PROGRESS REPORT 2018

POWERING SUSTAINABLE LOGISTICS

Our Sustainable Commitments Program
The Group commitments

Anticipate and meet client expectations, protect human capital, protect environmental diversity and be proactive in developing the company are all factors that will help create value in the future. The Group conducts a policy of engagement that stands on four fundamental pillars of sustainable commitments. Those are implemented by all the divisions to bring corporate social responsibility to life on a daily basis within their core business.

Acting responsibly and promoting human rights in our activities
- Establishing a framework to guarantee ethical business conduct
- Protecting the health and safety of our people in the light of the risks that they are exposed to in the context of our business activities
- Promoting ethical and responsible communications

Uniting people, the company’s greatest strength
- Attracting talent and retaining employees
- Developing our employees’ skills

Innovating in response to major economic and environmental change
- Innovating and anticipating digital transformations
- Being committed to energy transition while conducting our business activities
- Managing our environmental footprint

Committing over the long term to regional development
- Contributing to and promoting local employment
- Investing in the local economy
- Undertaking societal actions for the benefit of local populations

BOLLORÉ PORTS
A global port operator, Bolloré Ports has extensive expertise in container terminal concessions and conventional handling, and also as a shipping agent. With 21 port concessions worldwide, 7 Ro-Ro concessions and a network of 100 shipping agencies, Bolloré Ports is present on 4 continents.

BOLLORÉ RAILWAYS
From passenger transport to rail logistics, via the management of exceptional projects, Bolloré Railways contributes to smoother transport across the African continent, as well as helping to make a number of hinterland countries more accessible. Bolloré Railways operates 2,700 kilometres of rails through its 3 rail concessions.

BOLLORÉ LOGISTICS
A global player in transport and logistics, Bolloré Logistics has a network of 609 agencies and logistics hubs at the crossroads of international trade, primarily in Europe, Africa, the Middle East, Asia-Pacific and Americas. Drawing on its extensive market knowledge and 24/7 supply chain expertise, Bolloré Logistics is able to design made-to-measure everyday solutions for high tech sectors, including aerospace, luxury goods, pharmaceutical goods and the mining industry.

BOLLORÉ ENERGY
A key player in oil logistics and distribution, Bolloré Energy is the leader in oil products storage in France. With a network of 100 sales agencies and 27 terminals in France, Switzerland and Germany, it has a storage capacity for petroleum products of 2.1 million cubic meters. Bolloré Energy has put in place a strategy to diversify its business, primarily through the deployment of electricity storage solutions in partnership with Blue Solutions, a subsidiary of the Bolloré Group.

The diversity of our business lines and our strong company culture inform our thinking on how best to respond to new challenges. A reflection of our deeply held values, entrepreneurial spirit, respect for others, determination and perseverance, agility and innovation and the search for excellence are key to the Bolloré Group’s corporate social responsibility policy, which is an integral part of our growth strategy.

Bolloré Transport & Logistics is a major player in international transport and logistics, but above all it is a committed and responsible partner.
We are moving towards a new economic model that calls for greater corporate responsibility, both in terms of ethical business conduct and approach to environmental, social and societal issues associated with business activity. At Bolloré Logistics, we believe that sustainable consumption is not solely the responsibility of the manufacturing industry. From transporting raw materials to delivering finished goods to end users, Bolloré Logistics also plays a part by integrating in its day-to-day operations the CSR issues of each link in a responsible supply chain.

It is within this context that we launched, in the third quarter of 2018, the "Powering Sustainable Logistics" CSR Program. Rolled out across the world as part of a continuous commitment to progress and performance, this program aims to boost the environmental and societal value of Bolloré Logistics at every stage of the supply chain. As a driving force for local development in more than 100 countries, Bolloré Logistics wants to support its customers as they expand on international markets, promoting a long-term growth model whilst reaffirming its commitment to combining global trade and sustainable development.

Thierry Ehrenbogen
CEO, Bolloré Logistics
Deputy General Manager, Bolloré Transport & Logistics
The Sustainable Commitments Program of Bolloré Logistics

For the greenhouse gas emitting transport and logistics industry, the main environmental challenge is climate change and air pollution. As a global leader in the supply chain industry, the role of Bolloré Logistics is to support its customers offering them more efficient and environmentally friendly transport and logistics solutions.

Driven by our values, our Corporate Social Responsibility (CSR) also translates into strong commitment to ethics, social progress and local development wherever we operate. Together with our customers, we contribute to promote more sustainable consumption in what we undertake by integrating in our day-to-day operations the CSR issues of each link in a responsible supply chain.

Drawn up together with customers and employees of Bolloré Logistics, the “Powering Sustainable Logistics” Program is based on 4 levers of action aligned with the Group’s CSR priorities. Following the guidance provided by ISO 26000 on evaluating social responsibility and engaging stakeholders, it calls on all who work in, for and with the Company to implement an 11-commitment roadmap by 2025, with a first milestone in 2020.

Through this program, Bolloré Logistics contributes to the UN Sustainable Development Goals, working towards 8 of them in particular:

1. Good Health and Well-being
2. Quality Education
3. Affordable and Clean Energy
4. Industry, Innovation and Infrastructure
5. Sustainable Cities and Communities
6. Responsible Consumption and Production
7. Life on Land
8. Life Below Water

Promoted by Thierry Ehrenbogen, CEO of Bolloré Logistics, the “Powering Sustainable Logistics” CSR Program was drawn up with our customers and employees under the lead of the CSR Department. Each Executive Committee meeting agenda includes one of the aspects of the program. Throughout the year, we organize a number of workshops on various CSR-related topics with our internal stakeholders to decide the most appropriate course of action. Also, a dedicated committee has been created, comprising members who come from all fields of expertise and all regions we operate in. It meets at least twice a year and the work it does contributes to forecasting and helping organizational changes, challenging top-management guidelines, thinking about the ways forward, and ensuring meaningful decisions. The committee members also make up a vast network of ambassadors who make for smooth rollout of the program and buy-in from operations teams.

