

# CSR Report of Bolloré Logistics



## POWERING SUSTAINABLE LOGISTICS\*

Program of sustainable development commitments  
Progress Report 2023





**Thierry EHRENBGEN**

Chairman and CEO  
of Bolloré Logistics

In a sluggish economic environment with transport overcapacity, the profitability of the international freight sector will be under severe pressure in 2024. The international supply chain is subject to increasing climatic and geopolitical risk, as recently demonstrated by the crisis in the Red Sea. The resilience of the supply chain remains a strategic challenge for our customers but it increasingly competes with that of sustainable development which is becoming a major criterion for shippers when selecting transport and logistics providers.

The sale of Bolloré Logistics to the CMA CGM Group, if effective in the first quarter of 2024, will strengthen our goal to become a leader in the sectoral or geographic markets that we have selected.

Our strategic goal is to strengthen Bolloré Logistics' capacity to deliver robust, agile and sustainable solutions through various programs: digital transformation exploiting the full potential of data for optimized flow management, operational excellence with Go The Extra Mile, launched in 2023 and the continued deployment of the Powering Sustainable Logistics CSR program which is based on 4 pillars, and 11 commitments associated with quantitative objectives to be achieved by 2030.

In terms of our climate plan, we have set carbon reduction targets for our scope 1 and 2 emissions of 42% in absolute terms by 2030 (base 2022). Bolloré Logistics is also committed to reducing absolute scope 3 GHG emissions from the provision of its transport services 21% by 2030. In partnership with our air, sea and road transport suppliers, we are developing new solutions limiting greenhouse gas emissions. Our new Beyond Carbon co-construction program for the decarbonization of the supply chain has confirmed Bolloré Logistics' commitments, placing its customers at the heart of the process.

<b>1</b>	<b>OVERVIEW OF BOLLORÉ LOGISTICS, GLOBAL PLAYER IN THE TRANSPORT AND LOGISTICS SECTOR</b>	7	<b>2</b>	<b>CSR COMMITMENTS OF BOLLORÉ LOGISTICS: INTEGRATION OF ISSUES AT THE HEART OF THE COMPANY'S BUSINESSES AND OPERATIONS</b>	63
<b>1.1</b>	Subsidiary of the Bolloré Group	8	<b>2.1</b>	Ensuring ethical and responsible business practices in our logistics value chain	64
<b>1.1 1</b>	Overview of the Bolloré Group	9	<b>2.1 1</b>	An ethics policy based on shared commitments	66
<b>1.1 2</b>	Matrix CSR Governance uniting the different levels of the organization	9	<b>2.1 2</b>	Ensuring respect for human rights in the value chain	69
<b>1.2</b>	Bolloré Logistics, major player In the transport and logistics sector	12	<b>2.1 3</b>	Sharing the same business ethics and ensuring compliance with the strictest standards	75
<b>1.2 1</b>	Overview of Bolloré Logistics and its operations	13	<b>2.1 4</b>	Relaying our CSR commitments through a responsible purchasing policy	87
<b>1.2 2</b>	Transformation of the transport and logistics sector	23	<b>2.1 5</b>	Guaranteeing the security of information systems by strengthening the cybersecurity of Bolloré Logistics and that of its partners and customers	96
<b>1.3</b>	A CSR policy structured in a committing program	24	<b>2.1 6</b>	Ensuring personal data protection	102
<b>1.3 1</b>	CSR Governance of Bolloré Logistics	26	<b>2.1 7</b>	Maintaining the system of operational procedures and the control system to enhance the efficiency of its operations	104
<b>1.3 2</b>	Dialogue with stakeholders	27	<b>2.2</b>	Acting as a committed employer towards our employees	106
<b>1.3 3</b>	CSR Program of Bolloré Logistics	30	<b>2.2 1</b>	Uniting and protecting women and men, the company's most formidable strength	111
<b>1.4</b>	Vigilance plan	48	<b>2.2 2</b>	Being an attractive employer	119
<b>1.4 1</b>	Founding Principles	49			
<b>1.4 2</b>	Implementation of the vigilance plan: at the heart of managing the CSR strategy	50			
<b>1.4 3</b>	Priority geographical area	53			
<b>1.4 4</b>	Implementation of the vigilance plan since 2017	53			
<b>1.4 5</b>	Table of vigilance indicators	59			

<b>2.3</b>	Offering our customers sustainable supply chain solutions	134	<b>3</b>	<b>OTHER ESG INDICATORS AND REPORTING ELEMENTS</b>	206
<b>2.3 1</b>	Issues: major challenges integrated into the Bolloré Logistics strategy	135	<b>3.1</b>	Note on methodology relating to reporting	208
<b>2.3 2</b>	Controlling industrial environmental risks through a sustained QHSE policy deployed throughout the network	142	<b>3.1 1</b>	Methodological note on social reporting	209
<b>2.3 3</b>	Contributing to the fight against climate change, improving air quality and preserving natural capital	148	<b>3.1 2</b>	Methodological note on environmental reporting	210
<b>2.3 4</b>	Providing a high level of service quality for customers' supply chain performance	191	<b>3.2</b>	Other ESG indicators	212
<b>2.4</b>	Strengthening relations with our stakeholders in other countries	194			
<b>2.4 1</b>	Contributing to and promoting local employment	196			
<b>2.4 2</b>	Investing in the local economy	198			
<b>2.4 3</b>	Promoting the spirit of solidarity among teams	200			





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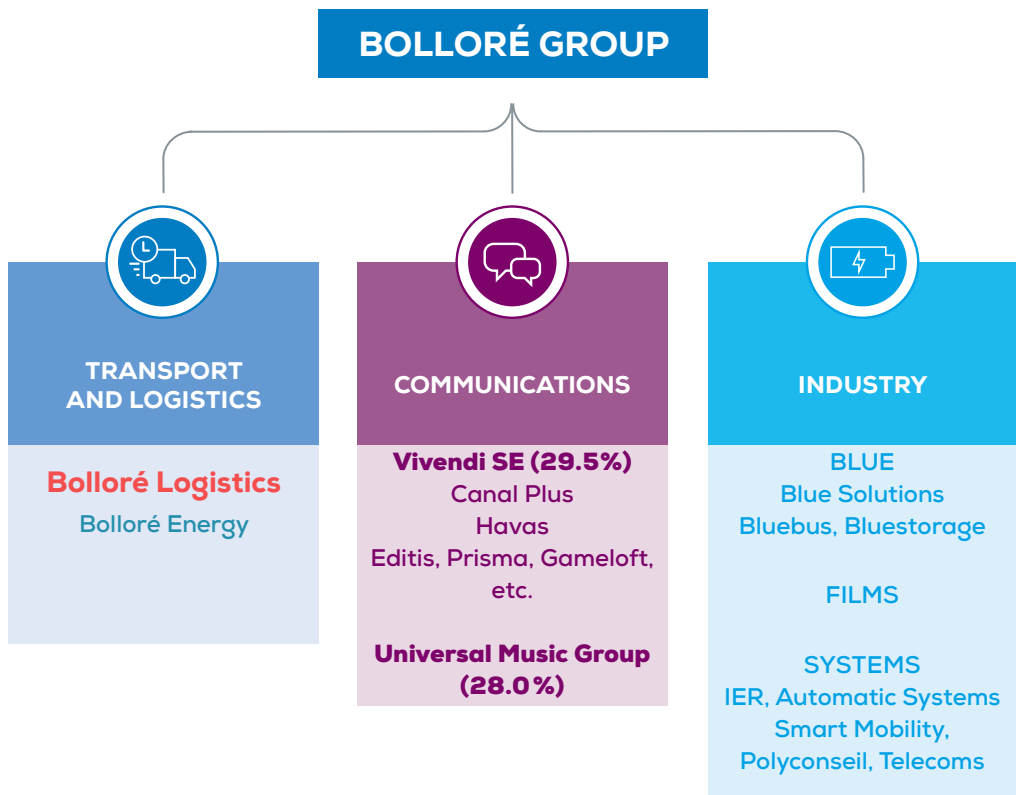
**OVERVIEW  
OF BOLLORÉ LOGISTICS,  
GLOBAL PLAYER  
IN THE TRANSPORT  
AND LOGISTICS SECTOR**



1.1

# Subsidiary of the Bolloré Group

Bolloré Logistics is one of the two business units of the Bolloré Transport & Logistics Division, one of the three business divisions of Bolloré Group.



Detailed economic organization chart published in the URD of Bolloré Group.



1.1

## 1 OVERVIEW OF THE BOLLORÉ GROUP

Established in 1822, Bolloré Group now has more than 56,000 employees, a turnover of €21 billion in 2022 and is listed on the stock exchange. Since its creation, it has always been majority controlled by the Bolloré family. The stability of its shareholding enables it to pursue a long-term investment policy.

On July 11, 2023, the Bolloré Group announced that it had concluded a contract for the sale of 100% of Bolloré Logistics to the CMA CGM Group, the signing of this agreement by the Bolloré Group following the exercise by the Bolloré Group of the promise to purchase received on May 8, 2023.

The corporate culture and values of the Bolloré Group, its ambition to meet the expectations of its stakeholders and to be a player in responsible development, are reflected today in the four areas of commitment of its CSR policy (Corporate Social Responsibility):

- *Unify and protect women and men, the company's greatest strength;*
- *Act with integrity when conducting our business and promote human rights;*
- *Innovate to meet major environmental challenges;*
- *Make a long-term commitment to regional development.*

The Bolloré Group has been a signatory of the United Nations Global Compact since 2003.

Bolloré Group, which responded to the CDP's climate change questionnaire, obtained a B in 2023.

The Bolloré Group's CSR issues and strategy are presented in the Declaration of Extra-Financial Performance included in the Universal Registration Document available on the [bollore.com](http://bollore.com) website.

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

1.1

## 2 A CSR GOVERNANCE MATRIX TO UNITE THE DIFFERENT LEVELS OF THE ORGANIZATION

Reporting to the Finance Department, Bolloré Group's CSR Department coordinates the CSR strategy while relying on dedicated bodies, by including the CSR Director in the Executive Committee, the Risk Committee, and the Ethics, CSR and Anti-Corruption Committee. It should be noted that the Chairman and Vice-Chairman of the Board of Directors participate in the Ethics, CSR and Anti-Corruption Committee, and are stakeholders in the extra-financial performance of Bolloré Group. As regards corporate governance, Bolloré Group refers to the Corporate Governance Code for Listed Companies, drawn up by Afep and Medef, and takes into account the recommendations issued by extra-financial rating agencies and investors.



### 1.1.2.1. The Executive Committee

Since the 2020 financial year, Bolloré SE set up an Executive Committee which meets every quarter and whose members are the managers of the Finance, Legal, Tax, Purchasing, CSR and Compliance Departments. This Committee is responsible for monitoring the objectives and the implementation of the decisions taken within the framework of the strategic guidelines defined by the Board of Directors. This Committee offers the opportunity to present all the CSR actions led throughout the year, validate their implementation and discuss future directions for the Group CSR strategy.

### 1.1.2.2. The Ethics, CSR and Anti-Corruption Committee

The Ethics, CSR and Anti-Corruption Committee's primary task is to ensure the compliance and results of the actions implemented to guarantee the Group's values and commitments are promoted and respected, and in particular the strict application of the Group's ethical principles published within the Group's Ethics and CSR Charter and its Code of Conduct. This body convenes twice a year under the authority of the Chairman of the Ethics, CSR and Anti-Corruption Committee appointed by the Bolloré Group Chairman. It is made up of the Group Chairman and CEO, the Deputy CEO, the Group Chief Financial Officer (also Vice-Chairman of the Board of Directors), the Group Deputy Finance Director, the Group Legal Director, the Group Human Resources Director, the Group Compliance Director, the Group Purchasing Director, the Group Investor Relations Director, the Group CSR Director, the Group Sponsorship Director, the General Managers of the divisions and business units, and any other person that General Management deems useful to appoint for the accomplishment of the Committee's tasks. This Committee audits the Compliance Director, the Sponsorship Director and the CSR Director. These people are required to submit a special report, which is then submitted to the members of the Board of Directors. The objective is to set the lines of work in terms of ethics, compliance and CSR at Group level, and whose operational actions should be deployed within the divisions. The Committee therefore approves the strategy, reviews the performance and determines the outlook, projects and action plans with regard to the Group's priority risks and opportunities. The Committee consults and informs the Audit and Risks Committee, as necessary, about its work in terms of preventing the risks falling within its powers.

### 1.1.2.3. Bolloré Group Management

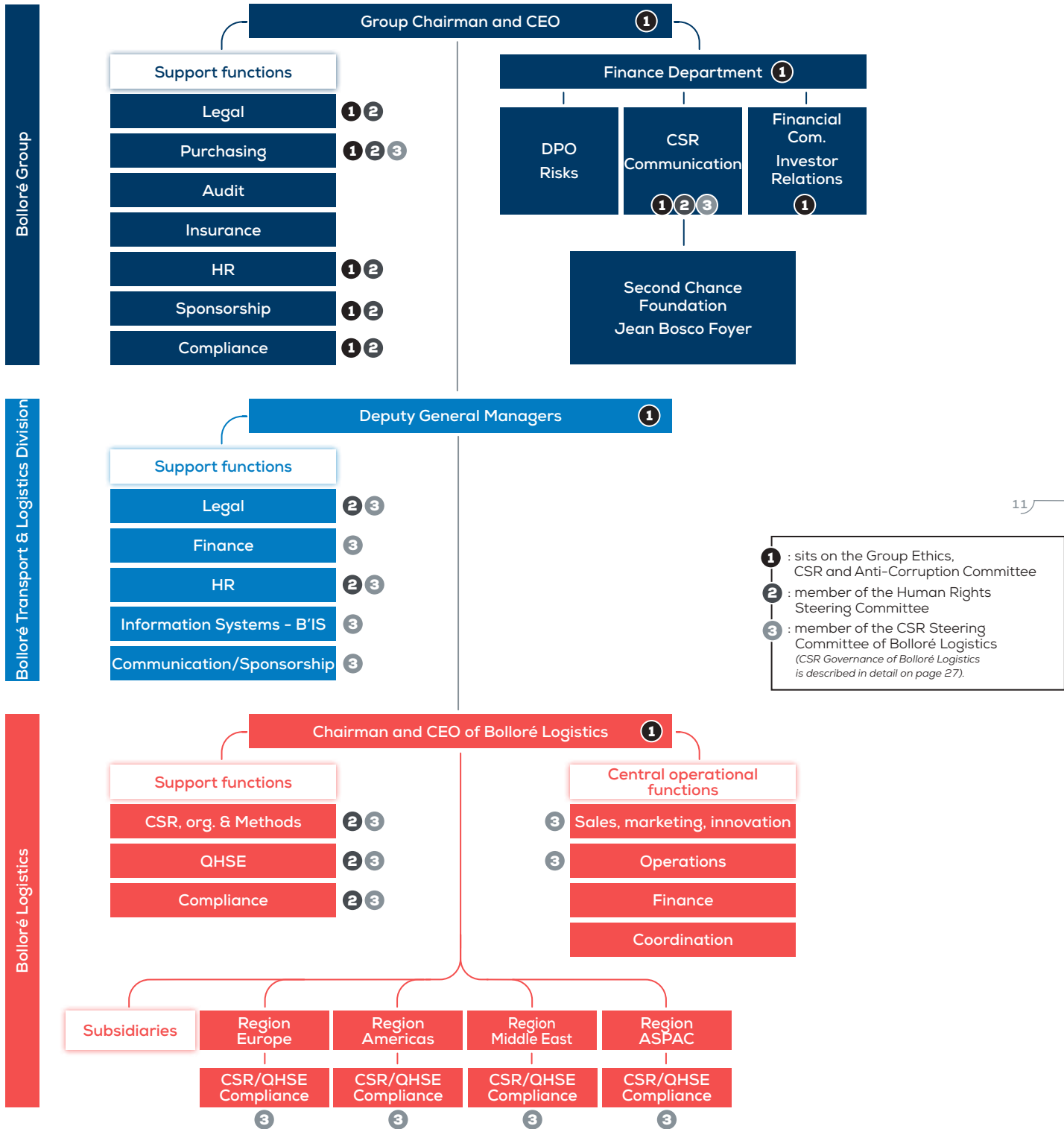
The Group CSR Department defines the framework of the CSR strategy, plays a role in raising awareness and mobilizing, coordinates action plans, manages annual reporting, analyzes and promotes performance. Reporting to the Group Finance Department, the CSR Department reports to it on a weekly basis to define the Group's position on these key issues, seize opportunities and ensure the necessary actions to control the Group's CSR risks are implemented. The Group CSR Department works in close collaboration with the Group business line and division experts (Directors of Quality, Health, Safety, Environment [QHSE], Human Resources [HR], Purchasing, Compliance, Legal, etc.). Its mission is to support the subsidiaries in controlling risks and promoting CSR objectives, formalizing procedures and policies, and defining common indicators to strengthen the consistency and management of the CSR strategy, despite the great diversity of operations and geographic areas. The CSR Department is also represented within the Risk Committee, once a year. This Committee not only raises awareness, but also informs top management of the actions taken on these subjects.

