed-term and permanent contracts</b>	No. of employees	1,840	3,939	3,971	*	GRI 401-1
Of which external recruits on permanent contracts	No. of employees (% of the total workforce recruited on fixed-term and permanent contracts)	1,119 (60.8%)	2,628 (66.7%)	2,707 (68.2%)	*	GRI 401-1
Of which external managerial recruits on permanent contracts	No. of employees (% of external recruits on permanent contracts)	116 (10.4%)	212 (8.1%)	NA		GRI 401-1
Of which recruits on fixed-term contracts	No. of employees (% of the total workforce recruited on fixed-term and permanent contracts)	721 (39.2%)	1,311 (33.3%)	1,264 (31.8%)	*	GRI 401-1
Of which recruits on fixed-term contracts which became permanent	No. of employees (% of recruits on fixed-term contracts)	386 (53.5%)	476 (36.3%)	NA	*	GRI 401-1
<b>Total departures (excluding transfers)</b>	No. of employees	3,105	3,684	3,733		
Resignation	No. of employees (% of total departures)	1,202 (38.7%)	1,532 (41.6%)	2,002 (53.6%)	*	GRI 401-1
End of fixed-term contract	No. of employees (% of total departures)	686 (22.1%)	1,336 (36.3%)	543 (14.5%)	*	GRI 401-1
Redundancy for economic reasons	No. of employees (% of total departures)	583 (18.8%)	39 (1.1%)	419 (11.2%)	*	GRI 401-1
Individual redundancy	No. of employees (% of total departures)	286 (9.2%)	346 (9.4%)	329 (8.8%)	*	GRI 401-1
Retirement	No. of employees (% of total departures)	232 (7.5%)	219 (5.9%)	215 (5.8%)		GRI 401-1
Other	No. of employees (% of total departures)	116 (3.7%)	212 (5.7%)	226 (6.1%)		GRI 401-1
<b>Internal mobility</b>						
Internal mobility from another legal entity of the Bolloré Group (employees joining the entity)	No. of employees	77	117	170		GRI 401-1
Internal mobility to another legal entity of the Bolloré Group (employee departures)	No. of employees	99	99	147		GRI 401-1
<b>Turnover</b>	Number of resignations/number of permanent contracts on 12/31 of the previous year	6.7%	9.2%	11.6%		GRI 401-1

INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
<b>SOCIAL</b>						
<b>Health &amp; safety</b>						
HSE audits and inspections carried out internally	No. of audits and inspections	77,413	84,370	85,708		
HSE audits and inspections of subcontractors, executed by the Bolloré Logistics teams	No. of audits and inspections	32,862	36,930	NA		
Training on health, safety and/or environment topics (HSE) for employees	No. of hours	102,887	147,496	160,366		GRI 403-5
HSE training for intermediaries and subcontractors	No. of hours	67,640	28,863	29,698		GRI 403-5
Workplace accidents with lost time	No. of accidents	94	120	103	*	GRI 403-9
Lost Time Injury Frequency Rate (LTIFR)	(No. of accidents which led to lost time) x 200,000 / Total no. of hours worked	0.41	0.50	0.43	*	GRI 403-9
Severity rate of workplace accidents with lost time	(No. of days away from work due to a workplace accident) x 200,000 / Total no. of hours worked	18.22	21.74	17.56	*	GRI 403-9
Employees who were absent for at least one day	No. of employees (% of the total workforce)	10,547 (55.1%)	11,527 (54.9%)	11,612 (56.2%)	*	
<b>Total days of absence</b>	No. of days	187,285	161,895	166,011	*	
	No. of days (% of total absences)	110,869 (59.2%)	97,284 (60.1%)	99,579 (60%)		
	No. of days (% of total absences)	32,924 (17.6%)	37,096 (22.9%)	41,243 (24.8%)		
Employees eligible for social security coverage	% of the workforce	94.4%	90.5%	89.6%		GRI 401-2
Entities where health coverage extends to employees' dependents	% entities	83.9%	86.0%	NA		GRI 403
Entities where health coverage is more favorable than the legal requirements	% entities	93.8%	85.5%	NA		GRI 401-2
Entities where health coverage is not a legal requirement	% entities	52.5%	47.9%	NA		GRI 401-2
<b>Employees eligible for regular medicals by the company</b>	% de l'effectif	80.8%	75.3%	69.8%		GRI 401-2
Entities where a free medical service is offered to employees	% entities	87.6%	91.4%	NA		GRI 401-2
Employees and dependents who were vaccinated by the company	No. of employees	632	1,319	285		GRI 403-6
Employees and dependents who took part in a screening or awareness-raising campaign organized by the company	No. of employees	8,208	4,186	5,297		GRI 403-6



INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
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**Diversity and social inclusion**