In recent years, the challenges linked to sustainable development have become an increasingly important part of corporate strategies. At Bolloré Logistics, it has resulted in changes being brought to the role and responsibilities of the CSR Department, which in the fourth quarter of 2017 was given the mission of committing the company to innovation, performance and value creation by gaining the support of all internal stakeholders regarding these issues.

In Bolloré Logistics’ development strategy, CSR has an overarching role in particular since it enables the Company to stand out. However it involves far-reaching organizational changes, review of policies and processes and adjustment of professional practices and behaviors.

This governance approach ensures Company’s goals and individuals’ motivation towards achieving those goals are aligned.

Odile Maarek
Director of Organization, Methods and CSR, Bolloré Logistics
**OUR COMMITMENTS IN FIGURES**

**2018 RESULTS**

**ENSURING ethical and responsible business practices within our logistics value chain**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>2018 RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Respect for human and fundamental rights</strong></td>
<td></td>
</tr>
<tr>
<td>All required measures to be in place in 100% of countries (application of</td>
<td>100% of countries are covered by these measures.</td>
</tr>
<tr>
<td>the Code of Conduct, whistleblowing procedure, Ethics Committee,</td>
<td></td>
</tr>
<tr>
<td>due diligence)</td>
<td></td>
</tr>
<tr>
<td>100% of major suppliers to be assessed (due diligence)</td>
<td>70% of major suppliers have been assessed.</td>
</tr>
<tr>
<td>80% of third parties to be assessed (due diligence)</td>
<td>Computer-based module in the process of being developed.</td>
</tr>
<tr>
<td><strong>Strict application of the Code of Conduct</strong></td>
<td></td>
</tr>
<tr>
<td>100% of employees to be trained in business ethics, unfair competition</td>
<td>96% of employees have been trained.</td>
</tr>
<tr>
<td>and corruption</td>
<td>Implemented in December 2018</td>
</tr>
<tr>
<td>100% of new employees to be educated</td>
<td>In progress</td>
</tr>
<tr>
<td>Raising out of adjustment program, complying with recommendations by</td>
<td></td>
</tr>
<tr>
<td>AFA (French Anti-corruption Agency)</td>
<td></td>
</tr>
<tr>
<td><strong>Data protection</strong></td>
<td></td>
</tr>
<tr>
<td>IT systems security policy to be implemented in all entities</td>
<td>Effective implementation in 100% of entities.</td>
</tr>
<tr>
<td>100% of connected European employees to be educated about the protection</td>
<td>74% of European employees have been educated.</td>
</tr>
<tr>
<td>of their personal data</td>
<td></td>
</tr>
</tbody>
</table>

**POWERING SUSTAINABLE LOGISTICS**
### OBJECTIVES

**AS AN EMPLOYER**

**ACTING as a committed employer for our teams**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>2018 RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring a safe and healthy work environment for everyone</td>
<td>100% of countries to be covered under a health and safety management system (HSMS) in the workplace</td>
</tr>
<tr>
<td>80% of Bolloré Logistics’ zones to be OHSAS 18001 certified</td>
<td>2018</td>
</tr>
<tr>
<td>Acting to promote diversity and gender equality</td>
<td>2% of underprivileged beneficiaries to be included in our permanent workforce (people with disabilities, seniors recruited at 50 years and older, women managers from the 40 lowest-rated countries of the UN Gender Inequality Index)</td>
</tr>
<tr>
<td>100% of framework and Group agreements to include a “solidarity sourcing” clause for general service purchasing</td>
<td>2019</td>
</tr>
<tr>
<td>100% of buyers to be trained on social and environmental issues associated with the supply chain/sustainable procurement</td>
<td>2020</td>
</tr>
<tr>
<td>+5% per year of women to be trained in management (if eligible profiles)</td>
<td>2020</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTRIBUTING TO THE PROFESSIONAL AND PERSONAL DEVELOPMENT OF EMPLOYEES</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>60% of new employees to be involved in onboarding program within 6 months of recruitment</td>
<td>Ongoing</td>
</tr>
<tr>
<td>30% of young employees selected through career committees to be included in the B’Tomorrow Program</td>
<td>2020</td>
</tr>
<tr>
<td>100% of employees connected to be trained in digital desktop tools</td>
<td>2021</td>
</tr>
<tr>
<td>Rolling out of the 3 commitments of the Biodiversity Charter in 100% of sites having potential as per biodiversity footprint survey</td>
<td>2025 Ongoing</td>
</tr>
<tr>
<td>75% of employees to receive training every year</td>
<td>Ongoing</td>
</tr>
<tr>
<td>21 hours of training to be provided to every employee per year</td>
<td>Ongoing</td>
</tr>
<tr>
<td>15% of global salary costs to go into training (training costs)</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2 e-learning training modules to be developed per year to promote personal development</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENTREPRISE</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental indicators to be integrated into our IT decision support tools for freight procurement (decision management platform, e-commerce platform)</td>
<td>2020</td>
</tr>
<tr>
<td>Offering key accounts a GHG/air pollutant emissions levels assessment together with a continuous improvement plan</td>
<td>2018</td>
</tr>
<tr>
<td>Publishing a carbon air pollutant dashboard for all our customers</td>
<td>2019</td>
</tr>
<tr>
<td>Offering 100% of customers a digital awareness module on supply chain environmental impact</td>
<td>2018</td>
</tr>
<tr>
<td>Inclusion of CSR criteria in all new general services purchase agreements</td>
<td>2018</td>
</tr>
<tr>
<td>100% of major suppliers to be assessed based on CSR criteria</td>
<td>2020</td>
</tr>
<tr>
<td>Mandatory self-registration of road carriers on LINK (Partner with CSR and Ethics questionnaire)</td>
<td>2018</td>
</tr>
</tbody>
</table>