### 1.1.2.4. The CSR network

The Group CSR Department relies on the CSR Departments of the Divisions, which themselves work closely with their Management Committees, their business line experts (QHSE, CSR, HR, Purchasing, Sales and Marketing Department, etc.) and their network of local CSR delegates, to deploy the Group's CSR strategy within each entity and report on essential extra-financial information. These contributors report annually to the Group CSR Department on the indicators linked to their extra-financial performance as part of the annual CSR reporting campaign. The CSR Governance organization is represented in the diagram opposite.



### Organization of CSR Governance



NB: the complete governance of Bolloré Group is described in its Universal Registration Document. In particular, the "AMF" risk management and internal control systems, along with the specialized committees within the Board of Directors (Audit Committee, Appointments and Compensation Committee, etc.) are described therein.

1.2

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





1.2

## 1 OVERVIEW OF BOLLORÉ LOGISTICS AND ITS OPERATIONS

Bolloré Logistics is among the top ten logistics operators in the world. With close to 15,000 employees in 64 countries, on all continents, it operates in freight forwarding and contractual logistics. In 2022, its turnover amounted to €7.1 billion (2023 not published).

Bolloré Logistics is a global supply chain player where it acts as an aggregator of transport and logistics solutions (purchase and sale of freight capacity, customs and regulatory compliance, logistics, multi-modal transport, etc.) by relying on a global network of branches present in 64 countries, as well as on large intercontinental hubs where its air and sea consolidation platforms ensure the optimized management of flows from end to end.

This customer support strategy based on four great regions (Americas, Asia-Pacific, Europe and Middle East/South Asia) relies on the development of powerful IT tools (deployment of a new single Transport Management System (TMS), CargoWise, on a global scale, due to be completed in 2024, establishment of a Web and mobile collaborative platform, etc), which enable it to increase its responsiveness and offer more flexible and innovative solutions to its customers, as well as accelerate, digitize and secure information flows between the different agents.

Bolloré Logistics' ambition is to become one of the five first logistics specialists in the world.



*The international freight forwarding and logistics business unit of the Bolloré Transport & Logistics Division*



*Leader in the independent distribution of petroleum products in France.*





### 1.2.1.1. Our growth and value creation model

**Bolloré Logistics’ mission is to support our customers in their sustainable international growth**

Logistics is a strategic performance lever. By placing the Customer at the heart of all our processes, we deliver innovative and personalized solutions while ensuring an ethical and responsible business practice.

#### RESSOURCES

- **Human capital**
  - 14,991 employees in 64 countries
  - 89.2% of employees received training
  
- **Operations**
  - Strong territorial roots, 358 agencies
  - 900,869 m<sup>2</sup> of warehouses
  - Strategic hubs with high environmental certification
  - Unique collaborative tracking platform
  - 2 innovation centers (Paris, Singapore)
  - IMS Certification (ISO 45001/14001/9001) for 84% of sites
  
- **Purchasing and Service Offering**
  - Structuring partnerships with major global freight companies
  - A central purchasing policy deployed in all countries
  - 100% of major suppliers assessed through a due diligence procedure
  - 100% of active road freight companies referenced on the LINK Partners digital platform
  - A suite of digital tools for managing the service offer
  - A range of end-to-end solutions customized and adapted to sector and geographic specificities
  
- **Financial Capital**
  - A solid financial structure
  - The parent company, the Bolloré Group, founded in 1822 with a majority family shareholding

#### OPERATIONS AND COMMITMENTS



### POWERING SUSTAINABLE LOGISTICS

*“Integrate CSR issues into our daily operations throughout the supply chain and support our customers for better CO<sub>2</sub> efficiency and thus contribute to the decarbonization of the transport and logistics sector.”*



#### ENSURE

Ethical and responsible business practices in our logistics value chain.



#### ACT

As employer committed to our employees.



#### OFFER

Our customers sustainable supply chain solutions.



#### STRENGTHEN

Relations with our stakeholders in other countries.

#### OUR STRATEGIC LEVERS:

- NETWORK
- INNOVATION
- SERVICE OFFERING
- CUSTOMER EXPERIENCE
- CSR & QHSE



**Vision: people-powered innovation**

Technology is at the heart of logistics performance and our value creation. But it is the entrepreneurial spirit and the individual commitment of the women and men at Bolloré Logistics that make the difference when faced with the most extraordinary challenges.



**SECTORAL BREAKDOWN OF TURNOVER**

- Consumer goods and retail **14%**
- Health & Humanitarian Aid **14%**
- Energies **13%**
- Luxury / Cosmetics **13%**
- Industries and civil engineering **9%**
- Aeronautics and space / defense **8%**
- High Tech / Telecom **8%**
- Agri-food & beverages **6%**
- Automotive & Mobility **5%**
- Soft commodities **4%**
- Chemicals / Fragrances & Flavors **4%**
- Other **6%**

2022 activity data,  
2023 data not published

**VALUE CREATED FOR STAKEHOLDERS**

- **Employees**
  - 2,495 persons recruited, including 72% on permanent contracts
  - Lost Time Injury Frequency Rate (LTIFR): 0.43
  - 95% of entities with more favorable health coverage than the legal obligation
  - 88% of entities where the medical service offered is free for employees
- **Customers**
  - B.Lab workshops organized with customers
  - Development of new low-carbon solutions based on new technologies and sustainable fuels
  - Overall satisfaction rate: 7.7
- **Service providers and suppliers**
  - Deployment of the revised due diligence process and supplier management procedure
  - Deployment of environmental clauses in service level agreements for major suppliers
  - Changes to the online referencing platform for road freight companies including ethical, quality and environmental criteria
- **Local communities**
  - 99% of local hires
  - 143 school partnerships
  - 84 sponsorship projects, including 84% focused on youth and education, and the others pertaining to health, humanitarian emergencies and sports
- **Ecosystem and environment**
  - Members of major initiatives in the transport and logistics sector in the fight against climate change and pollution
  - Internal sustainable real estate charter (100% of new buildings certified with an environmental standard)
  - Biodiversity Charter and international action plan
  - Internal label "Acting for nature office" awarded to 39 sites throughout the world
  - AcTogether challenge giving employees the opportunity to launch a CSR initiative
  - Training program on the eco-responsible supply chain
  - Management of the climate plan and review of carbon reduction targets



### 1.2.1.2. Solid governance supported by an organization that is both central and local

The majority family shareholding of the Bolloré Group, parent company of Bolloré Logistics, provides the organization with a long-term perspective. The governance of Bolloré Logistics is robust, stable and supported by the responsibility of its managers with a clear separation of the roles of management and control.

The matrix and cross-functional organization of Bolloré Logistics is both geographic and businesses. It places the customer at the heart of its processes and combines the advantages of a local and global organization:

- To preserve the proximity and personalized knowledge of the customer, the responsiveness and the entrepreneurial spirit that a local organization benefits from;
- To effectively implement business and operational strategies;
- To facilitate internal communication within Bolloré Logistics;
- To develop innovation within the operations by effectively coordinating expertise.

organization.

The governance of Bolloré Logistics follows on from that of the Bolloré Transport & Logistics Division to which it reports. The implementation of policies and measures taken is ensured by the Chairman and CEO of Bolloré Logistics, who is also Deputy CEO of the Bolloré Transport & Logistics Division. The governance of the Bolloré Transport & Logistics Division is itself connected to the governance of the Bolloré Group. Due to this matrix structure, certain support functions are managed by one of the higher levels of Bolloré Logistics. Also, the Finance (including in particular internal control), Human Resources, Legal, Information System (B'IS), and Communications/Sponsorship functions are managed at the Bolloré Transport & Logistics Division level, where the policies, measures and plans for actions rolled out at the Bolloré Logistics business unit level are defined.



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

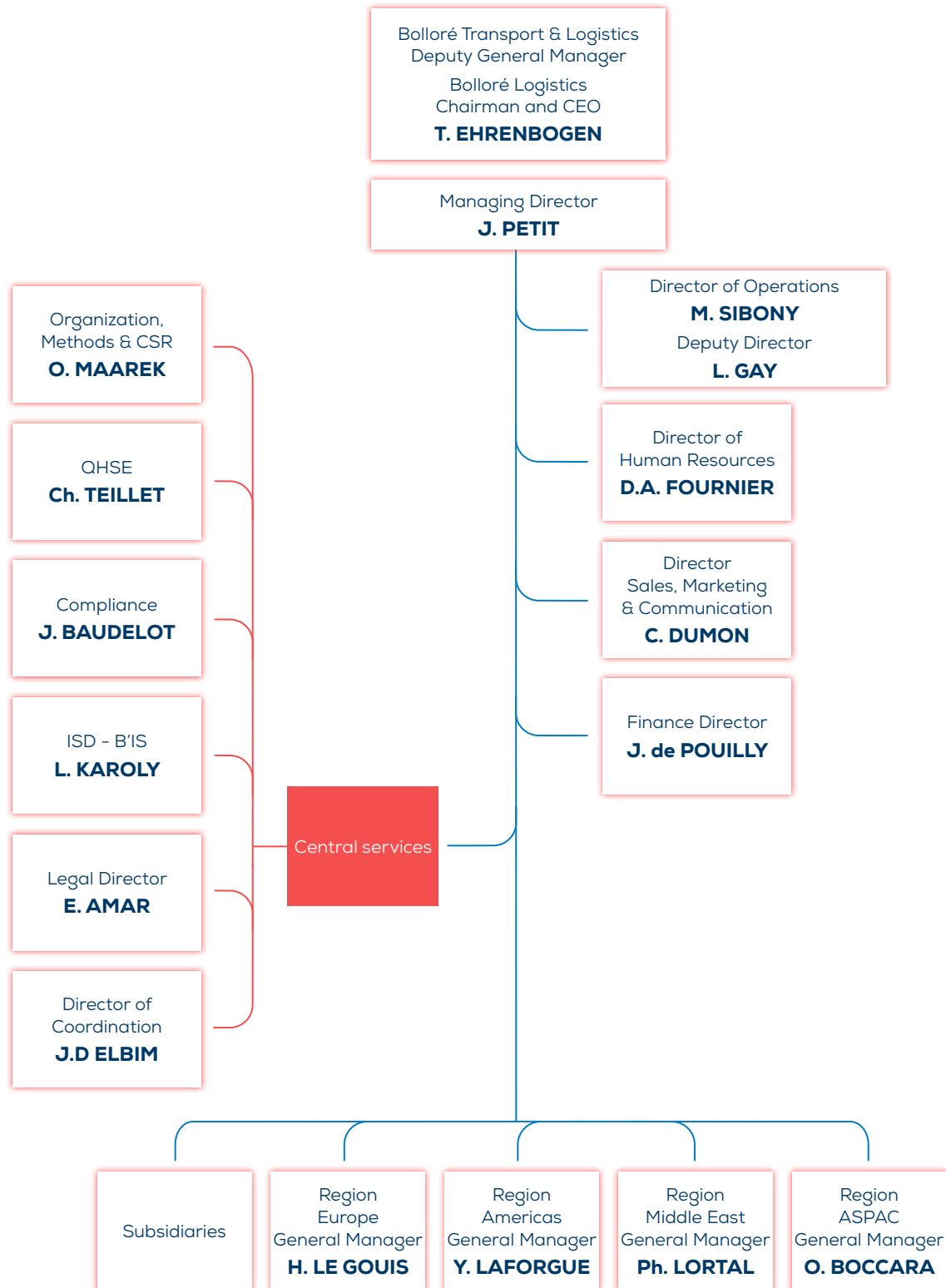
The Bolloré Logistics Executive Committee is made up of the directors of the following departments: Operations (also covering the purchase of transport capacity), Sales and Marketing, Supply Chain and Logistics, Finance, Human Resources, CSR, QHSE, Compliance (ethics and compliance), Coordination (fluidity of processes and information systems), as well as General Managers from the four regions of the

In addition, the Purchasing, Compliance and Ethics, Audit, Insurance, Risks and CSR functions are centralized and managed at Bolloré Group level; the policies defined therein are implemented directly at the Bolloré Logistics level. As certain aspects are specific to the very nature of the businesses, their policies are defined directly at the Bolloré Logistics business unit level; this is particularly the case for climate and QHSE policies, defined and deployed in line with the Group framework.

This organization is based on three levels. For more details, see the Organization of CSR governance diagram in paragraph 1.3.1.



### Bolloré Logistics Management Committee



### 1.2.1.3. Global player with an international and multi-sector presence

Regardless of whether they are large groups for which it operates complex supply chain management solutions or SMEs that entrust it with their international shipments, Bolloré Logistics' global offer meets the needs of its 55,000 importing and exporting customers. It is built around a complete and integrated know-how comprising five service areas:

- *Multimodal transport: creation and coordination of sea, land or air transport plans;*
- *Customs and regulatory compliance: support for customs operations including the security and safety of goods;*
- *Logistics: inventory management and high added value services;*
- *Global supply chain: real-time flow planning and management;*
- *Industrial projects: design of solutions adapted to major international players in the energy, mining, construction and other industries.*

Bolloré Logistics, established in 64 countries through a network of 358 agencies, had 14,991 employees in 2023. The geographical breakdown of its turnover (2022 figures, 2023 not published) is as follows:

Turnover	€7,111 M
Americas	18%
Asia-Pacific	23%
Europe	55%
Middle East / South Asia	4%

Bolloré Logistics turnover is consolidated at the Bolloré Transport & Logistics Division level. Note that an agency corresponds to a computer record in the repository system. Several agencies can be physically located on the same site, in the sense that this site can incorporate several different service agencies such as: transport commission agency, shared customs service center agency and shared road service center agency.

The geographical breakdown of the 14,991 employees is as follows:

<b>Bolloré Logistics Total</b>	<b>14,991</b>
Europe (+ Algeria)	6,920
Asia-Pacific	5,862
Middle East / South Asia	651
Americas	1,558

Bolloré Logistics has solid expertise in the luxury and cosmetics, energy, pharmaceuticals, temperature-controlled food products and defense sectors. In the aeronautics and space sector, the company has acquired a reputation as a specialist with a clientele of manufacturers, equipment manufacturers or airlines who want to outsource logistics services with a range of increasingly broad quality requirements, and increasingly tight cost constraints.

The turnover breakdown (2022 numbers, 2023 breakdown not published) by sector is as follows:

Consumer goods and retail	14%
Health & Humanitarian Aid	14%
Luxury / Cosmetics	13%
Energies	13%
Industries and civil engineering	9%
Aeronautics & space / defense	8%
High Tech / Telecom	8%
Agri-food & beverages	6%
Automotive & Mobility	5%
Chemicals / Fragrances & Flavors	4%
Other	6%



#### 1.2.1.4. Integrated Management System

Committed to a process of continuous improvement, Bolloré Logistics is continuing to roll out the certification of its integrated Health, Safety and Environment (HSE) Management System within its network. In 2023, Bolloré Logistics continued to extend its triple, multi-site IMS certification, which brings together the set of standards relating to workplace health and safety (ISO 45001), quality management (ISO 9001) and the environment (ISO 14001). Issued by Bureau Veritas, this certification covers the entities located in the regions of Europe, Americas, Asia-Pacific, Middle East and South

Asia: 300 sites are now covered by the triple certification (i.e. 84% of sites).

Intended to harmonize the network's current procedures, this certification allows Bolloré Logistics to continue the deployment of common operational processes to meet the requirements of its international customers and continuously improve its management methods and tools to move towards greater agility and performance.

This approach is the culmination of work initiated several years ago.

### 1.2.1.5. Safety and security of the supply chain with an efficient system worldwide

As a major player in the provision of international transport, customs and regulatory compliance, logistics and supply chain services for various industrial sectors, Bolloré Logistics has implemented an effective security system which is considered an absolute priority in the execution of its operations. With the commitment of General Management, Bolloré Logistics has undertaken to establish, implement and maintain a Security Management System with the aim of protecting its employees and its infrastructure, the products and goods entrusted to it by its customers. In carrying out its operations, the company strives to provide a secure environment through the use of appropriate technologies, the establishment and application of associated procedures.