<b>Women staff</b>	No. of employees (% of the total workforce)	7,920 (41.2%)	8,354 (39.8%)	8,118 (39.3 %)	*	GRI 405-1
Gender equality index (France)		84	85	69		GRI 405-1
<b>Women managers</b>	No. of employees (% of the total managerial workforce)	1,145 (36.4%)	1,178 (35.9%)	1,206 (34.7%)	*	GRI 405-1
Women employed in the 40 lowest-scoring countries in the UN GII (Bolloré Logistics operates in 28 of these countries)	No. of employees (% of the total workforce)	988 (22.8%)	1,131 (21.8%), <sup>(1)</sup>	1,092 (20.9 %), <sup>(1)</sup>		GRI 405-1
Women managers employed in the 40 lowest-scoring countries in the UN GII (Bolloré Logistics operates in 28 of these countries)	No. of employees (% of the total managerial workforce)	174 (25.6%)	204 (26.1 %), <sup>(1)</sup>	212 (28.7%), <sup>(1)</sup>		GRI 405-1
<b>Women recruited externally on permanent contracts</b>	% vs the total number of external recruits on permanent contracts	45.6%	43.6%	NA		GRI 401-1
Women who took a training course (excluding HSE)	% vs the total trained workforce	47.4%	43.1%	40.9%		GRI 404-1
<b>People with a disability</b>	No. of employees (% of the total workforce)	216 (1.13%)	217 (1.03%)	175 (0.85%)		GRI 405-1
Employees with a disability recruited	% vs total workforce recruited externally on permanent and fixed-term contracts	1.2%	1.4%	0.8%		GRI 405-1
Employees with a disability trained	No. of employees (% change 2019/2018)	81 (37.5%)	141 (65%)	112 (64%)		GRI 405-1
<b>Employees aged 50 or over</b>						
Employees recruited aged 50 or over, who are still employed	No. of employees	619 (3.2%)	600 (2.9%)	545 (2.6%)		GRI 405-1
Employees recruited aged 50 or over	% vs total workforce recruited externally on permanent and fixed-term contracts	141 (7.7%)	263 (6.7%)	NA		GRI 405-1

**Formation professionnelle**

<b>Employees who took a training course (excluding HSE)</b>	No. of employees (% of the total workforce)	10,395 (54.3%)	13,733 (65.4%)	11,179 (55.8%)	*	GRI 404-1
<b>Hours of training given (excluding HSE)</b>	No. of hours	121,374	182,013	175,511	*	GRI 404-1
<b>Average training hours per trained employee</b>	No. of hours	11.7	13.3	15.7		
<b>Employees trained in management</b>	No. of employees (% of the total trained workforce)	588 (5.7%)	834 (6.1%)	836 (5.7%)		GRI 404-1
Employees educated in CSR	No. of employees	14,634	18,232	35,206		
Entities that have organized at least one Career Committee during the year	% entities	39.8%	58.1%	NA		

(1) Data revised following the taking of Index GII 2017 into account as a baseline.



INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
<b>Social dialogue</b>						
Entities where employees benefit from union representation and/or staff representation	% entities	57.6%	56.4%	44.4%	*	GRI 407-1
Collective agreements signed or renewed during the year (France only)	No. of agreements	25	35	8		GRI 407-1
Collective agreements signed or renewed during the year (world outside France)	No. of agreements	39	37	32		GRI 407-1
<b>Benefits</b>						
Entities where employees have life insurance	% entities	53.4%	50%	ND		GRI 401-2
Entities where employees have incapacity/disability insurance	% entities	39%	46.6%	ND		GRI 401-2
Entities where employees have a retirement scheme going beyond the legal requirements	% entities	27.1%	28.4%	ND		GRI 401-2
Entities where employees have at least one of these three benefits	% entities	69.5%	71.6%	ND		GRI 401-2
Entities where employees have these three benefits	% entities	12.7%	13.8%	ND		GRI 401-2
Entities where employees have life insurance and incapacity/disability insurance	% entities	33.1%	37.1%	ND		GRI 401-2
<b>ENVIRONMENT</b>						
<b>Owned and rented tertiary and industrial sites</b>						
Warehouse surface area by region	m <sup>2</sup>	2,510,164.71	233,8048.53	2,202,868.24	*	GRI 102-7
Africa	m <sup>2</sup>	1762,982	1,639,840.91	1,498,237.91	*	GRI 102-7
Americas	m <sup>2</sup>	53,057.24	52,956.07	56,978.96	*	GRI 102-7
Asia	m <sup>2</sup>	373,404.47	33,6621.55	311,900.37	*	GRI 102-7
Europe	m <sup>2</sup>	305,503	293,412	320,533.00	*	GRI 102-7
Middle East	m <sup>2</sup>	15,218	15,218	15,218.00	*	GRI 102-7



INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
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#### Owned and rented tertiary and industrial sites

<b>Facilities classified for environmental protection (ICPE)</b>						
Sites subject to authorization (ICPE)	No. of sites	7	9	6	*	GRI 307
Sites subject to registration (ICPE)	No. of sites	3	ND	ND	*	GRI 307
Sites subject to reporting (ICPE)	No. of sites	3	4	2	*	GRI 307
ICPE controls carried out	No. of controls	4	2	3	*	GRI 307
Breaches observed during the ICPE or local authority controls	No. of breaches	1	0	2	*	GRI 307