**OBJECTIVES**

**REDUCING OUR ENVIRONMENTAL FOOTPRINT AND PRESERVING BIODIVERSITY**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>2018 RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>30% reduction in direct and indirect CO₂eq emissions in intensity terms, scopes 1 et 2, compared to 2017</td>
<td>2027</td>
</tr>
<tr>
<td>Energy analysis to be carried out at 50% of existing sites (scope 2)</td>
<td>2025</td>
</tr>
<tr>
<td>100% of Bolloré Logistics’ zones to operate under environmental management system (EMS)</td>
<td>2020</td>
</tr>
<tr>
<td>100% of sites in Europe and Asia to be ISO 14001 certified</td>
<td>2020</td>
</tr>
<tr>
<td>100% of environmental indicators to be entered in BE’Excellence</td>
<td>2018</td>
</tr>
<tr>
<td>Sustainable Real Estate Charter to be signed (100% of new builds to be certified with an environmental standard)</td>
<td>2020</td>
</tr>
<tr>
<td>100% of our strategic hubs to be assessed as to their resilience to climate change threats</td>
<td>2020</td>
</tr>
<tr>
<td>Rolling out of the 3 commitments of the Biodiversity Charter in 100% of sites having potential as per biodiversity footprint survey</td>
<td>2025</td>
</tr>
</tbody>
</table>

**INTEGRATION OF CSR CRITERIA IN OUR CUSTOMER OFFERINGS FROM THE DESIGN OF SOLUTIONS**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>2018 RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% of sales and customer business solutions teams to be trained in supply chain-related environmental issues and existing tools</td>
<td>2019</td>
</tr>
<tr>
<td>Environmental indicators to be integrated into our IT decision support tools for freight procurement (decision management platform, e-commerce platform)</td>
<td>2020</td>
</tr>
<tr>
<td>Offering key accounts a GHG/air pollutant emissions levels assessment together with a continuous improvement plan</td>
<td>2018</td>
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<tr>
<td>Publishing a carbon air pollutant dashboard for all our customers</td>
<td>2019</td>
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<td>Offering 100% of customers a digital awareness module on supply chain environmental impact</td>
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<tr>
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<tr>
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</tr>
<tr>
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<td>2018</td>
</tr>
<tr>
<td>100% of buyers to be trained on social and environmental issues associated with the supply chain/sustainable procurement</td>
<td>2020</td>
</tr>
<tr>
<td>Developing a worldwide challenge to encourage employees to take part in environmental actions</td>
<td>2019</td>
</tr>
</tbody>
</table>

**HIGH LEVEL OF SERVICE QUALITY**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>2018 RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Africa-based clusters to be ISO 9001:2015 certified</td>
<td>2020</td>
</tr>
<tr>
<td>Dissatisfied customer level to be below 5% based on shipment ratings in the LINK tracking platforms</td>
<td>2018</td>
</tr>
<tr>
<td>Overall customer satisfaction rating (advanced annual survey) to be 75/100</td>
<td>2019</td>
</tr>
<tr>
<td>80% of business continuity plans to be in place</td>
<td>2018</td>
</tr>
<tr>
<td>“Le Vaisseau” to be set up in 50% of the network in 2018 and 100% in 2019 (the digital tool is linked to the worldwide shipping tracking system, including on-alert, monitoring and adjustment capability for us to respond adequately in cases of external events impacting the supply chain)</td>
<td>2018</td>
</tr>
</tbody>
</table>

**83% of Africa-based clusters are certified**

**ABOUT 1% dissatisfied customers**

<table>
<thead>
<tr>
<th>SATISFACTION RATING</th>
<th>7.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% of business continuity plans in place</td>
<td>2018</td>
</tr>
<tr>
<td>Tool in place = 50% of the network</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
2017 GREENHOUSE GAS EMISSION BALANCE OF BOLLORÉ LOGISTICS

2018 RESULTS

STRENGTHENING relations with our stakeholders wherever we operate

OBJECTIVES

Enhancing creation of shared value in our partnerships

- 50% of the 20 countries with the highest employee numbers to develop school relationships to supply their business needs
  
- 20 events to be held per year in partner schools/universities where Bolloré Logistics’ employees talk about their work and expert field (then +3% per year)

Contributing to development of the territories of our network

- 90% of employees to be recruited locally
  
- 85% of managers to be recruited locally

- 5% of women managers from the 40 lowest-rated countries of the UN Gender Inequality Index (then +1% per year)

- A 2-year partnership with an NGO providing support for underprivileged communities in each of the 50 countries with the highest employee numbers

REDUCTION TARGET IN LINE WITH 2°C THRESHOLD

-30% intensity by 2027

SCOPE 1

Direct greenhouse gas emissions

80,000 tons CO₂eq

SCOPE 2

Indirect emissions from electricity consumption

30,000 tons CO₂eq

SCOPE 3

Indirect greenhouse gas emissions

140,000 tons CO₂eq

Capital goods

31%

Purchased goods and services

22%

Employee commuting

14%

Business travel

11%

Upstream fuel emissions

11%

Construction

10%

Waste generated in operations

1%

Air freight

90%

Sea freight

7%

Road freight

3%

Consumption from vehicles owned by Bolloré Logistics and company cars

71%

Other direct fossil fuel consumption

19%

Fugitive emissions

10%

Upstream fuel emissions

11%

Construction

10%

Waste generated in operations

1%

Air freight

90%

Sea freight

7%

Road freight

3%

Reduction target in line with 2°C threshold

4.9 million tons CO₂eq
HIGHLIGHTS 2018

**FEBRUARY**

Launch of Diversity and Social Inclusion Policy promoted by our President together with an ambitious action plan. The policy reflects our commitment to diversity and our dedication to recognizing and valuing individual skills in all HR processes.