The principles of the Bolloré Logistics security policy, revised and signed by the Chairman and CEO, are:

- To fully meet information security requirements, identified by risk analyses, and according to the principles of ISO 27001 within our information system management;
- To secure its facilities and sites, and to ensure access management and traceability;
- To limit access to information and assets only to authorized persons within and outside the company, and establish an appropriate control protocol to maintain confidentiality;
- To comply with requirements and processes specified by national and international safety authorities, customers, and any other applicable legal and regulatory requirements;

- To ensure regular monitoring of the security system, train, identify, record and investigate incidents affecting security for continuous improvement;
- To implement all identified corrective and preventive measures, essential to the continuous improvement loop;
- To ensure that information security principles are consistent with our operations and properly applied;
- To ensure that the security policy is supported by Management, communicated and understood within the company as well as among its subcontractors;
- To ensure that the adequacy and relevance of the security policy are periodically reviewed by the Company's Management Committee.

Bolloré Logistics' Security Policy is applied at all of the company's sites. Most of the countries in the network also participate in the security programs set up by the States (AEO, C-TPAT, PIP, STP, Authorized Agent for Air Cargo Security, etc.) and meet the required requirements, allowing them to have these national security approvals. Bolloré Logistics is also deploying a TAPA FSR security certification program for warehouses requiring it, due to their operations, with 16 certified sites (FSR A or C) to date across all regions. (See sector certifications centered on operational quality Chapter 2.3. paragraph 2.3.4.2).





### 1.2.1.6. CITES permits to reduce illegal wildlife trafficking



As a major player in international transport and logistics, Bolloré Logistics is particularly concerned by the regulations relating to the transport and trade of materials from protected species. The Convention on International Trade in Endangered Species of Wild Fauna and Flora, known by its acronym CITES or also as the Washington Convention, is an international agreement between Countries that came into force in 1975. Its purpose is to ensure that international trade in specimens of wild animals and plants does not threaten 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 aimed at fueling international trade (food products, exotic leather goods, wooden musical instruments, tourist souvenirs, medicines, etc.). Any import, export, re-export or introduction of specimens of species covered by the Convention must be authorized under a permit system. Bolloré Logistics customs declarers have been checking all CITES permits via a paperless procedure since 2015. The France Customs Import Export procedure describes the operations and control points necessary in the performance of the customs service, and more specifically the requirements relating to the verification of the tariff classification, the origin and the value of the goods. Bolloré Logistics also checks compliance of its operations with the FLEGT regulations (acronym for "Forest Law Enforcement, Governance and Trade", the European Union's response to the problem of illegal logging and the resulting timber trade). This sets obligations for operators placing timber and derived products on the market, acts on European demand and aims to prohibit illegal timber and

products derived from it from accessing European territory.

In 2020, as part of its Biodiversity Charter and its individual commitments to the act4nature initiative, Bolloré Logistics stepped up its fight against the illegal trafficking of species protected by CITES and rare woods. The company has signed the United for Wildlife Buckingham Palace Declaration and joined its "Transport" Taskforce which includes 120 signatories from the transport and logistics sector. The long-term objective is the deployment of an action plan for 2025 and internal monitoring on the subject (raising employee awareness to better inform customers and promote good practices, external partnerships, data processing and sharing). Since 2023, Bolloré Logistics has participated in the TLF (Federation of Transport and Logistics Companies of France) working group, the objective of which is to raise awareness and educate stakeholders in the transport and logistics sector about wildlife trafficking by promoting the dissemination of information, by identifying potential areas of vulnerability, particularly legal ones, by formulating recommendations in order to mitigate this risk for stakeholders. An analysis of major risks in light of the company's activities made it possible to identify the high-risk flow categories: household removals, express freight, postal shipping and e-commerce. The diagnostic is still ongoing to identify the high-risk geographic zones for which a prevention approach needs to be defined.







1.2

## 2 TRANSFORMATION OF THE TRANSPORT AND LOGISTICS SECTOR

### 1.2.2.1. Bolloré Logistics faced with transformations in the transport and logistics sector

World trade only grew slightly in 2023 in a context of high inflation and geopolitical tensions. The Red Sea crisis which began in October of 2023, further highlights the vulnerability of maritime transport routes with the consequences of longer journey times and an increase in freight rates. However, overcapacity remains a strong trend with ship delivery capacity expected to reach a new record.

In this context, for international loaders, **Supply Chain resilience** is more than ever a challenge for their competitiveness and operational efficiency. Robust transport plans and being able to adapt to contingencies are fundamental to ensure supply chain reliability.

Bolloré Logistics operates with a broad panel of suppliers to secure the capacity and competitiveness of its transport services, along with storage sites based in its main regional hubs. Our agile solutions rely first and foremost on the local expertise, commitment and responsiveness of our employees, with the ability to trigger business continuity plans by chartering all types of transport launched according to predefined scenarios.

**The new supply chain paradigm also includes the sustainable development aspect.** Global warming has reinforced general awareness of environmental and societal issues. A growing number of companies have set ambitious targets to reduce their carbon footprints. Bolloré Logistics is committed to reducing the carbon impact of its activities by 2030, with for scope 3 downstream emissions, the proposal of environmentally optimized transport and logistics master plans.

**Digitization is at the heart of supply chain transformation.** Aggregating and processing data in real time translates by the deployment of digital technologies to offer real-time visibility of flows as well as the capacity to anticipate and react to contingencies.

Bolloré Logistics' ONE program consists in deploying globally throughout the network a single operations management system to operate integrated processes. It also includes the creation of a digital client platform providing access to many online services.

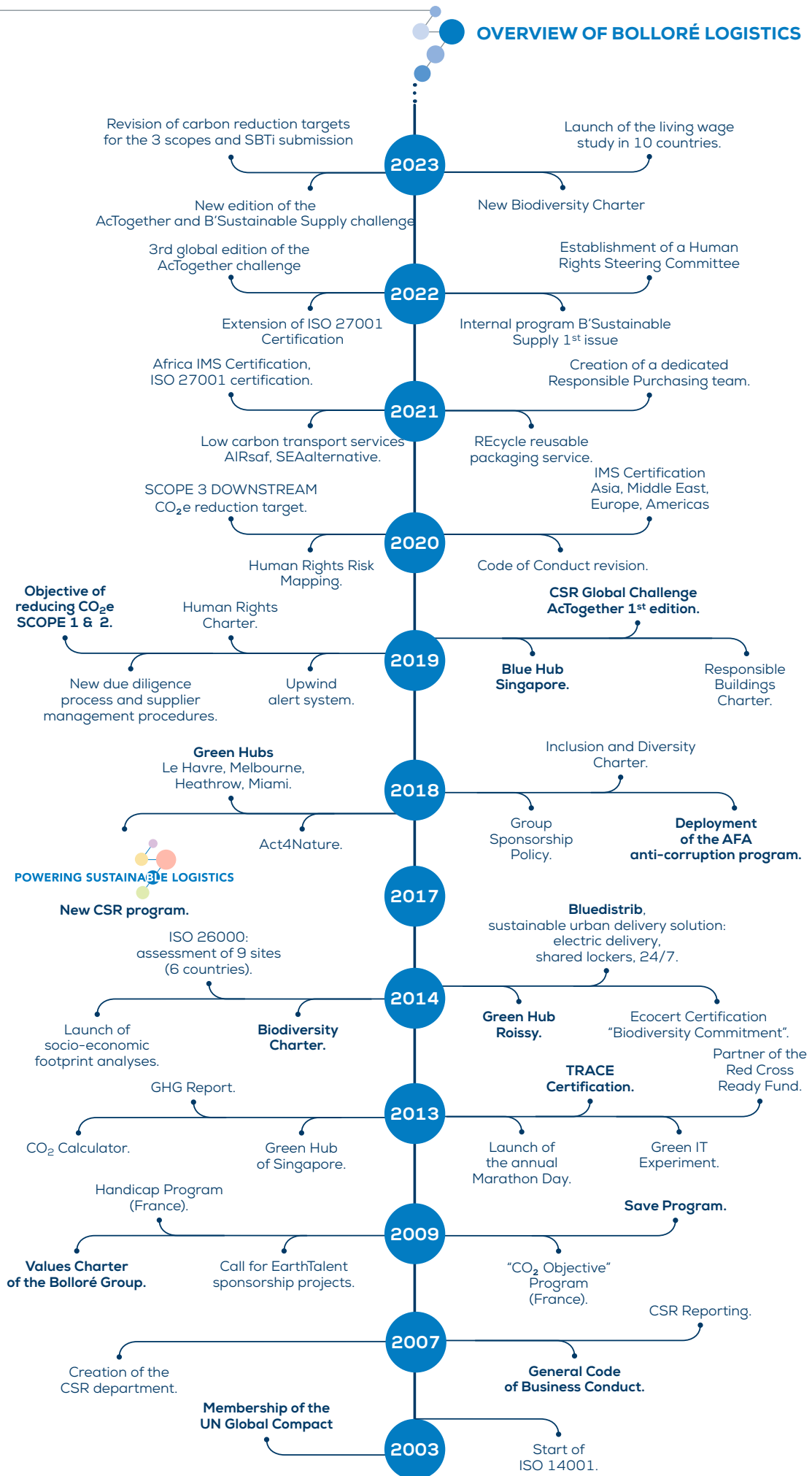


1.3

## A CSR policy structured in a committing program



# OVERVIEW OF BOLLORÉ LOGISTICS



1.3

## 1 CSR GOVERNANCE OF BOLLORE LOGISTICS

### 1.3.1.1. Anchored policy with continuously reinforced commitments over the years

Bolloré Logistics has developed its operations within the framework of the policies of the Bolloré Group, a signatory since 2003 of the United Nations Global Compact. Year after year, Bolloré Logistics has strengthened its CSR commitments, by acknowledging the wishes of its managers on the one hand, and taking into account the environmental and social challenges of our society, expressed in particular through the dialogue established with its stakeholders, on the other hand.

### 1.3.1.2. A global-local CSR governance to respond to global challenges but also to specific local issues

CSR Governance at Bolloré Logistics is organized as follows:

- **At "Corporate level": central CSR department.** The Director reports to the Chairman and CEO 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, especially as regards combating climate change, human rights protection and promoting diversity and social inclusion, are subject to the decision of the Executive Committee. Since 2019, the Sales Director and the Operations and Freight Purchasing Director within the Executive Committee have set up dedicated teams responsible for building low-carbon transport offers.

- **Each of the five regions has at least one Regional CSR Manager.** The CSR Managers are fully dedicated to CSR in their region, except for the Middle East/South Asia region, where the QHSE Manager is also in charge of CSR. Recruitments were also made to reinforce the CSR teams and CSR Managers are also deployed in the largest countries in terms of workforce.

- **The CSR Department and regional CSR teams** work daily to consolidate and broaden policies, as well as deploy action plans. They work regularly with the relevant departments at the head office and within the regions: Bolloré Group CSR Department, Operations and Purchasing, Human Resources, QHSE, Ethics and Compliance, Real Estate.

Since 2021, monthly online meetings, including members of the central CSR department and regional and local CSR teams, have been organized to discuss local projects and deployments. Since May 2023, a bi-monthly CSR decision-making committee has come to reinforce this governance. Lead by the CSR Director, it gathers the regional CSR Managers and members of the central CSR Department. Its objectives consist in: monitoring more regularly and systematically changes in CSR results on the key pillars of the global program, arbitrate decisions, work collectively on new projects, and resolve any difficulties encountered.

- **Once a year, the CSR Department** organizes and leads the Steering Committee for the Powering Sustainable Logistics program. All members of the central CSR Department of Bolloré Logistics, the regional CSR teams, the departments concerned at the head office listed above, the central and regional representatives of Sales, Marketing, the Information Systems department and Legal are also invited. Thus, between 30 and 40 people actively participate in defining and leading the Powering Sustainable Logistics program. They also act as ambassadors for this program. This CSR Committee's objective is to share information on the progress of the program, support guidelines, discuss feelings about the network and discuss local perspectives.

*(For more details on the governance of climate issues, see Chapter 2.3, paragraph 2.3.3.1).*





1.3

## 2 DIALOGUE WITH STAKEHOLDERS

Dialogue is the foundation of our CSR approach to ensure the consistency of our program with the expectations of our stakeholders. This approach makes it possible to identify and prioritize risks relating to societal and environmental issues in the countries where we are present, in particular by detecting weak signals. It is also an excellent way to seize opportunities for innovation and identify growth prospects by providing solutions for local economic and social development. Lastly, this allows us to carry out our operations in the best possible way in the countries where we are established.

Dialogue with stakeholders is part of our corporate culture, at all levels.

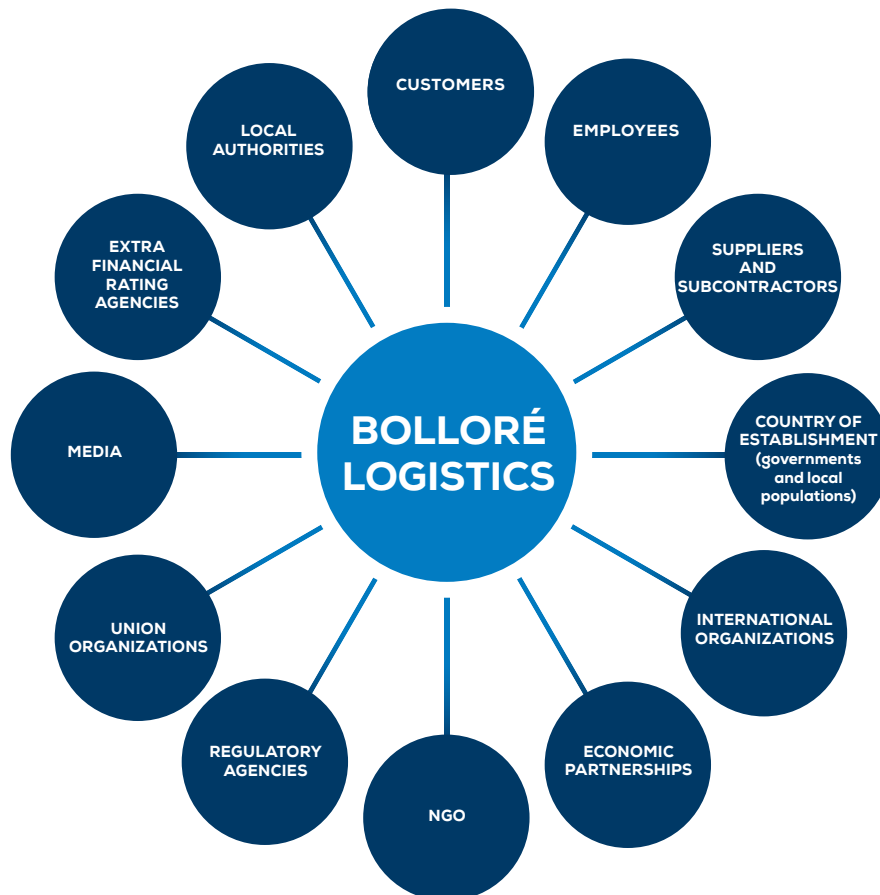
### Regular and structured dialogue

Each year, Bolloré Logistics takes into consideration, when carrying out its business, the requirements of its stakeholders, such as:

- requirements and obligations, issued by public authorities and regulatory and market institutions which it tries to anticipate as much as possible and for which it organizes itself in a process of continuous improvement

to respond to the strengthening of the legislative context, such as the law on the duty of vigilance, the Sapin II law, the general regulation on personal data, the law to combat tax evasion;

- extra-financial performance rating and evaluation agencies;
- the media or NGOs by always working in a transparent manner;
- customers to whom we are committed to providing the best quality of products and services in accordance with our CSR commitments throughout our value chain;
- suppliers;
- employees of the company;
- countries where we have a presence;
- other economic and societal partners (shareholders, international organizations, trade unions, etc.).



The table below shows the main channels of dialogue with stakeholders (non-exhaustive list).