#### CO<sub>2</sub>e emissions – Scopes 1 and 2

Scope 1	K metric tons CO <sub>2</sub> eq	73,980	71,794	70,946	*	GRI 305-1
Scope 2	K metric tons CO <sub>2</sub> eq	37,016	36,594	32,888	*	GRI 305-2
<b>Total scopes 1 &amp; 2</b>	<b>K metric tons CO<sub>2</sub>eq</b>	<b>110,996</b>	<b>108,388</b>	<b>103,834</b>	*	

#### CO<sub>2</sub>e emissions – Scope 3

Business trips	K metric tons CO <sub>2</sub> eq	3,076.7	9,805	15,199	*	GRI 305-3
Upstream fuel	K metric tons CO <sub>2</sub> eq	22,768.21	22,832.28	5,233	*	GRI 305-3
Waste generated by the sites	K metric tons CO <sub>2</sub> eq	2,693.81	1,869.26	2,672	*	GRI 305-3
<b>Provision of transport services</b>	K metric tons CO <sub>2</sub> eq	3,691,133	4,092,895	4,396,957	*	GRI 305-3
Air transport	%	69%	67%	69%	*	GRI 305-3
Maritime transport	%	25%	24%	22%	*	GRI 305-3
Road transport	%	6%	9%	9%	*	GRI 305-3

#### Energy consumption

<b>Total electricity</b>	MWh	96,161,612.40	91,434,922	81,584,467	*	GRI 302-1, 302-3, 302-4
Entities that own or lease electric vehicles used for the local transportation of certain employees	No. of entities	14	7	ND		GRI 302-1, 302-3, 302-4
Electric vehicles held by these entities	No. of vehicles	37	18	ND		GRI 302-1, 302-3, 302-4

INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
<b>Energy consumption</b>						
Domestic fuel	m³	79.9	86.70	194.19	*	GRI 302-1, 302-3, 302-4
Natural gas	m³	681,943.84	699,940.91	605,381.06	*	GRI 302-1, 302-3, 302-4
District heating or heating network	m³	213,438	0.00	0.00	*	GRI 302-1, 302-3, 302-4
<b>Total generators</b>	m³	2,171.73	2,080.61	2,013.47	*	GRI 302-1, 302-3, 302-4
Diesel	%	99.48%	99.85%	99.86%	*	GRI 302-1, 302-3, 302-4
Gasoline	%	0.52%	0.14%	0.14%	*	GRI 302-1, 302-3, 302-4
<b>Consumption of owned or leased goods transportation vehicles</b>	m³	15,950.16	17,386.32	17,371.43	*	GRI 302-1, 302-3, 302-4
Diesel	%	98.87%	98.36%	97.86%	*	GRI 302-1, 302-3, 302-4
Gasoline	%	0.75%	0.45%	0.48%	*	GRI 302-1, 302-3, 302-4
Heavy fuel oil and Distillate Diesel Oil (DDO)	%	0.38%	1.19%	1.66%	*	GRI 302-1, 302-3, 302-4
<b>Consumption of owned or leased passenger transportation vehicles</b>	m³	2,460.77	2,727.31	2,412.68	*	GRI 302-1, 302-3, 302-4
Diesel	%	60.81%	68.28%	66.46%	*	GRI 302-1, 302-3, 302-4
LPG (Liquefied Petroleum Gas)	%	0	0	0.88%	*	GRI 302-1, 302-3, 302-4
Gasoline	%	39.19%	31.71%	32.66%	*	GRI 302-1, 302-3, 302-4
<b>Consumption by handling equipment</b>	m³	5,915.65	4,780.05	4,762.26	*	GRI 302-1, 302-3, 302-4
Diesel or non-road diesel	%	83.17%	75.84%	75.86%	*	GRI 302-1, 302-3, 302-4
LPG (Liquefied Petroleum Gas)	%	16.75%	25.12%	24.10%	*	GRI 302-1, 302-3, 302-4
Natural gas	%	0.08%	0.03%	0.03%	*	GRI 302-1, 302-3, 302-4
<b>Total refrigerants</b>	kg	2,316.63	2,149.89	2,416.82	*	GRI 302-4
R22	%	24.63%	40.32%	22.07%	*	GRI 302-4
R134a	%	13.28%	39.06%	66.95%	*	GRI 302-4
R404a	%	48.92%	0.88%	1.49%	*	GRI 302-4
R407c	%	2.07%	6.87%	1.10%	*	GRI 302-4
R410a	%	11.10%	12.86%	8.39%	*	GRI 302-4



INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
<b>Energy consumption</b>						
<b>Facilities and IT equipment</b>						
Virtual servers	No. of servers	5575	4 123	3 621		GRI 302-4
Physical servers	No. of servers	1290	1 451	1 214		GRI 302-4
Shared printer ratio	Shared/individual printer ratio	90.83%	NA	NA		GRI 302-4
<b>Share of purchases of highly energy efficient equipment (Energy Star label)</b>	% purchases	100%	100%	NA		
<b>CO<sub>2</sub> emission reduction actions</b>						
Entities that have implemented environmental actions to improve energy efficiency	% entities	38%	46%	NA		GRI 302-4
Major environmental actions carried out by the entities	No. of actions	46	61	NA		GRI 302-4
Entities with recognized environmental certification at least one of their sites (LEED®, BREEAM, EDGE Building, ISO 50001 and HQE)	% entities	19%	15%	NA		GRI 302-4
Video conference rooms	No. of rooms	162	166	117		GRI 302-4
<b>Water</b>						
Water consumption (water from distributed supply and the natural environment)	m <sup>3</sup>	646,630.26	780,095.98	746,452.64	*	GRI 303
Entities with recycling or wastewater re-use facilities	% entities	4%	4%	NA		GRI 303
<b>Biodiversity</b>						
Sites with Ecocert® "Biodiversity Commitment" certification	No. of sites	5	4	4	*	GRI 304
Sites with the BiodiverCity® label	No. of sites	4	4	3	*	GRI 304
Sites with biodiversity footprint study	No. of sites	81	81	80		GRI 304