**THROUGHOUT THE YEAR**

From the 20 countries with the highest employee numbers, 16 have developed school relationships to supply their business needs. With more than 90 partnerships worldwide, France heads the list (31 schools), followed by DRC (13) and Burkina Faso (8). Over 20 events involving employees were held in these schools throughout the year.

**JULY**

Launch of “Powering Sustainable Logistics”, Bollore Logistics’ CSR Program. Jointly developed with our employees and customers, this program commits the Company to an approach based on innovation, performance and value creation, by gaining the support of all employees regarding these issues.

**SEPTEMBER**

Customers were offered new sustainable transport solutions in 2018: weekly river shuttle service running in the Seine Valley (France) operated upstream and downstream by gas-powered trucks, cross-docking by barge along the corridor of the Congo basin, railway service between Mombasa Port and Nairobi (Kenya).

**OCTOBER**

On 10th December 2018, in the wake of the International Anti-Corruption Day, approximately 5,300 employees from 50 or so countries attended a face-to-face awareness session that took place in various subsidiaries. At Bollore Logistics headquarters, the session was opened by our President.

**APRIL**

On World Day for Safety and Health at Work, over 6,300 employees and suppliers participated in events and awareness-raising sessions on fire fighting, accident prevention, emergency evacuation drills, basic first aid training, gestures and postures, health checkpoints, etc.

**NOVEMBER**

Start of the work to set up the “Atogether” inter-country challenge. As a worldwide engagement tool of the “Powering Sustainable Logistics” CSR Program, it aims at linking the global to the local in order to encourage employees worldwide to act on CSR-related issues while sharing best practice.

**DECEMBER**

With a view to contributing to the reduction of greenhouse gas emissions, Bollore Logistics has drawn on the Science-Based Targets initiative (SBT) to bring its target in line with the 2°C threshold. As a result, the Company is committed to reducing emission intensity by 30% CO₂eq with regard to scopes 1 and 2 by 2027.

**OCTOBER**

CDP rating « Climate change 2018 »

14,039 employees in 95 countries took part in Marathon Day 2018. On this occasion, Bollore Transport & Logistics made a donation to SOS Villages d’Enfants, allowing the charity to support 4 projects. Many community actions were initiated by subsidiaries on the same day.

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ENSURING ethical and responsible business practices within our logistics value chain

OUR COMMITMENTS

- Respect for human and fundamental rights
- Strict application of the Code of Conduct
- Data protection

Jacques Baudelot
Operational Compliance Director
Bolloré Transport & Logistics

The procedures for risk mapping, awareness-raising/training of employees, assessment of third parties, as well as the professional whistleblowing process are the pillars of the anti-corruption system of the Bolloré Group. In addition, since the Sapin II law was put in place, and more recently the creation of the French Anti-Corruption Agency (AFA), the Bolloré Group has been committed to a pro-active and dynamic process of adaptation of its Compliance Policy.

A new communication strategy has been put in place complying with the AFA recommendations and covering all logistics service provisions across all geographical areas we operate in. From the commitment of our senior management to the assessment of our systems, the Code of Conduct is part of the 8 recommendations made by the AFA. The Bolloré Code of Conduct is an integral part of the documents we base third party due diligence on. It is also used for training purposes and included in the welcome pack for new employees. The Bolloré Group, as well as affiliated companies, all support the Code of Conduct, which is about promoting integrity and transparency in business and in relationships with others.

Finally, to ensure that our Compliance Policy is strictly abided by, all employees who have a business email address benefit from a digital anti-corruption training, and the new legal requirements regarding third party due diligence are rigorously applied. Our 125 Compliance Officers across each of our companies ensure that the anti-corruption and anti-bribery processes are duly relayed throughout our worldwide network.

At Bolloré Logistics, all employees and business lines take part in a shared action plan to enhance our existing expertise and experience, and ensure we aim at nothing less than excellence and exemplary business practices.
Respect for human and fundamental rights

Bolloré Logistics operates in 107 countries across all 5 continents, including in a number of developing countries listed as high risk countries. Issues relating to fundamental human rights are therefore crucial for the Company. In 2003, the Group joined the UN Global Compact, thus formally committing to upholding its principles. The Bolloré Code of Conduct further incorporates International Labour Organization’s (ILO) standards by reference. In accordance with French legal requirements as to due diligence, the mapping of supplier and subcontractor risks has been completed so as to minimize health, safety and environmental exposure, and to advance third parties’ fundamental rights. In 2018, we started on the development of a Group-wide due diligence plan, first setting mid-term goals for central and local procurement.

Strict application of the Code of Conduct

In pursuit of the Ethics and Compliance Policy implemented since 2000, Bolloré Logistics seeks to ensure integrity throughout the supply chain. Raising awareness of all employees and training remain key. All LCS Compliance Officers in the network are involved in the ethical compliance system in place (including risk mapping, sub-contractor selection, due diligence and whistleblowing), which meets the requirements of anti-corruption laws in every country we operate in, in particular the 2016 French law so-called "Sapin II Act of Law." At global level, a new internal action plan is being implemented following guidance from the French Anti-corruption Agency (AFA).