PARTICIPANTS	DIALOGUE FORMATS	DEPARTMENT
Customers	<ul style="list-style-type: none"> <li>• in-depth discussions with customers pre-sales (responses to requests for information for referencing, presentations and meetings during calls for tenders)</li> <li>• Quarterly business reviews with customers</li> <li>• Satisfaction surveys sent to all customers</li> <li>• Innovation workshops, particularly in the two B.Lab innovation centers in France and Singapore</li> <li>• Provision of environmental information for the services provided</li> <li>• Publication of the Powering Sustainable Logistics CSR program progress report</li> <li>• Direct communications on company news and regulatory developments</li> </ul>	QHSE, Sales, CSR, Operations and Purchasing, Communication-Marketing
Financial and extra-financial	<ul style="list-style-type: none"> <li>• Contribution to the Bolloré Group's financial communication (the results of Bolloré Logistics being consolidated)</li> <li>• Response to extra-financial rating questionnaires and evaluation of the climate strategy</li> </ul>	Finance Communication, CSR Communication
Suppliers and subcontractors	<ul style="list-style-type: none"> <li>• Buyer/supplier business reviews</li> <li>• Referencing process and selection of suppliers (due diligence, CSR, QHSE, etc.)</li> <li>• CSR meetings on respective policies</li> <li>• Participation in sector 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 made up of internal experts from all geographic regions and all businesses</li> <li>• Solidarity coffee meetings</li> <li>• AcTogether CSR Challenge</li> <li>• Social dialogue with employee representative bodies</li> <li>• Direct communication issued by the HRD</li> <li>• Use of digital tools: intranet, social networks, collaborative tools, newsletters, etc.</li> </ul>	Human Resources, CSR
Institutional	<ul style="list-style-type: none"> <li>• Membership and promotion of the UN Global Compact</li> <li>• Relations with public authorities</li> </ul>	CSR, Purchasing
General public	<ul style="list-style-type: none"> <li>• Participation in working groups and local and international organizations on the challenges of our sector of activity</li> <li>• Impact studies (environment, safety, social component) and discussion sessions with local communities before the construction of new sites or the implementation of new industrial projects</li> <li>• Social programs; relations between schools and higher education establishments</li> <li>• Partnerships with local NGOs</li> </ul>	Depending on the subject and the audience, Operations, Human Resources, CSR, Sponsorship



On CSR topics, the company’s employees are regularly consulted to collect their feelings, opinions and needs on several topics. These consultations have different formats. Members of the sales teams are regularly questioned about their expectations in terms of CSR information and training during seminars or during the annual B’Sustainable Supply training program. Participants in B’Tomorrow, the training program dedicated to young talent, are also asked about their expectations in terms of CSR action. In 2020, in the context of the Covid-19 crisis, every single area questioned their employees on the management of the crisis and how they felt about remote working in the future. At the start of 2022, the regions once again questioned their teams on the management of the crisis and remote working.

Since the beginning of 2022, internal live webinars on CSR topics have multiplied, the objectives being both to disseminate knowledge, boost project energy, and also to create a close relationship and discussion forums to gather opinions, experiences and wishes. Thus, as part of the AcTogether challenge, three global webinars were organized (open to all), one for the awards ceremony in January, and two others to stimulate and create connections through the “AcTogether Now” live webinars. In each region, AcTogether webinars were also carried out with local ambassadors of the challenge and employees. At the same time, as part of the second edition of B’Sustainable Supply, an internal program to increase the skills of sales teams in all countries on CSR topics, particularly relating to climate change and low-carbon solutions, 45 live webinars were organized worldwide by central and regional/local CSR Managers, during the 2<sup>nd</sup> quarter of 2023.

Lastly, monitoring and current affairs newsletters are sent out regularly, as well as occasional communications via the company’s various channels (intranet, internal social network, collaborative tool).

Dialogue with customers on CSR topics is constant throughout the life of the contract and integrated into daily operations based on the carbon reduction objectives set. In addition, in 2022, a survey consisting in a multilingual questionnaire was sent by the Corporate CSR Department to 5,000 customers representative of our operations to find out their assessment of Bolloré Logistics’ CSR strategy, their priority in relation to the solutions offered and to take stock of their climate goals and priorities within their organizations. The results showed similarities with the issues we had identified and how they are handled at Bolloré Logistics. Other initiatives are also organized on a local level. For example, in 2023, the Europe CSR Department in collaboration with a consulting firm, deployed a proactive “Beyond Carbon” program targeting some fifteen key accounts from representative industries and aiming for an active commitment to supply chain decarbonization. In this respect, individual meetings were scheduled with the Supply Chain, CSR, Sales and Purchasing Departments.

With suppliers, a discussion on CSR issues was also established on a constant basis during business reviews.

The table below shows the main partnerships (non-exhaustive list).

TOPIC	COMMITMENT
Sustainable governance and cross-functional topics	<p><b>International:</b> United Nations Global Compact, GLEC – Global Logistics Emissions Council</p> <p><b>France:</b> College of Sustainable Development Directors – C3D (director member)</p>
Climate and packaging	<p><b>International:</b> EcoTransIT® World Initiative – EWI; Clean Cargo Working Group – CCWG; Sustainable Air Freight Alliance – SAFA; ACT – international co-initiative CDP-ADEME; “Getting to Zero Coalition”</p> <p><b>France:</b> Sustainable Development Commission French Transport and Logistics Federation – TLF; France Supply Chain by Aslog and its SupplyChain4Good lab; Label 6 PL; The Circul’R Factory (POS program)</p> <p><b>Singapore:</b> Energy Efficiency National Partnership (EENP), with Green Freight Asia, Packaging Partnership Program (PPP), PRAS – Plastic Recycling Association of Singapore</p> <p><b>USA:</b> EPA SmartWay</p> <p>Mexico: “Programa de Transporte Limpio” national program</p>
Biodiversity	<p><b>International:</b> International Biodiversity &amp; Property Council – IBPC/CIBI (founding member and administrator) – French act4nature and international act4nature initiatives</p>
Education	<p><b>International:</b> Earthtalent solidarity program for youth supporting actions giving access to economic resources, education, empowerment and entrepreneurship, in partnership with local vocational training centers and/or national or international nonprofit organizations</p>



### 3 CSR PROGRAM OF BOLLORÉ LOGISTICS

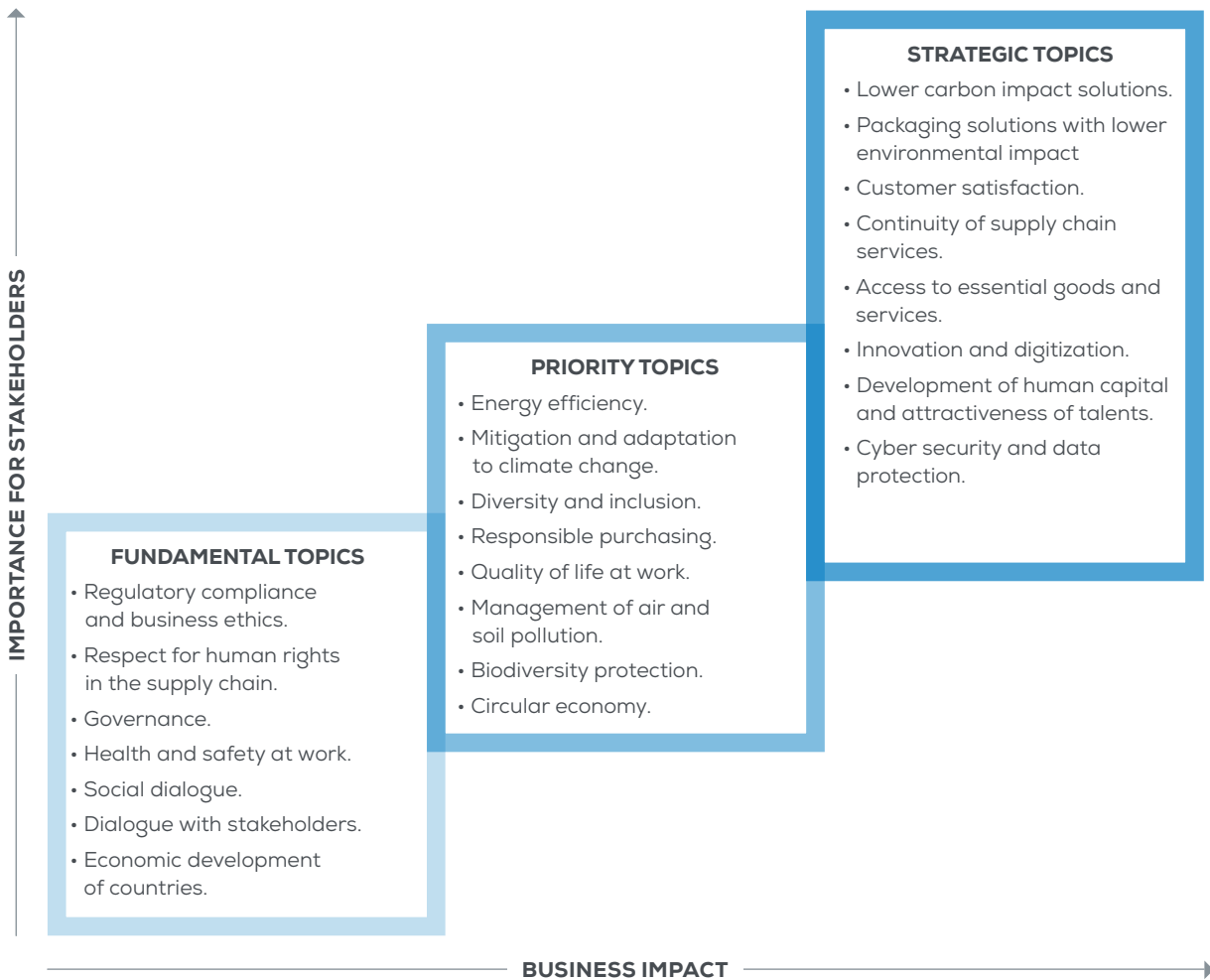
#### 1.3.3.1. Assessment of sustainable development issues via the materiality matrix

To maintain responsible and sustainable activity, Bolloré Logistics is committed to refining its CSR program in collaboration with its stakeholders.

In 2020, in order to better understand the key challenges and propose strategic solutions, Bolloré Logistics updated the materiality analysis of its CSR issues initially carried out in 2016 with the objective of assessing the importance of these sustainable development issues for its stakeholders and their impact on the company's performance, to adjust its CSR program by 2030. New assignments were launched

in 2023, in the context of the CSRD directive.

The key issues identified in collaboration with the stakeholders are shown in the matrix below, crossing on the ordinate the expectations of internal and external stakeholders and on the abscissa the impact on the performance of Bolloré Logistics. These challenges cover all the environmental, social, societal, economic and governance aspects of the Powering Sustainable Logistics CSR program.





### 1.3.3.2. Mapping of extra-financial risks

In 2017, in accordance with the directive on extra-financial reporting, Bolloré Group instructed the members of the Management Committees of all its divisions to map the CSR risks and opportunities associated with its transport and logistics operations (four business units, before the transfer of the Bolloré Africa Logistics operations: Bolloré Ports, Bolloré Logistics, Bolloré Railways and Bolloré Energy) and its industrial operations (three business units: Blue, Films and Systems). Four risk rating workshops were organized, supervised by a firm of experts providing a digital tool to rate the risks and make the method enforceable. A universe of CSR risks and opportunities, covering the topics expected by law, was thus rated according to a methodology, taking into account the severity and frequency, aligned with that of the Bolloré Group's general risk mapping. Risks refer to risks inherent in the Group's business. They were considered across the entire value chain (*supply, operations, use of products and services sold*) and taking into account all stakeholders (*employees, customers, suppliers, subcontractors, public authorities, investors, etc.*).

Each risk was rated based on its frequency and severity. Frequency was defined as the probability of the risk occurring within five years. Severity is the impact of risk materialization on reputation, revenue or operations. This methodology was created in line with the Bolloré Group's general risk mapping.

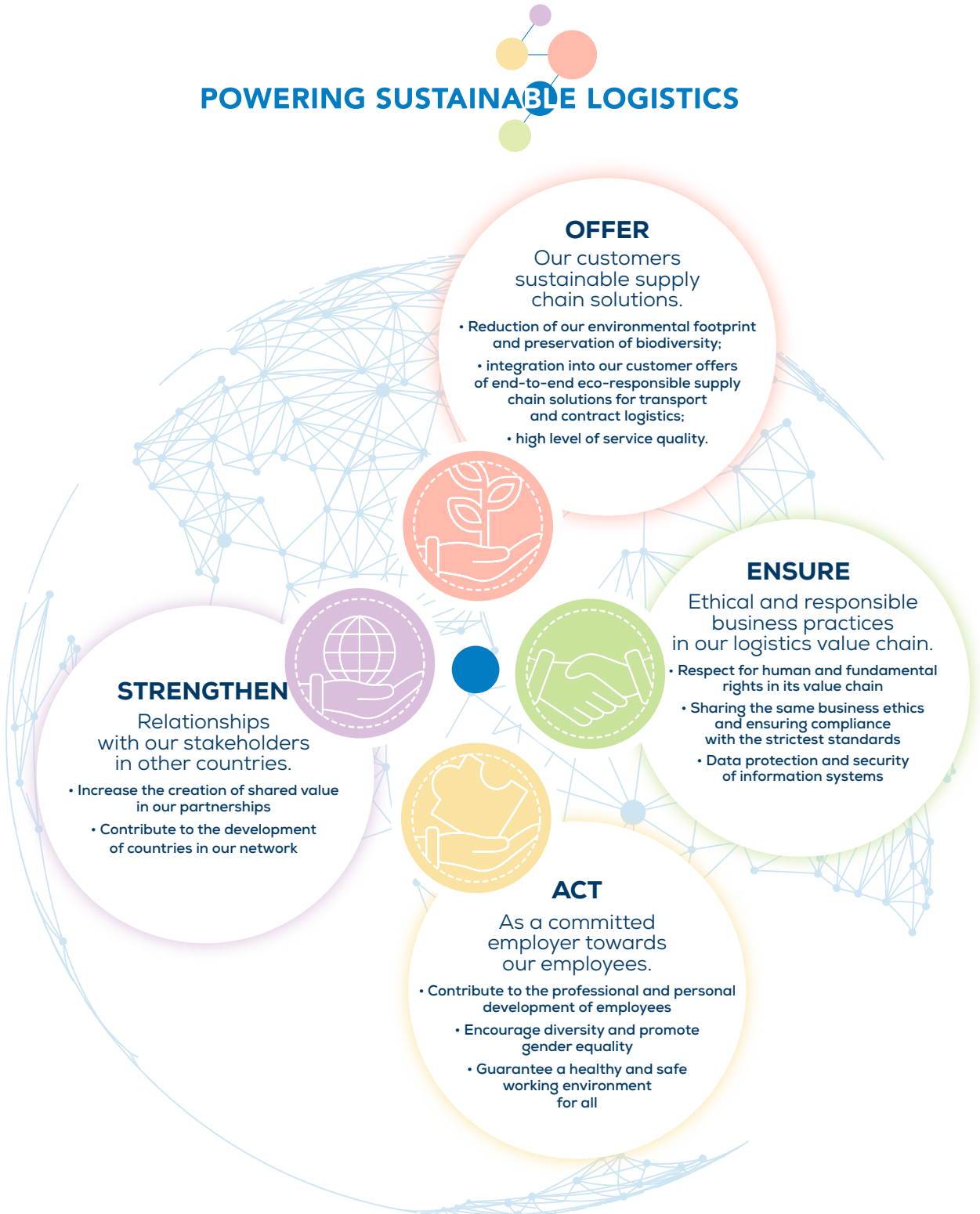
The risk of corruption and conflicts of interest, considered a priority, was rated by the Group Compliance Department together with the divisions. General Management of Bolloré Logistics was fully included in this work.

The risks concerning Bolloré Logistics have been consolidated in the Bolloré Group risk mapping, according to a weighting method taking into account revenue, operating results and workforce. The map updated in 2021 with regard to the work carried out by the divisions, including that pertaining to Bolloré Logistics, and the works conducted and regulatory developments is in line with the priority issues identified during the materiality analysis. Also, the priority risks identified naturally fit into the four main pillars of the Bolloré Group's CSR strategy and the Bolloré Logistics CSR program.

AXES OF THE CSR PROGRAM POWERING SUSTAINABLE LOGISTICS	EXTRA-FINANCIAL PRIORITY RISKS OF BOLLORÉ LOGISTICS	
Acting as a committed employer towards our employees	<ul style="list-style-type: none"> <li>• Health and safety at work for employees and third parties</li> <li>• Attracting and retaining talent</li> <li>• Work conditions and social dialogue</li> </ul>	Chapter 2.2
Ensuring ethical and responsible business practices in our logistics value chain	<ul style="list-style-type: none"> <li>• Human rights</li> <li>• Corruption and influence peddling</li> <li>• Information systems security and data protection</li> </ul>	Chapter 2.1
Offering our customers sustainable supply chain solutions	<ul style="list-style-type: none"> <li>• Risks and opportunities relating to climate change</li> <li>• Local pollution, industrial accidents and managing hazardous materials</li> </ul>	Chapter 2.3
Strengthening relations with our stakeholders in other countries	<ul style="list-style-type: none"> <li>• Risks and opportunities relating to relations with local communities</li> </ul>	Chapter 2.4



# POWERING SUSTAINABLE LOGISTICS



## OFFER

Our customers sustainable supply chain solutions.