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INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
<b>Waste</b>						
Total amount of hazardous waste	Metric tons	1,155.11	538.46	545.37	*	GRI 306
<b>Proportion of hazardous waste recycled or recovered</b>	Metric tons	913.8	288.29	195.46	*	GRI 306
Treated or contaminated wood	%	0.14%	0.34%	0	*	GRI 306
Empty contaminated packaging	%	0	0.02%	0.27%	*	GRI 306
Other contaminated waste (rags, sawdust, filters)	%	8.6%	0	*	*	GRI 306
Contaminated water	%	0.88%	0.03%	0	*	GRI 306
Spent oils	%	0.02%	0	*	*	GRI 306
Hydrocarbons	%	12.06%	60.73%	38.11%	*	GRI 306
Batteries	%	15.83%	15.77%	0.10%	*	GRI 306
Electrical and electronic equipment waste (EEEW)	%	0.95%	1.77%	4.19%	*	GRI 306
Aerosols	%	0.36%	0.92%	0.77%	*	GRI 306
Infectious infirmary material (syringes, dressings)	%	0	0.05%	0	*	GRI 306
Office supplies (printer/toner cartridges, etc.)	%	15.22%	14.94%	0	*	GRI 306
Other hazardous waste	%	0.17%	0.48%	1.23%	*	GRI 306
<b>Total non-hazardous (or common) waste</b>	Metric tons	13,604.19	12,879.87	15,372.41	*	GRI 306
<b>Proportion of non-hazardous waste recycled or recovered</b>	Metric tons	6,209.69	4,459.69	4,738.82	*	GRI 306
Untreated wood/pallets	%	15.46%	22.93%	25.68%	*	GRI 306
Cardboard	%	29.94%	25.24%	18.82%	*	GRI 306
Paper	%	10.45%	5.95%	6.20%	*	GRI 306
Plastic (bottles, packaging, bags, film, etc.)	%	2.47%	4.80%	6.00%	*	GRI 306
Leftovers	%	3.59%	0.07%	0.06%	*	GRI 306
Green waste	%	0.08%	0.07%	0	*	GRI 306
Ferrous metals	%	1.68%	11.53%	6.34%	*	GRI 306
Non-ferrous metals	%	0.15%	0.05%	0.03%	*	GRI 306
Rubble and ballast	%	0	0	0.02%	*	GRI 306
Rubber	%	7.54%	11.86%	13.13%	*	GRI 306
NHIW (unsorted waste)	%	28.10%	1.02%	14.37%	*	GRI 306
Other non-hazardous waste	%	0.51%	16.48%	9.34%	*	GRI 306



INDICATOR	UNIT	2020	2019	2018	AUDITED BY A THIRD PARTY ORGANIZATION	GRI CONCORDANCE
<b>Industrial accidents</b>						
Accidental spills reported	No. spills	16	26	NA		GRI 306-3
Sites not affected by accidental spills	% sites	93%	91%	98%		GRI 306-3
No. of entities with ICMC certification	No. of entities	5	5	3		GRI 103, 307
<b>Boxes, pallets, papers</b>						
Total amount of cardboard boxes purchased [t (metric)]	Metric tons	3,513.99	5,744.45	5,006		GRI 301-1
Recycled and labelled cardboard purchased	%	41%	16%	13%		GRI 301-2
Reused Cardboard boxes	%	9%	NA	NA		
Total amount of wooden pallets purchased	Metric tons	19,037.21	8,922.52	9,615.7		GRI 301-1
Recycled and labelled wooden pallet	%	10%	21%	20%		GRI 301-2
Reused wooden pallets	%	25%	NA	NA		GRI 301-2
Total amount of office paper purchased	Metric tons	1,516.73	1,770.85	2,055		GRI 301-1
Recycled and labelled office paper purchased	%	31%	32%	28%		GRI 301-2
<b>SOCIETAL</b>						
<b>Sponsorship and solidarity initiatives</b>						
Projects with a societal impact	No. projects	196	258	128		GRI 203-1
Including educational expenses	% of expenses	23%	54%	NA		GRI 203-1
Including youth expenses (0-30 years old)	% of expenses	28%	63%	35%		GRI 203-1
<b>Relationships with schools</b>						
Partnerships with schools	No. of partnerships	146	77	79		GRI 413
Africa	No. of partnerships	38	36	43		GRI 413
Europe	No. of partnerships	86	28	24		GRI 413
Asia-Pacific	No. of partnerships	18	11	10		GRI 413
Americas	No. of partnerships	4	2	2		GRI 413
Middle East/South Asia	No. of partnerships	0	0	0		GRI 413
Interns and work-study students	No. of interns and work-study students	721	1,269	1,128		GRI 413
Interns and work-study students recruited	No. interns and work-study students (% of the intern workforce)	58 (8%)	162 (12.8%)	NA		GRI 413
Including interns and work-study students recruited through our partnerships	No. interns and work-study students (% recruited workforce)	26 (44.8%)	23 (14.2%)	NA		GRI 413
Mentioned in the Bolloré 2019 Registration Document or the 2020 DPEF				2018 NA = data not available		