Data protection

More stringent legal requirements (the EU General Data Protection Regulation (GDPR), that came into force on 25th May 2018), and the increasingly digital way we do business, demand that adequate systems be in place to ensure that both employees and customers personal data are processed in a secure and efficient manner, and their privacy fully protected. To that effect, a steering committee was formed with all Data Protection Officers (DPO) as designated in the respective Bolloré companies and GDPR specialists (legal officers, IT systems experts, HR representatives, procurement, etc.). The committee is tasked with making absolutely sure that all individuals are aware of their rights as to personal data, that safety procedures in relation to data processing are in place and abide by, and that roles and duties are adequately distributed between the various data controllers or processors. It meets regularly to review ongoing actions. Its specific purpose is as follows:

- introducing internal procedures and tools with a view to ensure data protection at any and all times,
- further mapping personal data processing,
- training employees in these new requirements.

Focus

Human Rights Charter

In the first semester of 2019, a Group-wide charter will be circulated across all subsidiaries. Our commitments to human rights are however already part of our day-to-day operations and described in a number of existing documents and training courses. Code of Conduct, Diversity and Social Inclusion Charter, training modules on ethics and CSR, welcome pack for new employees, etc.

Sustainable Purchasing Charter

The French law on due diligence increases corporate obligations regarding risk anticipation and prevention. Their impact is felt in particular in the Purchasing Department, where, mid-2018, a dedicated taskforce was set up and has received support from a consultancy firm to reinforce its sustainable purchasing strategy. In addition to the CSR Charter that is already applied, a Sustainable Purchasing Charter covering human rights, fighting corruption and due diligence will be forwarded to all suppliers during 2019 for signature to ensure stricter referencing. The existing CSR clause in all major agreements will from now on apply to all purchasing agreements. Finally, a quality “Vendor Management” procedure is currently being drafted. Training in sustainable purchasing practices is planned for 2019 for both internal buyers and sales force.

Due diligence

Various risk assessment procedures are currently in place for customers, suppliers and third-party intermediaries. Major supplier due diligence is based on a detailed questionnaire. The LCS Compliance Officers ensure that procedures are duly abided by, and that Operations teams are educated on an ongoing basis. Once their integrity has been ascertained, our commercial partners are made aware of our Code of Conduct to which they are required to agree to abide. In January 2019, a single computer-based document covering due diligence-related issues was circulated among all suppliers identified as priority suppliers with a view to improve assessment and vigilance process. It will be gradually rolled out to all third parties involved in our supply chain.

Fight against corruption

In 2018, over 16,300 employees – ie. 96% of employees using a business email address – took an e-learning-based training module on fight against corruption. This module was developed in partnership with TRACE International, a globally recognized business organization of which the Bolloré Group has been a member since 2006. It provides companies with support regarding compliance in order to fight against corruption. On 10th December 2018, alongside International Anti-Corruption Day, e-learning training was strengthened with face-to-face sessions that took place in various subsidiaries, reaching out to a total of about 5,300 employees. At the headquarters in Puteaux (France), the session was opened by Thierry Envenbogen, CEO of Bolloré Logistics, and Gilles d’Arras, Head of Group Compliance.

Network of LCS Compliance Officers

Member of TRACE since 2016 (anti-corruption organization)

Signatory of the United Nations Global Compact since 2003

96% of employees trained in business ethics, unfair competition and corruption

74% of connected European employees educated about the protection of their personal data
ACTING as a committed employer for our teams

OUR COMMITMENTS

- Ensuring a safe and healthy work environment for everyone
- Acting to promote diversity and gender equality
- Contributing to the professional and personal development of employees

Signing of a Diversity and Social Inclusion Policy by all Bolloré Transport & Logistics business units, in 2018, has strengthened our processes in promoting equal opportunities.

Following on from the “Powering Sustainable Logistics” Program driven by the CSR Department, the Human Resources Department has carried out a number of actions to reinforce our commitment to our employees. Helping everyone develop, both professionally and personally, remains a priority that we wanted to reinforce by focusing on issues of diversity and equal opportunities. To this end, we are targeting four groups in particular today, including young people, people aged 50 and over and disabled people. In addition, our commitments regarding human rights are also part of our day-to-day operations and described for instance in the welcome pack for new employees.

In France in 2018, we put in place training and workplace inclusion arrangements for young people who experience difficulties accessing the job market. This is how we came to hire some forty forwarding agents and customs brokers under permanent contracts, 16 of whom are disabled. In order to highlight the feminization of our management teams, we also attended last July the first “Women in Business” meeting whose purpose was to develop the first African women managers network. At the end of 2018, we also participated in the “Talents Handicap” virtual forum, which is an innovative initiative to encourage the recruitment of disabled professionals.

Today, we keep working at making sure that diversity, as a contributor to social balance, is put centre stage of our CSR approach.
Ensuring a safe and healthy work environment for everyone

Bolloré Logistics has made strong commitments to guarantee health and safety of its own as well as third party staff in the workplace. Thus 80% of the regions where the Company operates are OHSAS 18001 certified, with the remaining 20% covered under a health and safety management system (HSMS).

Contributing to the continuous improvement of our processes, B’Excellence, our new internal digital platform, has been active since mid-2018. It offers a wide range of monitoring tools and covers all OHSE processes.

In addition, in 59% of the countries where the Company operates, it offers a medical cover that goes beyond what local legislation requires. In particular, employees from 11 countries in Africa and Asia benefit from free healthcare access; the Company also runs 4 healthcare centres dedicated to both employees and their dependents in Burkina Faso, Ivory Coast, Guinea and Senegal.

Acting to promote diversity and gender equality

In response to growing inequalities all over the world, the Diversity and Social Inclusion Policy, which was signed in February 2018 by Bolloré Logistics’ CEO, applies to 100% of regions. It sets out key principles common to all entities: non-discrimination of applicants in the hiring process, facilitating disabled employees integration, promoting female representation in all business lines and encouraging woman career development, valuing the potential of and providing opportunities for young people, drawing on older staff experience. This policy has been reinforced by the Group’s Diversity and Social Inclusion Charter released at the end of 2018.