- Reduction of our environmental footprint and preservation of biodiversity;
- integration into our customer offers of end-to-end eco-responsible supply chain solutions for transport and contract logistics;
- high level of service quality.

## ENSURE

Ethical and responsible business practices in our logistics value chain.

- Respect for human and fundamental rights in its value chain
- Sharing the same business ethics and ensuring compliance with the strictest standards
- Data protection and security of information systems

## ACT

As a committed employer towards our employees.

- Contribute to the professional and personal development of employees
- Encourage diversity and promote gender equality
- Guarantee a healthy and safe working environment for all

## STRENGTHEN

Relationships with our stakeholders in other countries.

- Increase the creation of shared value in our partnerships
- Contribute to the development of countries in our network

### 4 PILLARS – 11 COMMITMENTS



### 1.3.3.3 Powering Sustainable Logistics, the sustainable commitments program

For the transport and logistics sector, which emits greenhouse gases, the major environmental challenge concerns climate change and air pollution. As a global player in transport and logistics, the role of Bolloré Logistics is to support its customers in order to offer them sustainable, end-to-end supply chain solutions, with better CO<sub>2</sub> efficiency and contributing to the decarbonization of the sector.

Driven by our values, our corporate social responsibility (CSR) also leads us to place ethics, social issues and the development of the countries where we operate at the heart of our commitments. By integrating the CSR issues of each link in a responsible supply chain into our daily operations, we are contributing to the global challenges of sustainable development.

Developed together with Bolloré Logistics customers and employees, the Powering Sustainable Logistics program, launched in 2018, is based on 4 catalysts, in line with the CSR axes of the Bolloré Group. Based on the ISO 26000 standard for assessing stakeholder CSR issues, it focuses all players in the chain on 11 commitments and quantitative objectives to be achieved by 2030.

Its integration, both in operations and in the sales offer, allows Bolloré Logistics to be part of a global progress and performance approach, in which each employee participates through the AcTogether challenge in particular, and local management through an action plan taking into account the issues in the different countries. The quantified results and any action plans deployed are consolidated centrally and published annually in this report.



As a member of the United Nations Global Compact since 2003, Bolloré Group is committed to integrating and promoting several principles relating to human rights, international labor standards, the environment and combating corruption. Bolloré Logistics has incorporated the 10 principles of the Global Compact into its business plan.



The Bolloré Group responds to the CDP climate change questionnaire with Bolloré Logistics, which reports on its climate strategy. B score was obtained in 2023. For the "Supplier Engagement Rating" (SER), based on the "Supply Chain" questionnaire answered within the Bolloré Logistics scope, an A- score was obtained over this same period.



In 2024, Bolloré Logistics renewed its Platinum status for its CSR performance across its global scope, assessed by the independent rating agency EcoVadis.

### 1.3.3.4. Global integration of environmental and social impacts in the value chain

Bolloré Logistics drives its CSR policy through its "Powering Sustainable Logistics" program in order to reduce the environmental impacts of its businesses and increase the value created for society.

## POWERING SUSTAINABLE LOGISTICS

**14,991**  
employees

**64** countries in A Americas, Europe, Middle East/South Asia, and Asia-Pacific regions

**Less than 0.5%** of self-operated transport (GHC basis)

### COMMITTED THROUGHOUT THE CHAIN

Continuation of the ethics and compliance program. Creation of the Human Rights expert network.

Continuation of the central Green IT pilot project.

**3,766 virtual servers and 583 physical servers.**

Global IMS certification in Asia, Middle East, Europe, Americas  
84% of sites certified.

**29,855 tons CO<sub>2</sub>e scopes 1 and 2.**

Climate plan rolled out across the entire operational scope. Solar energy production in Asia Pacific, development of new projects. Purchase of renewable energy certificate.

Due diligence procedure for 100% of major suppliers. Implementation of the road transporter referencing platform. Development of low-carbon transport services AIRsaf, SEAalternative.

**42%**  
in absolute terms on scopes 1 and 2 by 2030 (2022 baseline). Alignment 1.5°.

**-21%**  
in absolute value on scope 3 downstream By 2030 (2022 baseline). WB2C alignment.

Waste reduction + Eco-sourcing + recycling + circular offer.



Biodiversity@ label in Singapore.

**Land use 1,059,433 m<sup>2</sup>.**



**Waste generated on site: 1,911 tons CO<sub>2</sub>e including industrial packaging.**



**2,625,595 tons CO<sub>2</sub>e indirect scope 3 downstream emissions. Or 98% of the carbon footprint.**

- 2023 Negative environmental impacts.
- Key objectives.**
- Goals in progress. SBTi targets being submitted.
- Goal exceeded.
- 2023 Achievements

The elements presented above are not exhaustive.



### 8 SUSTAINABLE DEVELOPMENT GOALS 40 TARGETS



**ISO 27001 certifications**  
Extension of regional certification, IS Security.

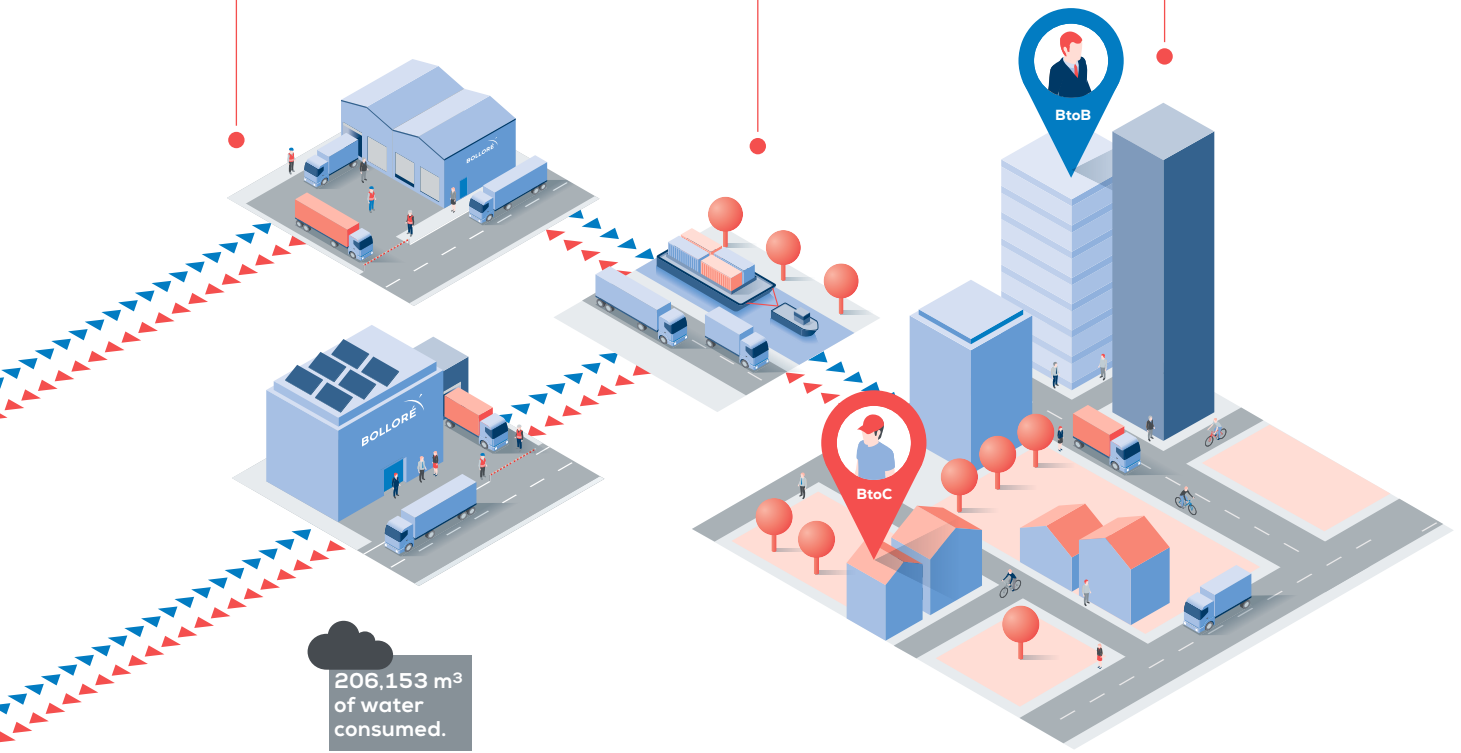
**80%**  
of sites ISO 45001 certified by the end of 2023.  
Goal Achieved: 84%

**70%**  
of countries have developed school relationships.

Improved CO2 dashboard.  
B'Sustainable Supply training program for sales teams.  
Improvement of decision-making tools and assistance in the design of low-carbon plans.

Deployment of the REcycle solution for reusable packaging.  
Deployment of low-carbon vehicles directly and through dedicated subcontracting.

4th edition of the AcTogether CSR challenge. 84 projects with societal impact focused mainly on young people and education.



**OUR GOAL:** integrate CSR issues into our daily operations throughout the supply chain and support our customers with better CO2 efficiency, thus contributing to the decarbonization of the transport and logistics sector.





### 1.3.3.5. Contribution to the UN Sustainable Development Goals

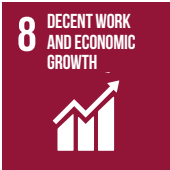


Adopted in 2015 by the United Nations, the Sustainable Development Goals (SDGs) include 17 priorities to be achieved by 2030 to participate in economic development that respects people and the planet. As a member of the Global Compact since 2003, the Bolloré Group, as well as all of its subsidiaries, implement policies intended to contribute positively to the SDGs.

While developing its Powering Sustainable Logistics CSR program, Bolloré Logistics analyzed the risks and opportunities of its value chain and defined its goals through 8 SDGs, and more specifically 40 targets. The resulting roadmap, centered around its business operations, relies on the women and men who are an integral part of it, and who work every day to contribute to the program's guiding principle aimed at global economic growth while supporting social development and reducing environmental impact.






SDG	CHALLENGES	2023 ACHIEVEMENTS
 <p>3.6 3.8 3.9 3.d</p>	<ul style="list-style-type: none"> <li>Ensure the delivery of essential medical products in hard-to-reach areas or in emergency situations</li> <li>Promote health prevention actions and risk management systems in order to take action at the first warning signs of an epidemic</li> <li>Develop direct access to care in developing countries for employees</li> <li>Deploy prevention plans with truck drivers, employees and subcontractors</li> <li>Control the transport and storage of dangerous goods</li> </ul>	<ul style="list-style-type: none"> <li>95% of entities offer more favorable health coverage than local legislation requires</li> <li>16 countries, i.e. 31% of the network, organized one or more vaccination, screening or awareness campaign(s) for employees, families or local communities in 2023</li> <li>Following the fourth edition of the AcTogether CSR challenge, out of the 493 social actions completed in 2023, 239 were linked to well-being at work and 135 linked to health prevention. These actions generated a total of 32,796 positive impacts throughout the network in these 2 categories (an employee can benefit from several positive impacts)</li> <li>401,000 m<sup>2</sup> of interior space at our sites were fitted out according to the biophilic concept by the end of 2023</li> <li>Over 69,294 HSE training hours were provided to employees, subcontractors and temporary staff</li> </ul>
 <p>4.3 4.4 4.5 4.b</p>	<ul style="list-style-type: none"> <li>Strengthen the technical training offered to all employees</li> <li>Develop technical and vocational training for young people</li> <li>Increase links between graduate schools and the company</li> <li>Strengthen partnerships with education in Africa</li> <li>Promote access to education for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Training rate of employees: 89.2% as of September 30, 2023</li> <li>143 partnerships with schools, including 81% in Europe</li> <li>820 interns and work-study trainees employed, with a very strong commitment in France which accounts for 72.4% of the intern workforce</li> <li>In 2023, 27.5% of interns and work-study trainees were recruited following their training, i.e. 69% more than in 2022.</li> <li>Happy Trainees Label renewed in 2023 based on a survey conducted in 2022, with a recommendation rate from our interns of over 90%</li> <li>84% of sponsorship spending used for education and youth programs</li> <li>Regarding AcTogether, 20 personal development actions generated 1051 positive impacts throughout the network (an employee can benefit from several positive impacts)</li> </ul>



SDG	CHALLENGES	2023 ACHIEVEMENTS	
 <p>8.2</p> <p>8.3</p> <p>8.4</p> <p>8.5</p> <p>8.8</p>	<ul style="list-style-type: none"> <li>Contribute to the creation of jobs for all, including young people, people with disabilities, and promote decent work</li> <li>Develop direct and indirect local employment and the growth of micro-enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Good representation of women in the global workforce at 51.2% in 2023</li> <li>6.7% of disadvantaged beneficiaries integrated into the workforce (persons with disabilities, senior employees hired over the age of 50 and still working)</li> <li>In 63% of entities, employees benefit from union and/or staff representation, with 58 collective bargaining agreements signed in 2023</li> <li>Completion of the living wage study within the priority area</li> <li>Bolloré Logistics France ranked 3rd among the 500 best employers in France, in the "Freight transport and logistics" sector, by employees in 2023, following a survey published in Capital magazine and carried out by the Statista polling institute.</li> <li>IMS Certification including ISO 45001 in 300 of our sites (84%).</li> </ul>	
	<ul style="list-style-type: none"> <li>Encourage the development of local economies by streamlining logistics, necessary for the development of industrial and commercial operations in the countries</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the living wage study within the priority area</li> <li>Bolloré Logistics France ranked 3rd among the 500 best employers in France, in the "Freight transport and logistics" sector, by employees in 2023, following a survey published in Capital magazine and carried out by the Statista polling institute.</li> </ul>	
	<ul style="list-style-type: none"> <li>Guarantee respect for workers' rights, promote safety in the workplace and the protection of employees, suppliers and subcontractors</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the living wage study within the priority area</li> <li>Bolloré Logistics France ranked 3rd among the 500 best employers in France, in the "Freight transport and logistics" sector, by employees in 2023, following a survey published in Capital magazine and carried out by the Statista polling institute.</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop innovation and technological modernization allowing the creation of additional value</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the living wage study within the priority area</li> <li>Bolloré Logistics France ranked 3rd among the 500 best employers in France, in the "Freight transport and logistics" sector, by employees in 2023, following a survey published in Capital magazine and carried out by the Statista polling institute.</li> </ul>	
 <p>11.6</p> <p>11.a</p> <p>11.b</p> <p>11.c</p>	<ul style="list-style-type: none"> <li>Reduce the environmental footprint of buildings during their construction and in operation all over the world</li> <li>Pursue an active policy to address climate change and strengthen the resilience of buildings to handle physical risks</li> </ul>	<ul style="list-style-type: none"> <li>New analysis of the physical risks on the sites in the face of climate change</li> <li>Promotion of the Upwind digital platform to customers: alerts on supply chain disruption events, including natural disasters</li> <li>Continuous development of low-carbon transport solutions</li> <li>Deployment of the internal Energy Saving Office label, promotion of levers to reduce carbon emissions from buildings through the AcTogether challenge</li> </ul>	
	<ul style="list-style-type: none"> <li>Offer transport with better CO<sub>2</sub> efficiency to its customers, from end to end of the supply chain, to reduce GHGs and improve air quality</li> </ul>	<ul style="list-style-type: none"> <li>Deployment of the internal Energy Saving Office label, promotion of levers to reduce carbon emissions from buildings through the AcTogether challenge</li> </ul>	
	<ul style="list-style-type: none"> <li>Promote the establishment of links within the countries between urban, peri-urban and rural areas</li> </ul>	<ul style="list-style-type: none"> <li>Deployment of the internal Energy Saving Office label, promotion of levers to reduce carbon emissions from buildings through the AcTogether challenge</li> </ul>	
 <p>12.5</p> <p>12.6</p> <p>12.7</p> <p>12.8</p> <p>12.a</p>	<ul style="list-style-type: none"> <li>Increase waste management on freight and logistics platforms, promote recovery, recycling and the circular economy</li> <li>Promote a more eco-responsible supply chain</li> <li>Raise the awareness of internal and external stakeholders of the challenges of sustainable development and more specifically in the transport and logistics sector</li> </ul>	<ul style="list-style-type: none"> <li>IMS Certification including ISO 14001 for 84% of our sites</li> <li>Update of the 4 e-learning modules on the sustainable self-service supply chain for all the company employees (100% of sales teams and global freight purchasers were offered this initial version of this training, with a completion rate of 85%).</li> <li>Increase in warehouse projects applying the 4 R model (Reduce, Reuse, Repair, Recycle) and webinar on reducing waste (held in October 2022 and available for replay like all webinars).</li> <li>B.Lab innovation centers: several projects to reduce the use of plastic in our freight and logistics operations.</li> <li>Promotion of the RECycle service for the reuse of transport packaging</li> <li>Launch of the Beyond Carbon internal program in Europe, a proactive approach focused on supply chain decarbonization</li> <li>Partnerships on sustainable fuels with major shipping and airline companies</li> <li>Improvement of decision support tools in both standard and personalized offers</li> <li>4th edition of the internal AcTogether CSR Challenge in 2023: 1684 actions completed, including 56% on the environment theme, with for example 5,230 employees made aware of eco-friendly action, 2,353 employees trained on waste management, 1,415 on climate, etc.</li> <li>Podcast on responsible purchasing accessible to all employees (AcTogether)</li> </ul>	