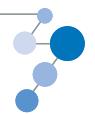


## GRI content index

With its CSR program Powering Sustainable Logistics, Bolloré Logistics set KPI that follow Global Reporting Initiative. The charts below present the elements in the CSR report that are consistent with GRI indicators (31 December 2019 update).

### General disclosures – 102

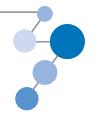
GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
102-1	Core	Name of the organization		Presentation of Bolloré Logistics	13
102-2	Core	Activities, brands, products, and services		Presentation of Bolloré Logistics	13
102-3	Core	Location of headquarters		Presentation of Bolloré Logistics	13
102-4	Core	Location of operations		Our growth and value creation model	14
102-5	Core	Ownership and legal form		Our growth and value creation model	16
102-6	Core	Markets served		Our growth and value creation model	15
102-7	Core	Scale of the organization		Our growth and value creation model	14
102-8	Core	Information on employees and other workers		Our growth and value creation model	14
102-9	Core	Supply chain		Our growth and value creation model	14
102-10	Core	Significant changes to the organization and its supply chain		Our growth and value creation model	14
102-11	Core	Precautionary Principle or approach		Guaranteeing health and safety daily for employees and local suppliers	103
102-12	Core	External initiatives		A structured CSR policy in an engaging program	26
102-13	Core	Membership of associations		<ul style="list-style-type: none"> <li>• A structured CSR policy in an engaging program</li> <li>• Dialogue with stakeholders</li> </ul>	30 28
102-14	Core	Statement from senior decision-maker		Editorial the Chair and Chief Executive Officer	3
102-15	Core	Key impacts, risks, and opportunities		Non-financial risk mapping	32
102-16	Core	Values, principles, standards, and norms of behavior		<ul style="list-style-type: none"> <li>• Duty of care risk mapping</li> <li>• An ethical approach dating back to 2003 which became a global system to ensure the integrity of the supply chain</li> </ul>	34 65
102-17	Core	Mechanisms for advice and concerns about ethics		An ethical approach dating back to 2003 which became a global system to ensure the integrity of the supply chain	65
102-18	Core	Governance structure		CSR matrix governance uniting the various levels of the organization	10
102-19	Core	Delegating authority		CSR matrix governance uniting the various levels of the organization	10
102-20	Core	Executive-level responsibility for economic, Environmental, and social topics		CSR matrix governance uniting the various levels of the organization	10



GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
102-21	Core	Consulting stakeholders on economic, Environmental, and social topics		A structured CSR policy in an engaging program	27
102-22	Core	Composition of the highest governance body and its committees		CSR matrix governance uniting the various levels of the organization	10
102-23	Core	Chair of the highest governance body		CSR matrix governance uniting the various levels of the organization	10
102-24	Core	Nominating and selecting the highest governance body		CSR matrix governance uniting the various levels of the organization	10
102-25	Core	Conflicts of interest		<ul style="list-style-type: none"> <li>• Non-financial risk mapping</li> <li>• Permanent adaptation of the Bolloré Logistics anti-corruption system in accordance with AFA recommendations</li> </ul>	32 68
102-26	Core	Role of highest governance body in setting purpose, values, and strategy		CSR matrix governance uniting the various levels of the organization	10
102-27	Core	Collective knowledge of highest governance body		CSR matrix governance uniting the various levels of the organization	10
102-28	Core	Evaluating the highest governance body's performance		CSR matrix governance uniting the various levels of the organization	10
102-29	Core	Identifying and managing economic, Environmental, and social impacts		Ensuring ethical and responsible business practices in our logistics value chain	54
102-30	Core	Effectiveness of risk management processes		Risk management through a multi-dimensional cross-functional approach	150
102-31	Core	Review of economic, Environmental, and social topics		A structured CSR policy in an engaging program	27
102-32	Core	Highest governance body's role in sustainability reporting		A structured CSR policy in an engaging program	27
102-33	Core	Communicating critical concerns		A structured CSR policy in an engaging program	27
102-34	Core	Nature and total number of critical concerns		Providing a high level of service quality in the execution of customers' supply chains	154
102-35	Core	Remuneration policies		CSR matrix governance uniting the various levels of the organization	10
102-36	Core	Process for determining remuneration		Promoting social dialogue	96
102-37	Core	Stakeholders' involvement in remuneration		Measures rolled out by Bolloré Logistics to apply a reasonable duty of care to the whole of its value chain	64



GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
102-38	Core	Ratio of total annual remuneration		Promoting social dialogue	96
102-39	Core	Percentage of increase of the ratio of total annual remuneration		Promoting social dialogue	96
102-40	Core	List of stakeholder groups		<ul style="list-style-type: none"> <li>Assessment of sustainable development issues through the materiality matrix</li> <li>Dialogue with stakeholders</li> </ul>	31 28
102-41	Core	Collective bargaining agreements		Promoting social dialogue	96
102-42	Core	Identifying and selecting stakeholders		<ul style="list-style-type: none"> <li>Assessment of sustainable development issues through the materiality matrix</li> <li>Dialogue with stakeholders</li> </ul>	31 28
102-43	Core	Approach to stakeholder engagement		<ul style="list-style-type: none"> <li>Assessment of sustainable development issues through the materiality matrix</li> <li>Dialogue with stakeholders</li> </ul>	31 28
102-44	Core	Key topics and concerns raised		<ul style="list-style-type: none"> <li>Assessment of sustainable development issues through the materiality matrix</li> <li>Dialogue with stakeholders</li> </ul>	31 28
102-45	Core	Entities included in the consolidated financial statements		Maintaining the operational procedure system and the control system to boost operational efficiency	79
102-46	Core	Defining report content and topic Boundaries		A structured CSR policy in an engaging program	27
102-47	Core	List of material topics		Full integration of environmental and social impacts into the supply chain	40
102-48	Core	Restatements of information		Other ESG indicators	171
102-49	Core	Changes in reporting		Other ESG indicators	171
102-50	Core	Reporting period		Other ESG indicators	171
102-51	Core	Date of most recent report		2019	
102-52	Core	Reporting cycle		Annual	
102-53	Core	Contact point for questions regarding the report		Odile Maarek odile.maarek@bollore.com	
102-54	Core	Claims of reporting in accordance with the GRI Standards		Essential	
102-55	Core	GRI content index		Other ESG indicators	188
102-56	Core	External assurance		Bolloré Group's URD is audited by an independent third-party organization. Bolloré Logistics' data are consolidated into this audited report.	



### Specific elements

GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
<b>ECONOMY - 200</b>					
<b>201 Economic performance</b>	Material				
201-1		Direct economic value generated and distributed		Contributing to the development of the regions in our network	163
201-2		Financial implications and other risks and opportunities due to climate change		<ul style="list-style-type: none"> <li>Powering Sustainable Logistics, the sustainable commitment program</li> <li>Global-local CSR Governance to respond to global challenges and specific local issues</li> <li>Identifying risks, opportunities and impacts</li> </ul>	39 27 128
201-3		Defined benefit plan obligations and other retirement plans		Promoting social dialogue	96
201-4		Financial assistance received from government			
<b>202 Market presence</b>	Material				
202-1		Ratios of standard entry level wage compared to local minimum wage		Ensuring the respect of all human rights	60
202-2		Proportion of senior management hired from the local community		Contributing to the development of the regions in our network	164
<b>203 Indirect Economic Impacts</b>	Material				
203-1		Infrastructure investments and services supported		Contributing to the development of the regions in our network	165
203-2		Significant indirect economic impacts		Contributing to the development of the regions in our network	165
<b>204 Procurement practices</b>	Material				
204-1		Proportion of spending on local suppliers		Contributing to the development of the regions in our network	165
<b>205 Anti-corruption</b>	Material				
205-1		Operations assessed for risks related to corruption		Preventing corruption and influence peddling	66
205-2		Communication and training about anti-corruption policies and procedures		Preventing corruption and influence peddling	66
205-3		Confirmed incidents of corruption and actions taken		Preventing corruption and influence peddling	66

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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
206 Anti-competitive behavior	Material				
206-1		Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Preventing corruption and influence peddling	66
<b>ENVIRONMENT - 300</b>					
301 Materials	Material				
301-1		Materials used by weight or volume		Other ESG indicators	187
301-2		Recycled input materials used		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions           <ul style="list-style-type: none"> <li>The AcTogether challenge, an inter-country competition to boost the CSR program</li> <li>Other ESG indicators</li> </ul> </li> </ul>	112 45 187
301-3		Reclaimed products and their packaging materials		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions           <ul style="list-style-type: none"> <li>The AcTogether challenge, an inter-country competition to boost the CSR program</li> <li>Other ESG indicators</li> </ul> </li> </ul>	112 45 187
302 Energy	Material				
302-1		Energy consumption within the organization		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> <li>Other ESG indicators</li> </ul>	112 132 183
302-2		Energy consumption outside of the organization		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> <li>Other ESG indicators</li> </ul>	112 132 183
302-3		Energy intensity		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> <li>Other ESG indicators</li> </ul>	112 132 183
302-4		Reduction of energy consumption		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> <li>Other ESG indicators</li> </ul>	112 132 183