At Bolloré Logistics, about 5% of permanent employees belong to underprivileged groups. Some of them help support key account customers “solidarity sourcing” programs. The inclusion of a “solidarity sourcing” clause in our purchasing contracts with general service suppliers is currently being implemented.

Contributing to the professional and personal development of employees

Individual staff commitment and highly professional teams are Bolloré Logistics’ main assets. Our Training Policy contributes to ensuring them a consistent operational performance as and when required by industry developments. Therefore the Company continues its efforts in this direction, with 11,179 employees trained (+24% in one year), of which 6,558 in digital business tools. The MAPS (Management Advanced for P&L and Sales) training, coordinated by Paris-Dauphine University, has been also rolled out in Africa since 2017.

At the same time, employees wishes and expectations are duly taken into consideration as part of annual individual performance reviews carried out across the network with the help of a variety of tools. Employees with a high development potential are identified through career committees set up in nearly 61% of branches. The new B’Tomorrow Program has been specifically curated for the younger staff members thus identified, with close to 18% of them joining the first class.

At last, workshops are held each year in the subsidiaries on topics such as quality of life or well-being at work.

About 56% of employees have received training (excluding information meetings and HSE events)

80% of employees who have access to the corporate TalentSoft tool have attended individual performance review

80% of regions OHSAS 18001 certified

In 59% of countries, Bolloré Logistics offers a medical cover that goes beyond what local legislation requires

About 5% of permanent employees belong to underprivileged groups

Raising awareness with regards to CSR

Over 35,200 individual awareness sessions focusing on CSR topics were organized in 2018 (vs. 7,000 in 2017), which demonstrates that sustainable development issues are taken into account by the network. The CSR Department also attends and speaks at all sales conventions and a CSR section is included in every corporate presentation. A new e-learning module is being studied and local buyer trainings will be reinforced in 2019 in order to increase sustainable purchasing volumes in our supply chain.

Singapore, a corporate entity that supports people with disabilities

Since 2015, Bolloré Logistics Singapore has been in partnership with SPD, a local charity organization that has been supporting disabled people for over 50 years. The collaboration brought about a team consisting of a supervisor and 16 professionals with various disabilities to have its beneficiaries working off-site and thus gain useful real-life working experience.

Training in Road Risk

The awareness of the in-house drivers and subcontractors to the road risk is essential in the course of our activities. Thus, Bolloré Logistics Singapore ensures the safety of drivers who regularly use the very rugged northern corridor Kampala-Malaba. In this purpose, together with other private companies, the entity founded the Safe Way Right Way Foundation. “The aim of this organization is to reduce the death toll on that very busy stretch of road less than 220 km through promoting good road safety practices to drivers and suggesting to authorities appropriate safety measures around dark areas”, says Jackie Lwanga, CHSE Manager for Uganda & South Sudan. The Kenya branch also provides financial support to the Foundation.
PROVIDING
our customers with sustainable supply chain solutions

OUR COMMITMENTS

▪ 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

The launch of the “Powering Sustainable Logistics” Program demonstrates Bolloré Logistics’ will to place sustainable development and CSR centre stage of its operational model. Also, it expresses a far-reaching commitment and a genuine wish on our part to join in with those at the forefront of environmental and societal value creation through our worldwide supply chain activities. In this context, it should be recalled that beyond the responsibility endorsed by Bolloré Logistics, this project becomes the project of each of our employees and that crucially all operational actions and decisions be made in the same spirit and guided by the same will on a day-to-day basis.

Bolloré Logistics, as a key player in the supply chain industry, has added a number of specific indicators to those criteria used when selecting suppliers (sea, air, road, warehousing) in relation to the reduction of carbon emissions and air pollutants, and lends particular weight to initiatives with a strong social and societal dimension. In this regard, selected suppliers are periodically assessed, based on performance reviews and associated progress plans.

As a member of the Clean Cargo Working Group and EcoTransIT World, we aim, together with our partners and suppliers, at contributing to industry developments as required, in particular through any available tool and technology conducive to achieving a more responsible supply chain. With some of them, we have been working on long-term projects to bring about tangible and efficient reduction of greenhouse gas emissions and improvement of air quality. We prepare all our commercial and technical bids taking into account, in addition to cost and timeline variables, the most efficient transport options so as to provide our clients with alternative solutions that are truly eco-friendlier, and consequently, more sustainable. We strongly encourage our clients to join us in developing ambitious programs, and setting agreed improvement targets.

On a final note, when it comes to logistics, we develop, based on our buildings design, choice of materials and optimal natural resources management techniques, innovative solutions that are market favorites due in particular to stringent environmental standards across all continents. Naturally, these include sustainable packaging selection and component recycling. It also contributes to the professional and personal development of our employees who operate in more conducive working environments. At last, in our logistics structures, we encourage the hiring of professionals who come from socially and professionally deprived backgrounds with a view to contributing collectively to social progress.

Pierre Houé
Deputy Chief Operating Officer
Bolloré Logistics

“...
Reducing our environmental footprint and preserving biodiversity

Assessed by the environmental organization CDP for the first time in August 2018, Bolloré Logistics has been providing a comprehensive, eco-friendly solution that includes carbon offsets. Through the tools used for the reporting of carbon and other air pollutant emissions, the Company supports its clients in their effort to reduce their transportation footprint. To this end, it designs low carbon transport plans and develops new services such as a China/Europe railway service offer or a weekly river shuttle service between Le Havre and the Parisian basin, an end-to-end solution operated upstream and downstream by gas-powered trucks. The Company also encourages innovation and seeks to work with the best performing suppliers. Thanks to decision-making tools such as DMP (Decision Management Platform), Bolloré Logistics will soon be able to demonstrate respective solutions’ environmental footprint at design stage. As part of a wider continuous improvement program, this approach contributes to the setting, together with our clients, of shared reduction targets and associated priority action plans.