SDG	CHALLENGES	2023 ACHIEVEMENTS
	<ul style="list-style-type: none"> <li>• Develop a policy of adaptation and mitigation to address climate change, strengthen the resilience of buildings to resist hazards</li> <li>• Deploy climate strategy measures throughout the network, particularly in developing countries</li> <li>• Increase the awareness of internal stakeholders and their skills to integrate climate change issues into their daily operations</li> </ul>	<ul style="list-style-type: none"> <li>• Climate plan led over the whole geographic scope</li> <li>• Continuation of the works on the scope 3 downstream climate roadmap</li> <li>• Development of the sustainable supply chain offer: industrialized solutions with AIRsaf, SEAlternative with process verified by an independent third-party organization, and personalized solutions</li> <li>• Increase in low-carbon solutions implemented with customers</li> <li>• Standardization of low-carbon offers: AirSaf, SEAlternative</li> <li>• Development of multimodal offers: FastRail, SmoothRiver</li> </ul>
	13.1	<ul style="list-style-type: none"> <li>• Organization of customer workshops focused on CO<sub>2</sub> and zero plastic</li> <li>• Investment in company-owned low-carbon vehicles for transport, and development of partnerships with subcontractors for the circulation of dedicated low-carbon vehicles on company flows</li> <li>• Podcast on electric vehicles open to all employees (AcTogether)</li> <li>• Tailor-made internal training program, B'Sustainable Supply, providing knowledge and tools to sales teams (prescribers) to integrate CO<sub>2</sub> into customer relations</li> <li>• 4th edition of the internal AcTogether CSR challenge with a focus on climate change as part of the launch of the internal Energy Saving Office label, along with a webinar open to all employees</li> <li>• Communication materials addressed to all employees on levers to reduce carbon emissions from buildings with webinars organized in the 4th quarter</li> <li>• Organization of webinars on supply chain decarbonization and Climate Frescoes with customers and/or suppliers</li> </ul>
	13.2	
	13.3	
13.b		
	<ul style="list-style-type: none"> <li>• Fight against corruption</li> <li>• Promote respect for human rights with our employees and partners</li> <li>• Support the establishment of resilient and transparent institutions</li> <li>• Promote non-discriminatory and inclusive policies</li> </ul>	<ul style="list-style-type: none"> <li>• Work to update the priority scope on human rights risks</li> <li>• Bi-monthly Human Rights Steering Committee</li> <li>• Human rights action plan led with the creation of a network of internal human rights experts</li> <li>• Continued improvement of the LINK Partners digital platform dedicated to the referencing of road freight subcontractors (integrating aspects such as ethics, OHSE, CSR, etc.)</li> <li>• 98% of employees in 2023 made aware of the fight against corruption through the module on the code of conduct</li> </ul>
	16.5	<ul style="list-style-type: none"> <li>• 84 projects with a societal impact conducted in 2023, including 49 focused on youth and education</li> <li>• Continuation of the climate plan to reduce Scopes 1 and 2 GHG emissions over the whole company scope, which includes developing countries</li> <li>• The AcTogether challenge is conducted through a digital platform that makes it possible to share good practices over the whole network</li> </ul>
	16.7	
	16.10	
16.b		
	<ul style="list-style-type: none"> <li>• Help develop infrastructures in the least developed countries and increase capacities</li> <li>• Promote decarbonization technologies and innovations especially in developing countries</li> <li>• Use digital means to address sustainable development issues</li> <li>• Develop close links between entities and local economic players to create more shared value</li> </ul>	<ul style="list-style-type: none"> <li>• 84 projects with a societal impact conducted in 2023, including 49 focused on youth and education</li> <li>• Continuation of the climate plan to reduce Scopes 1 and 2 GHG emissions over the whole company scope, which includes developing countries</li> <li>• The AcTogether challenge is conducted through a digital platform that makes it possible to share good practices over the whole network</li> </ul>
	17.5	
	17.7	
	17.8	
	17.9	
	17.10	
17.11		
17.12		
17.16		



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

#### 1.3.3.6.1. A global challenge accessible to all with common sustainable development objectives

The AcTogether challenge is an inter-country competition that allows all company employees to engage in action related to sustainable development.

Launched in 2020 and renewed each year since, AcTogether offers many benefits as it makes it possible to:

- contribute to the performance of the CSR program and the Sustainable Development Goals;
- unify by allowing teams to collaborate on value-creating action;
- provide all employees the opportunity to act on an individual level for a collective benefit;
- share good practices, while reporting on CSR action within a centralized and shared digital platform;



***“Relaunched for a fourth edition in January 2023, the AcTogether challenge allows us to link global strategy with local action”.***

**Odile MAAREK**  
CSR Director  
Bolloré Logistics

*What is the context of this challenge and what is its objective?*

Through the international deployment of our CSR program Powering Sustainable Logistics, our ambition is to increase the environmental and societal value of Bolloré Logistics throughout the supply chain. The AcTogether challenge is part of this virtuous effort, since it allows the global CSR strategy, defined by the central departments of Bolloré Logistics, to be connected to local action, by encouraging each employee to take part in the program. Led by the CSR Department with CSR representatives in the regions, this coordination tool thus facilitates the appropriation by local teams of our sustainable development issues while allowing everyone to contribute, at their level, to our overall objectives.

*What is AcTogether?*

This is an inter-country competition, accessible via a dedicated platform, which gives each employee the opportunity to get involved in a project that inspires them, as long as it relates to one of the four areas of commitment in our program, i.e. environmental, ethics, societal and social.

The principle is simple: get involved in CSR action to help your country and/or your team win at the end of the year.

To do this, teams can log into the platform and get involved in two types of actions:

- turnkey actions with action sheets already prepared;
- custom actions designed and put forward by themselves.

These actions are classified into three levels based on the intended impact and the complexity of implementation. Each action is approved by the country departments and then by our regional CSR relays.

With each action launched or completed, the teams accumulate points for their country with the goal of winning one of the trophies offered at the end of the year. In 2022, 4 trophies were awarded:

- the Points Trophy: in order to guarantee fairness between each country, a multiplier coefficient is applied based on the size of the country;
- the Objective Trophy: this objective is calculated based on the connected workforce of the country. A minimum target for actions is set and must include at least 25% of carbon actions and 25% of level 2 actions (more ambitious and innovative);
- the Best Action: voted by all employees;
- the Carbon Action: voted by the CSR community.
- the Best Celebration Action: voted by the CSR community.

Beyond the competitive aspect, AcTogether is a tool for progress and for measuring the CSR performance of each country. In addition to highlighting initiatives carried out locally, it allows countries to demonstrate their ability to innovate and mobilize their resources for a common goal, while promoting the exchange of good practices within the network.

*Which countries won the trophies at the end of this second edition?*

Nine teams were honored for the 2023 edition. The Philippines, Australia and Malaysia are on the podium for the Points Trophy. The Philippines in particular finished first with 154 actions completed, including 41 level 2 actions (its target was to complete 26 actions, including 7 level 2 actions and 7 carbon actions).

Austria, Hungary and Cambodia are on the podium for the Objective Trophy. Austria actually completed more than 7 actions (including 2 level 2 and 2 related to carbon) in May, reaching 13 actions in total at the end of the year. It is important to note that 14 other countries met their targets this year: Germany, Australia, Burma, China, France, India, Japan, Laos, New Zealand, the Philippines, Thailand and Vietnam, which showcases the growing commitment of the teams both for the challenge and CSR issues.

The Best Action Trophy was awarded to the Kolkata site in India where the teams set up a system for collecting water discharged from its air conditioning and water purification systems. This water is then reused to water plants and clean offices.

The Carbon Trophy was awarded to the Kunshan site, near Shanghai, in China, for the installation of a digital twin which is a system for managing and monitoring the warehouse's energy consumption and which made it possible to avoid 20 tonnes of CO<sub>2</sub> in the year 2023.

Lastly, the Best Celebration Action Trophy was awarded to Chile for the organization of a team building activity including environmental dimensions. Chile actually organized a 6 km hike in the mountains during which the teams were made aware of the fauna and flora and planted trees.

All these teams were granted a financial reward to be reinvested in an internal or external CSR project close to their hearts.



*What do you remember from this edition?*

Communication is key for AcTogether to be a success because if employees do not know about the challenge, they will not participate. In 2023, we therefore continued our approach to promote AcTogether to employees. A newsletter is now published every month highlighting: the ranking of the highest scoring countries, the action of the month, games, information on sustainable development news and the topics that we wish to support within our network. Information about it is also relayed on the company's internal social networks. One of the highlights of the year was the Environment Day which this year focused on waste management and responsible purchasing. One of the events organized on this day which was held on June 5, was a competition to elect the best action with regard to these topics in each region. To take part, employees needed to post an action with the #WED tag in its title and complete it during the month of June. No less than 86 actions were completed and a LinkedIn post highlighted the achievements of the winners.

Each region has also appointed ambassadors, 128 worldwide, who are responsible for promoting the challenge at local level and ensuring that CSR actions are posted on the platform.

Lastly, an awards ceremony was organized in January 2024 with all company employees invited (nearly 1720 employees attended the three live broadcasts organized so that everyone could connect based on their time zone). This ceremony made it possible to present the flagship actions of the year.

The challenge in itself was actually quite surprising. The most amazing aspect was the ability of our employees to actively participate in the objectives of the CSR Powering Sustainable Logistics program. The diversity of initiatives was also impressive. Actions related to energy efficiency, the reduction of CO<sub>2</sub>e emissions related to our operations, the preservation of natural capital and well-being at work have been implemented. In total, we estimate that 20,000 tons of CO<sub>2</sub>e and 51 tons of waste were avoided. The number of local actions developed

increases each year and I am fully confident that our employees will mobilize even more for the 2024 edition.

*What are the challenges and new issues for 2024?*

This is already the fifth edition of AcTogether, the aim of which is to create added value by only posting the new actions implemented by each site on the platform. Simple actions have therefore often already been implemented during the previous editions. In 2024, we want to maintain and amplify the dynamic which established itself during past editions. Highlights will be organized on the occasion of world days linked to our CSR issues. Just like previous editions, the best actions to be copied will be highlighted and communicated (newsletter, social network). We will also continue to strengthen the popularization of CSR topics, through new webinars and podcasts giving the floor to internal and external experts, and accessible to all employees live or in replay. Even though AcTogether is a collective challenge, we still want to highlight the particularly active commitment of certain employees. We have created a special newsletter titled "Our employees have talent" to promote them and their great actions. Lastly, we will also continue to rely on our network of AcTogether ambassadors, created in 2021, whose mission is to promote the challenge at local level. This network of ambassadors is managed locally throughout the year by regional CSR managers in order to support them in their missions, define priorities and share good practices.

### The winners of the 2023 AcTogether!

**Points Trophy**

Philippines	Austria
France	Hungary
Australia	Cambodia

4<sup>th</sup> place: Malaysia

**Objective Trophy**

17 countries reached their objectives

### The 2023 AcTogether results!

<b>Actions completed:</b> <span style="font-size: 2em; font-weight: bold;">1684</span> +26% Env: 56% Soc: 29% Levels: 2=18% 1=70% C=12%	<b>Countries:</b> <span style="font-size: 2em; font-weight: bold;">50</span>	<b>Awareness session participants:</b> <span style="font-size: 2em; font-weight: bold;">31551</span> Env: 169 actions Soc / Eth : 173 actions	<b>Estimate of tons of CO<sub>2</sub> saved:</b> <span style="font-size: 2em; font-weight: bold;">20000</span>
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**Best Carbon Action**

Energy optimization through a digital twin  
Kunshan, China

**Best Action**

Reuse of used water  
Kolkata, India

**Best Celebration**

Team hike in Chile

\* France won the Point Trophy in 2022 and was unable to compete for this trophy this year, so Malaysia received the bronze medal.



1.3.3.6.2. A very dynamic fourth edition

**1,684**  
completed ACTIONS  
(+26% vs. 2023)

**56% OF ENVIRONMENTAL ACTIONS:**

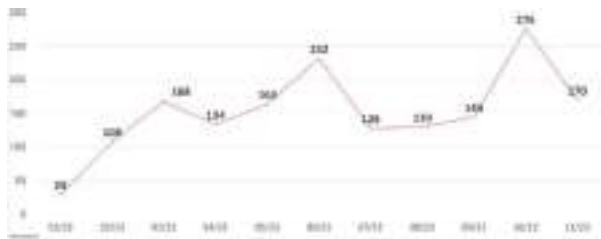
waste management, energy efficiency and CO<sub>2</sub> with building efficiency, low-carbon emissions transport plan, etc.

**33% OF SOCIAL ACTIONS:**

well-being at work, health care, etc.

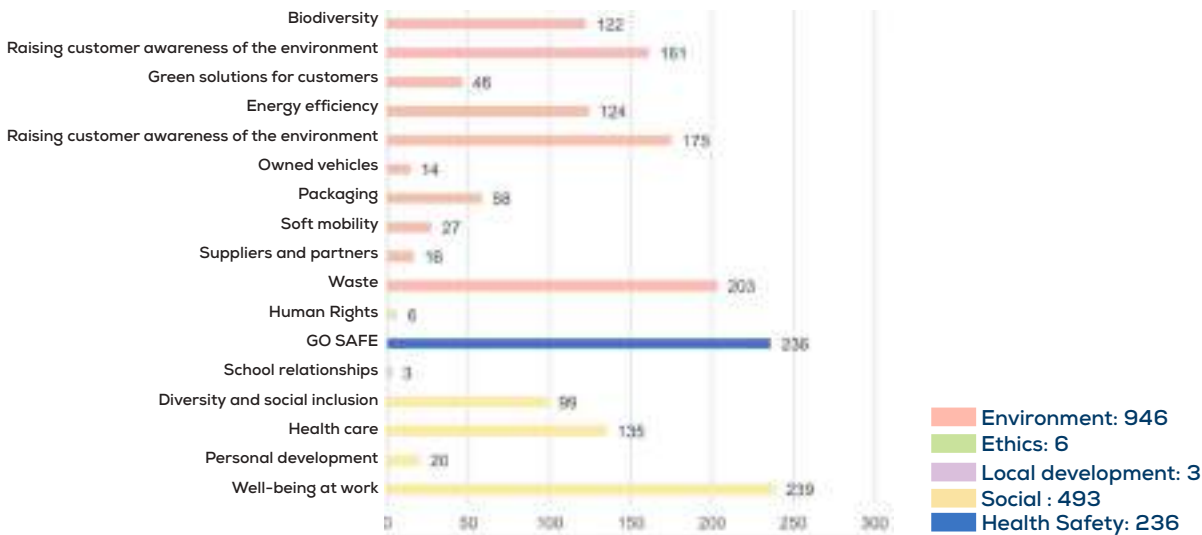
The environment, with 56% of actions, was by far the favorite area of employees. The actions completed avoided the emission of 20,000 tons of CO<sub>2</sub>e. The 4-R policy (Reduce, Reuse, Repair, Recycle) for waste management was strongly applied during the challenge, as 51 tons of waste were avoided. In addition, 473 social actions benefiting our employees, such as well-being at work workshops or team-building events, were carried out during the year.

NUMBER OF MONTHLY ACTIONS COMPLETED



Many awareness sessions were developed throughout the year covering different issues. Over the year, 169 environmental awareness campaigns and 173 social awareness campaigns brought together more than 31,000 participants (the same employee can benefit from several awareness campaigns).