## ESG INDICATORS AND REPORTING ELEMENTS

GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
<b>303 Water</b>	<b>Material</b>				
303-1		Water withdrawal by source		Other ESG indicators	185
303-2		Water sources significantly affected by withdrawal of water		Other ESG indicators	185
303-3		Water recycled and reused		Other ESG indicators	185
<b>304 Biodiversity</b>	<b>Material</b>				
304-1		Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		<ul style="list-style-type: none"> <li>• Protecting biodiversity and managing water</li> <li>• Other ESG indicators</li> </ul>	137 185
304-2		Significant impacts of activities, products, and services on biodiversity		<ul style="list-style-type: none"> <li>• Protecting biodiversity and managing water</li> <li>• Other ESG indicators</li> </ul>	137 185
304-3		Habitats protected or restored		<ul style="list-style-type: none"> <li>• Protecting biodiversity and managing water</li> <li>• Other ESG indicators</li> </ul>	137 185
304-4		IUCN Red List species and national conservation list species with habitats in areas affected by operations			
<b>305 Emissions</b>	<b>Material</b>				
305-1		Direct /Scope 1 GHG emissions		<ul style="list-style-type: none"> <li>• Offering our customers sustainable supply chain solutions</li> <li>• Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> <li>• Other ESG indicators</li> </ul>	112 132 182
305-2		Energy indirect /Scope 2 GHG emissions		<ul style="list-style-type: none"> <li>• Offering our customers sustainable supply chain solutions</li> <li>• Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> <li>• Other ESG indicators</li> </ul>	112 132 182
305-3		Other indirect /Scope 3 GHG emissions		<ul style="list-style-type: none"> <li>• Offering our customers sustainable supply chain solutions</li> <li>• Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> <li>• Other ESG indicators</li> </ul>	112 132 182

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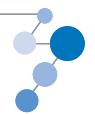
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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
305-4		GHG emissions intensity		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer           <ul style="list-style-type: none"> <li>Other ESG indicators</li> </ul> </li> </ul>	112 132 183
305-5		Reduction of GHG emissions		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer           <ul style="list-style-type: none"> <li>Other ESG indicators</li> </ul> </li> </ul>	112 132 183
305-6		Emissions of ozone-depleting substances /ODS		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> </ul>	112 132
305-7		Nitrogen oxides /NOx, sulfur oxides /SOx, and other significant air emissions		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> </ul>	112 132
<b>306 Effluents and Waste</b>	<b>Material</b>				
306-1		Water discharge by quality and destination		<ul style="list-style-type: none"> <li>Managing industrial environmental risks through a comprehensive QHSE policy and a dense network           <ul style="list-style-type: none"> <li>Optimizing waste management</li> </ul> </li> </ul>	120 123
306-2		Waste by type and disposal method		<ul style="list-style-type: none"> <li>Managing industrial environmental risks through a comprehensive QHSE policy and a dense network           <ul style="list-style-type: none"> <li>Optimizing waste management</li> <li>Other ESG indicators</li> </ul> </li> </ul>	120 123 186
306-3		Significant spills		<ul style="list-style-type: none"> <li>Managing industrial environmental risks through a comprehensive QHSE policy and a dense network</li> <li>Preventing risk linked to the transport and storage of hazardous goods           <ul style="list-style-type: none"> <li>Optimizing waste management</li> <li>Other ESG indicators</li> </ul> </li> </ul>	120 122 123 187
306-4		Transport of hazardous waste		<ul style="list-style-type: none"> <li>Managing industrial environmental risks through a comprehensive QHSE policy and a dense network</li> <li>Preventing risk linked to the transport and storage of hazardous goods           <ul style="list-style-type: none"> <li>Optimizing waste management</li> <li>Other ESG indicators</li> </ul> </li> </ul>	120 122 123 186



## ESG INDICATORS AND REPORTING ELEMENTS

GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
306-5		Water bodies affected by water discharges and/or runoff		<ul style="list-style-type: none"> <li>Managing industrial environmental risks through a comprehensive QHSE policy and a dense network</li> <li>Preventing risk linked to the transport and storage of hazardous goods</li> <li>Optimizing waste management</li> </ul>	120 122 123
<b>307 Environmental Compliance</b>	<b>Material</b>				
307-1		Non-compliance with Environmental laws and regulations		Managing industrial environmental risks through a comprehensive QHSE policy and a dense network	120
<b>308 Supplier Environmental Assessment</b>	<b>Material</b>				
308-1		New suppliers that were screened using Environmental criteria		<ul style="list-style-type: none"> <li>Deploying a responsible purchasing policy</li> <li>Climate risk integrated into the strategy and organization</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> </ul>	71 130 132
308-2		Negative Environmental impacts in the supply chain and actions taken		<ul style="list-style-type: none"> <li>Climate risk integrated into the strategy and organization</li> <li>Adaptation and mitigation measures to increase our resilience: climate action plan and development of the sustainable supply chain solutions offer</li> </ul>	130 132
<b>SOCIAL - 400</b>					
<b>401 Employment</b>	<b>Material</b>				
401-1		New employee hires and employee turnover		Being a committed employer for our staff	80
401-2		Benefits provided to full-time employees that are not provided to temporary or part-time employees		Being a committed employer for our staff	80
401-3		Parental leave		Being a committed employer for our staff	80
<b>402 Labor/Management Relations</b>	<b>Material</b>				
402-1		Minimum notice periods regarding operational changes indicating whether this timescale is specified in a Collective bargaining		Ensuring the respect of all human rights	60