High level of service quality

From 2019, all zones, apart from Africa, will be covered by an integrated management system including the triple certification ISO 14001, OHSAS 18001 and ISO 9001. By 2025, all Bolloré Logistics Africa-based entities will have also completed their transition to ISO 9001:2015 certification. Business continuity plans (BCP) under the operational excellence program developed by the business unit are now managed according to a single, common methodology. At the end of 2018, 80% of the 310 BCPs identified across the network were in place. Implementation of “Upwind” is progressing according to plan. This new digital tool is linked to the worldwide shipment tracking system, including on-alert, monitoring and adjustment capability for us to respond adequately in cases of external events impacting the supply chain.

Integration of CSR criteria in our customer offerings from the design of solution

Since 2011, Bolloré Logistics has been providing a comprehensive, eco-friendly solution that includes carbon offsets. Through the tools used for the reporting of carbon and other air pollutant emissions, the Company supports its clients in their effort to reduce their transportation footprint. To this end, it designs low carbon transport plans and develops new services such as a China/Europe railway service offer or a weekly river shuttle service between Le Havre and the Parisian basin, an end-to-end solution operated upstream and downstream by gas-powered trucks. The Company also encourages innovation and seeks to work with the best performing suppliers. Thanks to decision-making tools such as DMP (Decision Management Platform), Bolloré Logistics will soon be able to demonstrate respective solutions’ environmental footprint at design stage. As part of a wider continuous improvement program, this approach contributes to the setting, together with our clients, of shared reduction targets and associated priority action plans.

Energy efficiency program

As part of Bolloré Logistics’ climate strategy, a program has been rolled out to maximize existing facilities and systems energy performance. The program draws on the latest, cutting-edge technology developments to improve both control performance and energy efficiency. Projects in progress include solar panels, smart consumption management, lower-emission trucks and eco-friendlier travel policy.

Miami, the new LEED® Gold certified Green Hub

In November 2018, our Miami-based 18,500 m² logistics platform was awarded the Leadership in Energy and Environmental Design (LEED®) Gold certification, which demonstrates its high environmental performance. “We are extremely proud that we were awarded the LEED® Gold level, which acknowledges our commitment to sustainable buildings, buildings that are eco- and user-friendly. This level of excellence is awarded in recognition of a site development approach that seeks to be environmentally friendly, the use of non-toxic building materials, water use reduction, LED fixtures for interior lighting energy savings and designated parking spots for low-emitting and fuel-efficient vehicles,” says Alexis Bussière, Logistics Director for The Americas. The Miami green hub has been in operation for a year. It is the latest addition in the Bolloré Logistics’ sustainable assets portfolio: Singapore, Nantes, Paris CDG, Le Havre (France), Melbourne and Heathrow.

Singapore, a showcase for our luxury goods market customers

As a main regional distribution centre across Asia, Singapore is one of the most pioneer locations in terms of sustainable solutions to our customers who mostly operate in the luxury goods market. “The Company engaged its sustainability strategy from 2010 by investing in a green hub of 60,000 m²; the first energy-efficient logistics facility in Singapore to receive the BCA Green Mark Platinum and LEED® Gold certifications. Bolloré Logistics Singapore also introduced its first hybrid shuttle in March 2015, reducing fuel consumption and harmful atmospheric emissions by up to 30%. 2019 will be the opening year of the new hub, a state-of-the-art warehouse with a strong focus on sustainability and staff-centricity,” says Rona Lau, Singapore Hub Manager. “Bolloré Logistics Singapore is a location for operational excellence. As such, the Company has been awarded by Singapore Business Review, Supply Chain Asia and Green Freight Asia for its multiple solutions aiming at reducing the environmental footprint of its customers operations. For example, for value-added logistics activities which involve quite a large amount of packaging and generate waste, our teams apply the 3R principle (Reduce, Reuse, Recycle) in order to reduce our environmental footprint through sustainable packaging solutions. That way, we keep innovating all the time in matters such as equipment, automation, processes and collaboration to provide our customers with the best sustainable solutions.”
STRENGTHENING
relations with our stakeholders where we operate

OUR COMMITMENTS

- Enhancing creation of shared value in our partnerships
- Contributing to development of the territories of our network

Bolloré Logistics has been riding on the vibrant economic growth of the Asia-Pacific region. This has led us over the past 30 years to develop a comprehensive network of offices in all major Asian economic and shipping hubs.

Meantime, we also decided in the very early stages of our development to settle offices and operations in areas less favored by economic development. This was the case for instance in Cambodia, Laos and East Timor. In the later, settling in right after the tumultuous country independence, we have trained all our staff from computer literacy and basic English courses up to the highest international standards of quality management. Through our 20-years presence there, we have grown their supervision and leadership skills in order to progressively empower them to key management positions in the organization.

By now, our Timorese business is almost entirely managed by locally grown talents who are striving to raise the country industry standards. It is a great pride for Bolloré Logistics to have been able to develop numerous qualified managers that in turn are now training and growing a new generation of Timorese executives.

Cyril Dumon
CEO Asia-Pacific
Bolloré Logistics
Enhancing creation of shared value in our partnerships

Bolloré Logistics has always sought to partner with professional organizations, sharing ideas and innovation relating to the business of logistics, and for a few years to CSR and climate change. Thus, the Company participates in various programs and working groups across the world.