NUMBER OF ACTIONS BY AREA AND TOPIC



NUMBER OF EMPLOYEES WHO PARTICIPATED IN AWARENESS SESSIONS DURING THE 2023 EDITION

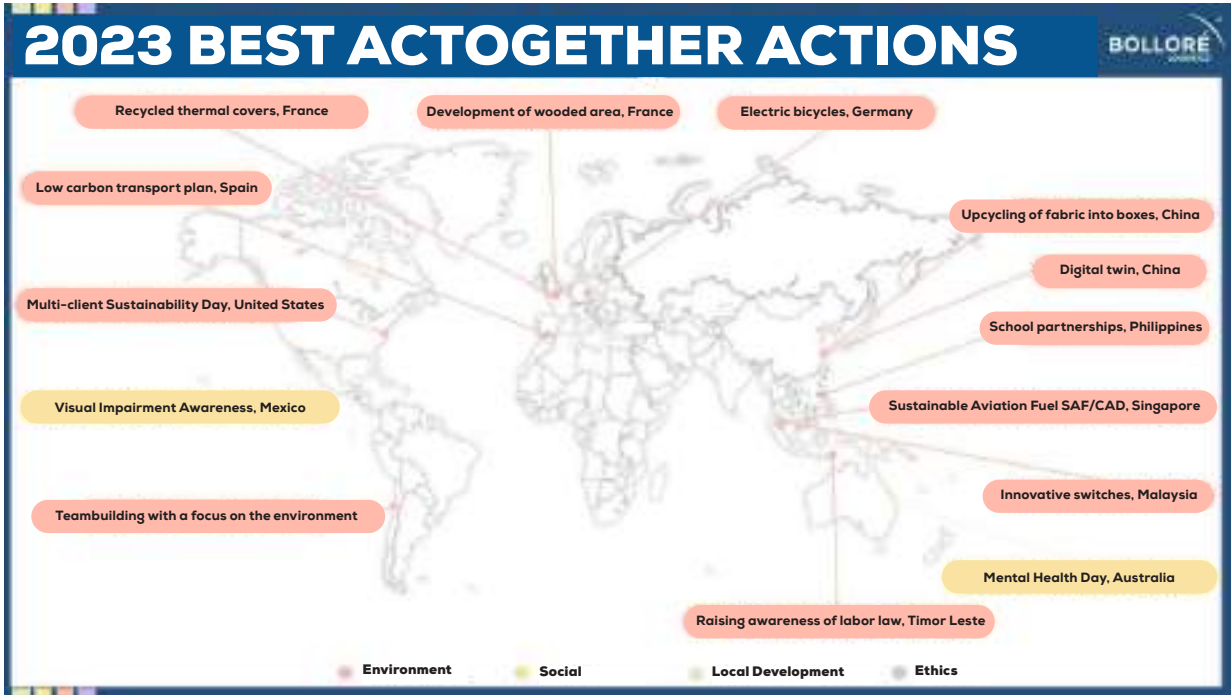
ENVIRONMENT						SOCIAL				HUMAN RIGHTS
Climate change and CO <sub>2</sub>	Low carbon customer solutions	Eco-gestures	Eco-driving	Circular economy	Other	Health care	Diversity	Well-being	Personal development	Human Rights
1 415	172	5 230	127	2 352	4 291	5 200	10 384	2 431	311	171



### 1.3.3.6.3. Actions carried out all over the world

1,684 actions were completed during this edition. Throughout the network, our employees are committed to contributing to the achievement of common sustainable

development objectives. Below is a sampling of actions carried out in 2023, which the company would like to duplicate in other places.





**INDIA**

**ENVIRONMENT**  
Eco-responsible offices

**Best Action Trophy**  
**Reuse of waste water**  
The Kolkata site conserves waste water generated by the site’s air conditioning and drinking water purifier; it is subsequently reused to water indoor plants or to clean offices. This action was voted best action (all employees could vote).  
**IMPACT:**  
36,000 liters of water saved

**SPAIN**

**ENVIRONMENT**  
Freight solutions

**Low-carbon transport plan**  
The Valence teams implemented a low-carbon transport plan with one of our customers. All of the customer’s maritime shipments from Asia to Europe are now made with biofuel.  
**IMPACT:**  
54 tons of CO<sub>2</sub>e avoided this year

**MEXICO**

**SOCIAL**  
Diversity and social inclusion

**Visual Impairment Awareness**  
In Mexico City, employees participated in an awareness workshop where they experienced the challenges that visually impaired people face and how to help them. A visually impaired person also shared the challenges and discrimination she experienced in the workplace to raise awareness of this issue.  
**IMPACT:**  
20 employees were made aware





**CHINA**

**ENVIRONMENT**  
Building energy efficiency

**Carbon Trophy Digital Twin**

The Carbon Trophy was awarded to the Kunshan site in China, for the installation of a digital twin which is a system for managing and monitoring the warehouse's energy consumption.

**IMPACT:**

20 tons of CO<sub>2</sub>e avoided in 2023

**AUSTRALIA**

**SOCIAL**  
Diversity and social inclusion

**Mental Health Day**

All employees at the Brisbane site were made aware of Mental Health Day.

They were trained on the importance of mental health and making sure their colleagues are okay through different methods. Employees were also reminded of the existence of the employee assistance program.

**IMPACT:**

16 employees were made aware of mental health

**FRANCE**

**ENVIRONMENT**  
Biodiversity

**Creation of a wooded area**

The teams at the Le Mans site redeveloped a wooded area in partnership with a training establishment specializing in agriculture. The students prepared the project in class and worked on the site twice to prepare the land, set it up, install tables and plant trees and shrubs.

**IMPACT:**

14 students participated in the project  
Following the advice of an ecologist, at least 50% of the plants are local varieties

**SINGAPORE**

**ENVIRONMENT**  
Freight solutions

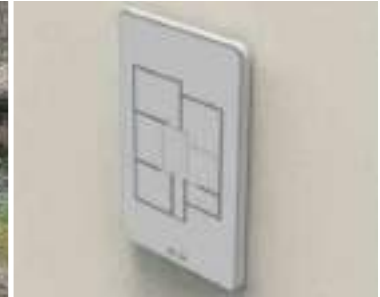
**Better end-to-end carbon efficiency**

In Singapore, a solution with better CO<sub>2</sub> efficiency for each transport segment has been implemented for several customers in the perfumes and cosmetics sector in order to serve the travel retail industry in Hainan. This solution combines road transport using biofuel on the pre-delivery section to Singapore airport, then a charter flight using 33% SAF, and post-delivery transport operated with a truck running on LNG

**IMPACT:**

350 tons of CO<sub>2</sub>e avoided





FRANCE

ENVIRONMENT

Responsible purchasing

Recycled thermal covers

A pilot operation was carried out by the Rouen teams to reuse the thermal covers used for the transport of pallets of refrigerated products on the France/China route. The thermal covers are 100% recycled and 100% recyclable and the temperature of the pallets was monitored throughout the shipment.

IMPACT:

10 kg of single-use thermal covers avoided

CHILE

SOCIAL

Well-being at work

Best Celebration Action Trophy

Team building focused on the environment

All employees in Chile went on a 6 km hike in the mountains. During the hike, the team learned about the flora and fauna, planted local trees and shared a meal with vegan options.

IMPACT:

34 employees participated in this event

MALAYSIA

ENVIRONMENT

Building energy efficiency

Innovative light switches

At the Klang site, the normal light switches were replaced with innovative switches that show the different rooms in the office, so only the rooms being used can be turned on and off.

The electrical connections had to be completely redesigned to implement this project.

IMPACT:

31 employees were positively impacted by this initiative

PHILIPPINES

SOCIETAL

Partnerships with schools

Training and visits for students.

YIN (Youth Inclusion Network), a network that aims to include young people from disadvantaged backgrounds, and Bolloré Logistics Philippines partnered up to help young people denied the chance to go to school. The company offers training courses, internships, immersions, orientations and office visits to students. This helps them understand Bolloré Logistics' operations and can potentially lead to recruitments.

IMPACT:

34 students and 9 Bolloré Logistics employees were present during workshops and warehouse visits





**GERMANY**

**ENVIRONMENT**

**Own vehicles**

**Electric bicycles**

The Hamburg site invested in two e-bikes for in-house document and small parcel delivery (instead of using a van or truck).

**IMPACT:**

1,600 kg of CO<sub>2</sub>e avoided in 2023

**EAST TIMOR**

**ETHICS**

**Human Rights**

**Awareness of labor law**

The Dili site raised awareness among its employees about labor rights and the correct appropriation of Human Rights issues.

**IMPACT:**

70 employees benefited from this awareness campaign

**UNITED STATES**

**ENVIRONMENT**

**Customer Awareness Campaigns**

**Multi-customer Sustainability Day**

A customer CSR event brought together several of our major accounts to discuss transport climate issues, our commitments and low-carbon solutions. The day was structured around a climate fresco workshop, a business game and a warehouse visit. No waste was produced during this event.

**IMPACT:**

17 customers made aware of our CSR program

**CHINA**

**ENVIRONMENT**

**Waste in warehouses**

**Upcycling of fabric for bins**

Shanghai helped one of its customers recycle unsold textiles. 1,178 pieces of fabric were recycled to make storage bins. These bins are used in the Bollore Logistics warehouses.

**IMPACT:**

A total of 404 kg of textiles were recycled





## Engage management in reaching the AcTogether performance

In order to engage all countries in AcTogether, one of the main levers is to have support from management. To do so, steering tables were developed and are shared with the regional CSR Managers on a monthly basis, and are presented to the regional and country CEOs.

This information enables them to see their position in the ranking and reinforces the competitive spirit, event at local level.

### ACTOGETHER CHALLENGE DASHBOARD

#### WORLD OVERVIEW

**TOTAL OF POINTS**  
(based on ongoing and finalised actions)

**TOTAL PROGRESS ON OBJECTIVES**  
(based on finalised actions)

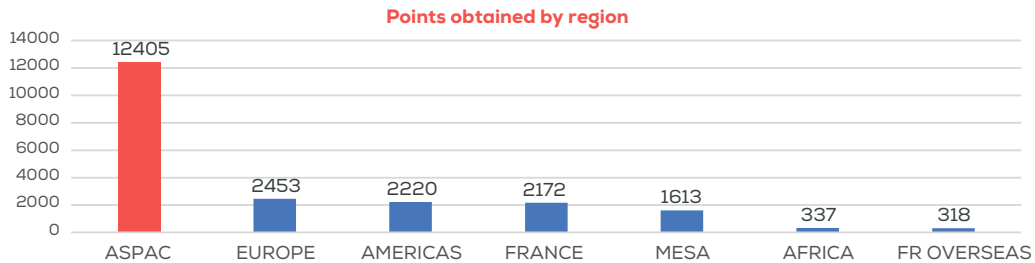
Please make sure to go to "Total Points" and "Progress" filters and select all items but 0.

TOTAL POINTS (All)  
SELECT REGION (All)

PROGRESS ON OBJECTIVE TOTAL (All)  
SELECT REGION (All)

TOTAL POINTS	
FRANCE	2172 <i>1st</i>
AUSTRALIA	2131 <i>2nd</i>
MALAYSIA	1388 <i>3rd</i>
CHINA	1279 <i>4th</i>
SINGAPORE	1168 <i>5th</i>
PHILIPPINES	983 <i>6th</i>
VIETNAM	830 <i>7th</i>
BRAZIL	754 <i>8th</i>
THAILAND	688 <i>9th</i>
GERMANY	669 <i>10th</i>
<b>Grand Total</b>	<b>12061</b>

LINE LABELS	PROGRESS ON OBJECTIVE
MALAYSIA	100%
AUSTRALIA	100%
THAILAND	100%
AUSTRIA	100%
JAPAN	100%
BRAZIL	100%
MYANMAR	100%
CAMBODIA	100%
VIETNAM	100% <i>1st</i>
CHINA	100%
FRANCE	100%



## Getting employees engage in Sustainable Development

To motivate and inspire teams to take action, numerous communications (newsletters, posts on the company's social network, games, etc.) and turnkey supports are produced to get them involved in these critical issues. AcTogether is also used as a tool for making the CSR strategy popular among employees. Webinars and podcasts are developed to address the company's sustainable development issues and present solutions that can be provided in a simple manner. Internal and external experts presented the following topics in 2023:

**Webinars:**

- 2022 awards ceremony (310 participants)
- How to get the Energy Saving Office label for your sites (80 participants)
- Reduce the energy consumption of your buildings
- 2023 awards ceremony (1,730 participants)

**Podcasts:**

- The importance of pollinators (for World Bee Day)
- Electric vehicles: the future of mobility? (for World Environment Day)
- Responsible purchasing at Bolloré Logistics



## 1.4 Vigilance plan





In 2017, the French duty of vigilance law was established as a legally binding obligation for parent companies and contracting undertakings. Its objective is to empower transnational companies in order to avoid and prevent the occurrence of tragedies, such as the Rana Plaza accident that occurred in Bangladesh in 2013. Companies now have to establish a “vigilance plan”. The areas of application cover serious harm related to the company’s operations and its supply chain in relation to several aspects:

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

It applies to the following: subsidiaries, directly or indirectly controlled by the parent company, as well as the operations of suppliers and subcontractors with whom an established commercial relationship is maintained.

Seven years after the pioneering law was passed by France, a directive on the duty of vigilance was adopted in December 2023 by the European Union. The scope of application of the European directive on the duty of vigilance is substantial, multiplying by 50 the number of companies concerned. These companies must now fulfill their duty of vigilance throughout their supply chain with regard to human rights and the environment.



1.4

## 1 FOUNDING PRINCIPLES

The vigilance plan is drawn up by the Group CSR Department, in charge of the study, development, analyses and recommendations which must then be applied by the subsidiaries and businesses affected by the identified risks – in particular the Purchasing Department, the QHSE, CSR, Legal, Human Resources and Compliance Departments. It presents the system and the general approach adopted to establish and strengthen its culture of vigilance, applied on a daily basis by its employees.

The vigilance plan is intended to be updated on a regular basis and to list the new tools and processes developed to apply the Group’s vigilance approach across all of its operations and its value chain.

It is based on its ethics system, using two basic documents: the Group’s Ethics and CSR Charter and its Code of Conduct, updated in 2020.

- **The Ethics and CSR Charter** lists the Group’s commitments in terms of environmental, social and societal responsibility. It constitutes the basis from which more specific commitments are developed, formalized by the Group Charters (Human Rights Charter, Diversity and Inclusion Charter, Responsible Purchasing Charter), distributed to all employees, including those of Bolloré Logistics, and also available online.
- **The Code of Conduct** is binding on anyone acting on behalf of the Bolloré Group, and therefore on behalf of Bolloré Logistics, and sets out the behavior expected, both in daily operations and in sensitive situations. It formalizes the recommendations to prevent, identify and report contrary actions, in particular by means of the work whistleblowing/alert system.

The ethics system is based on the following international reference standards:

- *the guiding principles of the United Nations Organization as well as the principles of the Global Compact;*
- *the OECD guidelines;*
- *the International Bill of Human Rights;*
- *the International Conventions of the International Labor Organization;*
- *the recommendations of the French Anti-Corruption Agency.*

Due to the nature and diversity of its geographical locations and its operations, the Group has adopted a vigilance approach based on the following principles:

- *ensure the compliance of the Group and its business relations with the most relevant international standards and local rules in force when they are more demanding;*
- *pay particular attention to its employees, suppliers and subcontractors, in particular through vigilance over working conditions and high health and safety standards for all;*
- *preserve the environment by measuring the impact of its operations and those of its business relationships and by implementing actions to protect and mitigate environmental risks;*
- *apply particular vigilance to safety conditions and respect for the fundamental rights of users of its products and services and of the populations living in the vicinity of its operations.*



## 2 IMPLEMENTATION OF THE VIGILANCE PLAN: AT THE HEART OF MANAGING THE CSR STRATEGY

### 1.4.2.1. Mapping of vigilance and extra-financial risks

The vigilance risks identified in 2017 during the development of the Bolloré Group's first vigilance plan were divided into three main groups of risks: health and safety of the men and women involved in our operations and in our value chain, protection of human rights and fundamental freedoms, and preservation of the environment. Insofar as more than 97% of the Group's turnover represents B-to-B service operations (excluding

approach, Bolloré Group has identified the priorities on which to focus its efforts, in terms of action plans, geographical areas and resource allocation.