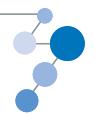
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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
<b>403 Occupational Health and Safety</b>	Material				
403-1		Workers representation in formal joint management-worker health and safety committees		<ul style="list-style-type: none"> <li>• Being a committed employer for our staff</li> <li>• Guaranteeing health and safety daily for employees and local suppliers</li> </ul>	80 103
403-2		Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		<ul style="list-style-type: none"> <li>• Being a committed employer for our staff</li> <li>• Guaranteeing health and safety daily for employees and local suppliers</li> </ul>	80 103
403-3		Workers with high incidence or high risk of diseases related to their occupation		<ul style="list-style-type: none"> <li>• Being a committed employer for our staff</li> <li>• Guaranteeing health and safety daily for employees and local suppliers</li> </ul>	80 103
403-4		Health and safety topics covered in formal agreements with trade unions		<ul style="list-style-type: none"> <li>• Being a committed employer for our staff</li> <li>• Guaranteeing health and safety daily for employees and local suppliers</li> </ul>	80 103
<b>404 Training and Education</b>	Material				
404-1		Average hours of training per year per employee		Being a committed employer for our staff	80
404-2		Programs for upgrading employee skills and transition assistance programs		Being a committed employer for our staff	80
404-3		Percentage of employees receiving regular performance and career development reviews		Being a committed employer for our staff	80
<b>405 Diversity and Equal Opportunity</b>	Material				
405-1		Diversity of governance bodies and employees		Being a committed employer for our staff	80
405-2		Ratio of basic salary and remuneration of women to men		Being a committed employer for our staff	80
<b>406 Non-discrimination</b>	Material				
406-1		Incidents of discrimination and corrective actions taken		Being a committed employer for our staff	80
<b>407 Freedom of Association and Collective Bargaining</b>	Material				
407-1		Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Being a committed employer for our staff	80



GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
<b>408 Child Labor</b>	Material				
408-1		Operations and suppliers at significant risk for incidents of child labor	Dark Blue	Being a committed employer for our staff	60
<b>409 Forced or Compulsory Labor</b>	Material				
409-1		Operations and suppliers at significant risk for incidents of forced or compulsory labor	Dark Blue	Being a committed employer for our staff	60
<b>410 Security practices</b>	Material				
410-1		Security personnel trained in human rights policies or procedures	Light Blue	Being a committed employer for our staff	60
<b>411 Rights of Indigenous Peoples</b>	Material				
411-1		Incidents of violations involving rights of indigenous peoples	Light Blue	<ul style="list-style-type: none"> <li>• Ensuring the respect of all human rights</li> <li>• Contributing to the development of the regions in our network</li> </ul>	60 161
<b>412 Human Rights Assessment</b>	Material				
412-1		Operations that have been subject to human rights reviews or impact assessments	Dark Blue	Ensuring the respect of all human rights	60
412-2		Employee training on human rights policies or procedures	Dark Blue	Ensuring the respect of all human rights	60
412-3		Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Dark Blue	Ensuring the respect of all human rights	60
<b>413 Local communities</b>	Material				
413-1		Operations with local community engagement, impact assessments, and development programs	Dark Blue	Ensuring the respect of all human rights	60
413-2		Operations with significant actual and potential negative impacts on local communities	Dark Blue	Contributing to the development of the regions in our network	161

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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	CSR REPORT 2021 PAGES
<b>414 Supplier Social Assessment</b>	Material				
414-1		New suppliers that were screened using social criteria		<ul style="list-style-type: none"> <li>• Deploying a responsible purchasing policy</li> <li>• Contributing to the development of the regions in our network</li> </ul>	71 161
414-2		Negative social impacts in the supply chain and actions taken		<ul style="list-style-type: none"> <li>• Deploying a responsible purchasing policy</li> <li>• Contributing to the development of the regions in our network</li> </ul>	71 161
<b>415 Public policy</b>	Non Material				
415-1		Total monetary value of financial and in-kind political contribution made directly and indirectly by the organization by country and recipient/beneficiary			
<b>416 Customer Health and Safety</b>	Non Material				
416-1		Assessment of the health and safety impacts of product and service categories			
416-2		Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services			
<b>417 Marketing and Labeling</b>	Non Material				
417-1		Requirements for product and service information and labeling			
417-2		Incidents of non-compliance concerning product and service information and labeling			
417-3		Incidents of non-compliance concerning marketing communications			
<b>418 Customer Privacy</b>	Material				
418-1		Substantiated complaints concerning breaches of customer privacy and losses of customer data		Guaranteeing data protection as activities become more digitalized	78
<b>419 Socioeconomic Compliance</b>	Non Material				
419-1		Non-compliance with laws and regulations in the social and economic area			

Total correspondence: data are presented in the report

Partial correspondence : data are partially presented or are implicit in the report

No correspondence





200

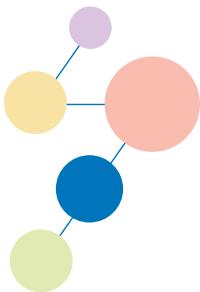
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Conception and realization: BOLLORE LOGISTICS CSR/SUSTAINABLE DEVELOPMENT.

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