Bolloré Logistics is also preparing for the future by developing close ties with a number of higher education institutions. Indeed, 16 out of the 20 countries with the highest employee numbers are working in partnership with more than 90 schools (45% in Africa) to ultimately take on young people. Over 20 events involving employees were also organized in schools/universities throughout the year.

Contributing to development of the territories of our network

Relying on 609 branches worldwide, Bolloré Logistics provides smooth logistics as is necessary for industrial and commercial activity growth in the territories the Company works in. Further, import and export operations help improve access to and from landlocked developing countries. The business unit’s long-term vision enables subsidiaries to develop strong relationships with local economy players. Its new infrastructure facilities help develop public services and projects (public transport, road access, etc.), with a modern drive that contributes to local economies’ prosperity.

Together with the Group, Bolloré Logistics has been conducting since 2015 a study of its socio-economic footprint in order to better understand and assess its activities’ impact on the development of the territories it operates in. In 2018, the study focused on three new countries: Cameroon, Congo-Brazzaville and Gabon. The results strongly show the territorial anchoring of the Company through its positive impact on the job market, development of local skills and improvement of communities’ living conditions due to social and societal actions initiated by the subsidiaries.

At Bolloré Logistics, close attention is paid to the career development of women managers. The Company continues to feminize jobs with low female representation with over +4% increase in women managers in just one year. It also supports empowerment of over 1,500 women (of which close to 16% are managers) in 29 of the countries it works in, and where women are the least likely to access the job market (UN Gender Inequality Index).

The Company also supports young people through the new Group-wide Sponsorship Policy that focuses on education and training. In June 2018, the “B’Bolletre” digital call for projects platform was launched. It is intended for organizations that work in the public interest at empowering young generations in the countries where the Group operates. Selected proposals allow for employees to get involved by making available time and skills. In addition, the subsidiaries organize numerous events locally, in areas that depend on territory and local needs such as education, health, solidarity, environment, etc.

Development of relationships with schools

For Bolloré Logistics, attracting young talent is at the heart of a competitiveness and innovation strategy. Which explains why Singapore, China and the Philippines, which together represent 13% of the worldwide workforce, have developed close ties with 16 higher education institutions. Various actions have been put in place: introduction to our business activities, career and trade-specific conferences, HR workshops, job-dating and trainee induction. In this context, Kerry Wang, HR Director at our Chinese entity, came to Paris to meet with students from several business schools and present career opportunities in China. With regard to our School Relationship Policy, one important component is trainee and work-study trainee induction. Since 2017, the corporate Human Resources Department has been organizing a biannual “B’Trainees Welcome Convention” at the headquarters, so that trainees get to know our business activities and our organization as a whole. For our trainees, it is also an opportunity for discussion with the operational experts who present their work and specialist field. Further, a “B’Trainees” community has been set up as part of our corporate social media. In 2019, this Convention will be extended to our network worldwide.

Sponsorship serves social innovation in Cameroon

In November 2018, the Regional Director for the Gulf of Guinea signed a sponsorship agreement with ECOLIA Labs incubator to support young technology innovators and digital entrepreneurs in Cameroon. The purpose of the project is to train over one year 1,000 young people from Cameroon in innovative digital skills and to incubate about 100 technology start-ups, leading to 500 new direct jobs and the creation of a new technology innovation centre in Douala. Students and jobseekers are the main beneficiaries of this project that aims at enhancing entrepreneurial and social innovation values.

Supporting women in India

As a response to the Diversity and Social Inclusion Policy that has been rolled out across all countries since February 2018, Sasmita Mohanty, HR Director for the South Asia region, has been invited to join a women company managers panel at Business Today’s Influential Women Award in Mumbai. “This award pays tribute to all women who, every day, in the workplace and beyond, work at promoting gender equality. The event was for me the opportunity to highlight Bolloré Logistics’ commitment to supporting women along the road to empowerment, and also to speak with peers from other organizations, in particular about best practice”, says Sasmita Mohanty. While India is one of those 40 countries where women are the least likely to access the job market, at Bolloré Logistics India, women staff numbers have gone up from 17% to 20% between 2015 and 2017, and about 19% of its current managers are women.

Socio-economic footprint: Congo-Brazzaville in focus

In 1960, the Group started its port and logistics operations in Congo-Brazzaville. In 2017, it generated 19,037 direct, indirect and induced jobs in this country and offered medical cover to close to 7,300 employees and their dependants, according to the Ernst & Young consultants who provide advice and guidance on impact measurement methodology. Combined together, all of the subsidiaries in Congo-Brazzaville have contributed to supporting 57,000 Congolese financially.

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WE DELIVER GLOBAL LOGISTICS: lean and agile solutions create value for our customers in their markets. Digitalized supply chain allows smart data processing to boost decision making and ensure the full visibility of operations. What makes Bolloré Logistics different is our entrepreneurial spirit and individual commitment that drive high added value and pragmatic solutions. THAT’S PEOPLE-POWERED INNOVATION

In order to support its customers in the conquest of international markets, Bolloré Logistics has created global and sustainable solutions that are innovative in design and flexible in execution, built around five services:

1. MULTIMODAL TRANSPORT
2. CUSTOMS AND REGULATORY COMPLIANCE
3. LOGISTICS
4. GLOBAL SUPPLY CHAIN
5. INDUSTRIAL PROJECTS

Our operational excellence is primarily based on our teams, expertise, proactivity and our engagement in continuous improvement. They are supported by a value-added integrated information system which affords complete visibility and control throughout the entire supply chain.

54,250 customers
20,600 employees
107 countries
609 offices
2,000,000 M² of warehouse storage

bolloré-logistics.com
On 20th September 2018, 663 employees working in Bolloré Transport & Logistics headquarters took part in the 3rd Marathon Day organized in aid of the SOS Villages d’Enfants charity. More than 14,000 employees participated worldwide.