Communication) and not production operations intended for consumers, the issue of traceability of raw materials seems less important to the Bolloré Group. This analysis also takes into account the business lines of Bolloré Logistics and is therefore in line with its operations. These categories, consistent with the requirements established by the regulations, were confirmed in 2018, during the mapping of the Group's CSR risks, carried out as part of the implementation of the requirements required by the Extra Financial Performance Statement, and suggested a more detailed classification. Vigilance risks have therefore been integrated into the Group's CSR risk universe, rated by the members of the Management Committees and the representatives of the support and operational functions, placing the duty of vigilance at the heart of the management of the Group's CSR strategy (detailed presentation of the vigilance plan in the Bolloré Group URD, Extra-financial performance chapter).

The prevention and mitigation measures implemented for all of Bolloré Logistics' CSR and vigilance risks are detailed in this report and presented in the various pillars of its Powering Sustainable Logistics CSR program.





### 1.4.2.2. Sharing and pooling of extra-financial and duty of vigilance risks

CATEGORIES OF VIGILANCE RISKS BOLLORÉ GROUP (VIGILANCE PLAN)	RISK DESCRIPTION FOR THE BOLLORÉ LOGISTICS SCOPE	RISKS IDENTIFIED IN THE MAPPING OF EXTRA-FINANCIAL RISKS	BOLLORÉ GROUP - BOLLORÉ LOGISTICS RISK GOVERNANCE
Health and safety	<p>These risks refer to issues relating to safe and decent working conditions: accident prevention, provision of suitable equipment and training to carry out work in complete safety, guaranteeing a working environment based on health and safety standards.</p>	Health and safety of employees and third parties (Chapter 2.2 paragraph 2.2.1)	General Departments QHSE Departments
	<p>The scope of the risk management framework includes: employees, employees of its service providers, suppliers and subcontractors, local populations and local communities. Specific attention is paid to storage, handling and transport operations.</p>	Attracting and retaining talent (Chapter 2.2 paragraph 2.2.2)	HR Departments
	<p>With regard to the health and safety of users and third parties, road transport operations, whether owned or contracted out, represent a risk for local populations and local communities, which is also taken into account in the action plan deployed by the Purchasing and QHSE Departments.</p> <p>The risk management framework associated with these issues is reinforced by appropriate and specific procedures. In addition, the company applies constant vigilance and rigorous monitoring of the health risks associated with the various countries in which it is established.</p>	Work conditions and social dialogue (Chapter 2.1 paragraph 2.1.2, Chapter 2.2 paragraph 2.2.2)	HR Department QHSE Departments
Environment	<p>Running transport services generates significant emissions of greenhouse gases and atmospheric pollutants.</p> <p>As regards its indirect scope 3 downstream emissions, Bolloré Logistics has identified this issue as a major one. Bolloré Logistics has identified this issue as being major. Identified as a risk, it also represents a growing opportunity in terms of market differentiation. GHG emissions from the operation of buildings (warehouses and offices) are also taken into account in the action plans. The same is true for those from the company-owned vehicle fleet, even if this represents less than 0.5% of the total transport handled by Bolloré Logistics in terms of CO<sub>2</sub> emissions.</p> <p>The company is also required to deal with the transport and storage of dangerous goods, which represent a risk of soil, water and air pollution. These specific operations are strictly supervised. The use of packaging (plastic, cardboard, wood) in transport and logistics operations also has an impact on the preservation of natural capital.</p> <p>The prevention of pollution, environmental accidents that may in particular affect the ecosystems on which the population living near the company's operations depend, and the control of its carbon footprint are addressed by procedures and proven measures and action plans that are in proportion to the potential environmental impact.</p>	Local pollution and transport/ storage of dangerous goods (Chapter 2.3 paragraph 2.3.2)	General Departments QHSE Departments RSE Departments Purchasing Department Operations Department
Risks and opportunities related to climate change (Chapter 2.3 paragraph 2.3.3)			
Human rights and fundamental freedoms	<p>According to the socio-economic contexts, policies and implantation, the Group activities may have an impact on issues pertaining to human rights (discrimination, poor working conditions, child and forced labor, social dialogue, etc.). Bolloré Group has identified the three most relevant aspects in relation to its operations, for which it commits to deploy reasonable vigilance: fundamental workers rights, the fundamental rights of local communities and contributing to a positive societal footprint, and has formalized an approach to refine the identification of these risks within its entities and establish a priority scope, which is set out in detail in the vigilance plan.</p> <p>The risks associated with its supply chain are detailed in Chapter 2.1.4. Responsible Purchasing.</p>	Promoting human rights in the value chain (Section 2 Chapter 2.1.2)	General Departments QHSE Departments RH Departments RSE Departments Compliance Department and Ethics and QHSE officers Human Rights Steering Committee
Health and safety of employees and third parties (Chapter 2.1 paragraph 2.1.2, Chapter 2.2 paragraph 2.2.1)			

For more details on the pooling of EFPS risks and the parent company's duty of vigilance, i.e. Bolloré Group, see URD 2022, Chapter 2. Extra-financial performance, 2. Vigilance plan.



### 1.4.2.3. Evaluation procedures, performance monitoring and measures implemented

Through the annual extra-financial reporting and the monthly QHSE reports within the divisions and business units, including Bolloré Logistics, more than a hundred resource and results indicators are monitored, adjusted and enhanced each year, concerning social, environmental, societal and governance topics (see Chapter 3.2.).

Shared and studied internally with a constant improvement and performance monitoring logic, the most relevant data is published within the Group's EFPS, and this CSR report for the specific scope of Bolloré Logistics, which presents the risk management frameworks (description, policies and action plans used, indicators) in detail. The collection process, updated by integrating additional indicators, is optimized each year. The annual external audits linked to EFPS over the Group scope, including the Bolloré Logistics business unit, make it possible to validate the robustness of the data reported, and presented in this report for the Bolloré Logistics scope, illustrating the proper application of the various risk management frameworks, relying in particular on an approach by cycles of vigilance.

### 1.4.2.4. Implementation of vigilance cycles

As part of the construction of its vigilance system, the Bolloré Group has developed a dedicated approach to respond to the issues identified. This approach, via cycles of vigilance, is based on four phases when exercising the duty of vigilance: the identification of risks, the development of associated action plans, the monitoring of these action plans and the development of objectives, and the reporting of information on the results of the systems put in place. This methodology is reflected in the management of CSR risks presented within Bolloré Group's EFPS and Bolloré Logistics' CSR report (description of the risks, policies deployed, indicators, etc.).

It makes it possible, at each stage of the cycle, to ensure that the appropriate choices are made to exercise reasonable and effective vigilance for the priority issues selected. The analysis of the performance of the measures adopted is thus backed up by the implementation of corrective actions in a process of continuous improvement.

This method also facilitates the sharing of information on vigilance systems with the different interested parties, as well as the identification of areas for improvement and their adaptation, when necessary. Moreover, the establishment, implementation and deployment of its professional whistleblowing/alert system confers the Group new tools to steer its vigilance approach and measure the performance of its approach.

### 1.4.2.5. Alert mechanism and reporting system

In 2018, the Compliance Department, the Human Resources Department and the CSR Department worked together to revise the existing alert system, which now includes as a whole the subjects concerning, on the one hand, the fight against corruption and influence peddling, and, on the other hand, any duty of vigilance matters, which have been defined and detailed. In fact, the so-called "Sapin II" law requiring the establishment of a system for collecting reports similar to that required by the duty of vigilance law, means that the systems have been developed on the same platform for pooling and sharing purposes in compliance with the requirements of the AFA and the CNIL.

This alert system was designed after consultations with staff representative bodies for adaptation to the CNIL reference system relating to the processing of personal data intended for the implementation of a professional alert system.

Its use and the processes for collecting and processing reporting are explained in the alert procedure, available on the Bolloré Group website and accessible from the Bolloré Logistics website. Its Internet link is also mentioned on major reference documents such as the Code of Conduct and the Ethics and CSR Charter.

The processing of alerts is managed at head office level, and is supervised by the Chairman of the Ethics – CSR and Anti-Corruption Committee, who carries out this task completely independently. Everyone is able to submit an alert: the system allows any employee of the Bolloré Group, its business partners, or any person whose interests are likely to be affected by the Group's operations to alert the company to a crime or offense, a serious and manifest violation of the law or regulation, a threat to general interests or even acts contrary to the Group's Code of Conduct.

The reporting issued by means of the alert system is subject to an admissibility analysis by dedicated officers depending on the nature of the alert. If necessary, the alerts undergo an investigation to establish, within a reasonable timeframe, the accuracy of the facts set out in them.

If an investigation establishes the accuracy of a breach reported and the responsibility of the alleged perpetrators, disciplinary sanctions and/or legal proceedings will be initiated against the person(s) in question. The Bolloré Group ensures confidential processing.



### 3 PRIORITY GEOGRAPHICAL AREA

Although the Group’s vigilance approach, and therefore that of Bolloré Logistics, applies to its entire scope of establishment, and extends to the operations of its suppliers and subcontractors, in order to optimize its approach, the Group has established a priority geographical area for which it concentrates its efforts in the exercise of its duty of vigilance.

Previously concentrated around 25 countries in sub-Saharan Africa, this zone was defined on the basis of representativeness criteria (workforce, Group operations) and on the basis of the Human Development Index of the countries concerned.

Since 2021, the priority scope of Bolloré Logistics has been drawn up based on international benchmarks (Human Freedom Index, UN Human Development Index, Global Slavery Index, Global Freedom Score, Global

ESG, Gender Gap Report). It is made up of countries with a criticality index below the average of the countries we operate in.

Taking into account changes in the scope of Bolloré Group operations in 2022, including the sale of its operations in Africa, the human rights priority scope of Bolloré Logistics comprises:

- 33 entities distributed across 24 countries (Pakistan, Bangladesh, Brazil, Brunei, Cambodia, China, Colombia, United States, Fiji, Hungary, India, Indonesia, Lebanon, Malaysia, Mexico, Myanmar, Philippines, Qatar, Romania, Singapore, Taiwan, Thailand, East Timor, Vietnam), representing 40% of Bolloré Logistics’ total workforce.



### 4 IMPLEMENTATION OF THE VIGILANCE PLAN SINCE 2017

The general management of Bolloré Logistics, as well as all of its operational entities, are fully included in the implementation of the Group vigilance plan. The various

actions were carried out as such over the reporting period with full inclusion of the Bolloré Logistics teams and network.

#### 1.4.4.1. Summary of the implementation of the vigilance plan and 2023 highlights

The policies, action plans and indicators used to measure the performance of CSR risk management, in terms of preserving the environment, the health and safety of people, and respect for human rights, are explained and developed within this report in the relevant pillars.

The table on the following pages aims to show the process of continuous improvement of the vigilance approach within the company with the highlights in terms of the health and safety of people and respect for human rights.



	2017 TO 2022	2023 – HIGHLIGHTS OF THE OPERATIONAL SCOPE OF BOLLORÉ LOGISTICS AS REGARDS HEALTH, SAFETY, HUMAN RIGHTS AND ENVIRONMENT TOPICS
<p>Mapping of risks</p>	<p><b>Management at Group level with inclusion of the operations of the Bolloré Logistics business unit.</b></p> <p><b>In 2017:</b> Pooling and sharing of the vigilance approach with the Group's CSR strategy (definition of a universe of vigilance risks and rating of CSR risks with the Management Committees).</p> <p><b>In 2019:</b> Bolloré Transports &amp; Logistics (BTL) Pilot Mission in Ivory Coast. Interviews were organized locally, to make departments aware of vigilance issues, and to gather information on the practices and processes used in the field.</p> <p><b>In 2020:</b> Creation of a Steering Committee. Creation of a Bolloré Transport &amp; Logistics human rights risk map, including the operations of Bolloré Logistics using a questionnaire, including an analysis by geographical criteria.</p> <p><b>In 2021:</b> Completion of the Bolloré Transport &amp; Logistics' human rights risk map to follow on from the launch of the questionnaire: identification of the priority scope including a panel of entities subject to reinforced vigilance.</p> <p><b>In 2022:</b> start of work on updating risk mapping following the sale of operations in Africa (end of 2022). The local use of labor agencies was identified as an issue on which enhanced vigilance needs to be deployed within the priority scope.</p> <p>Inclusion of the CSR clause in the contracts of suppliers already referenced in addition to the new references</p>	<p><b>Direct operations of the company</b></p> <ul style="list-style-type: none"> <li>In the context of the sale of operations in Africa end of 2022, the priority scope relating to human rights issues was updated. This priority scope is made up of 33 entities, representing 40% of the total workforce. These entities are distributed across 24 countries. These country entities have ISO 14001, ISO 45001 and ISO 9001 certifications (see Chapter 2.1.2.1.3. Map of human rights risks).</li> </ul> <p><b>Within the supply chain</b></p> <ul style="list-style-type: none"> <li>Continued configuration of the assessment tool to measure the degree of vigilance required of suppliers and subcontractors regarding vigilance issues other than ethical and anti-corruption issues (issues already integrated).</li> <li>Alignment work with labor agencies used locally following the identification of this risk in 2022.</li> </ul>
<p>Actions implemented</p>	<p><b>CSR Risk Management Framework</b> <b>Managed at Group level with the contribution of the Bolloré Logistics business unit as regards its operations.</b></p> <p>Formalization of CSR risk management frameworks (policies, action plans and indicators) within the EFPS and organization of management workshops with risk carriers to ensure follow-up.</p> <ul style="list-style-type: none"> <li><b>In 2017:</b> Development of the vigilance cycle approach.</li> <li><b>In 2019:</b> Review of the Group ethics system and the whistleblowing/alert system.</li> <li><b>In 2020:</b> Development of Group objectives per risk, approved by the Ethics, CSR and Anti-Corruption Committee.</li> <li><b>In 2021:</b> Mapping of human rights risks carried out within the BTL scope, including Bolloré Logistics</li> <li><b>In 2022:</b> Organization of bi-monthly human rights steering committees. Establishment of the network of human rights experts (missions, governance). Creation of e-learning modules on diversity and inclusion. Continuation of the awareness actions on business ethics.</li> </ul> <p><b>Environment</b> <b>Managed at Bolloré Logistics level, in line with the Group framework</b></p> <ul style="list-style-type: none"> <li>Environmental risk management framework for Bolloré Logistics operations, including analysis of the physical risks of sites in the face of climate change (year 2020)</li> <li>Development and reinforcement of ISO 14001 certifications to reduce the carbon footprint of operations</li> <li>Development of the climate strategy and definition of scopes 1 and 2 (2018) and scope 3 downstream (2020) commitments.</li> <li>In 2022: study to analyze the physical risks of sites. Management of scope 1 and 2 action plans. Involvement of employees (AcTogether) and prescribers (sales teams) in finding low-carbon solutions via the B'Sustainable Supply challenge (1st edition).</li> </ul> <p><b>Health and safety of persons</b> <b>Co-steering at Group level (Compliance) of the BTL Division (HR) and the Bolloré Logistics business unit (HR, QHSE) in line with the Group framework.</b></p> <ul style="list-style-type: none"> <li>Group health and safety risk management framework applicable to both direct employees and subcontractor employees.</li> <li>Development and reinforcement of certifications in particular ISO 45001 for operations</li> </ul>	<p><b>Direct operations of the company</b> <b>Ethics and human rights</b></p> <ul style="list-style-type: none"> <li>Organization of bi-monthly Human Rights Steering Committees by the CSR Departments, including that of Bolloré Logistics, and Group HR</li> <li>Formalization and management of a human rights action plan focused on: <ul style="list-style-type: none"> <li>appointing human rights experts in order to build a dedicated network within the HR population of the Bolloré Logistics network;</li> <li>awareness: "diversity and inclusion" e-learning modules aimed at preventing discrimination have been deployed (target: all employees, training rate 65%).</li> <li>deploying internal human rights audits (see section - 1.4.4.2.1. Working conditions vigilance cycle. Working conditions vigilance cycle): drafting of a questionnaire and on-site audits with documentary review;</li> <li>external audits on specific identified issues: remuneration, monitoring working hours and use of labor agencies in the priority scope countries</li> <li>Living wage study within the priority area</li> </ul> </li> </ul>



	2017 TO 2022	2023 – HIGHLIGHTS OF THE OPERATIONAL SCOPE OF BOLLORÉ LOGISTICS AS REGARDS HEALTH, SAFETY, HUMAN RIGHTS AND ENVIRONMENT TOPICS
Actions implemented	<p><b>Ethics and human rights</b></p> <p><b>Co-steering at Group level (Compliance) of the BTL division (HR) and the Bolloré Logistics business unit (HR, QHSE) in line with the Group framework.</b></p> <ul style="list-style-type: none"> <li>• Group social risk management framework</li> <li>• Group human rights management framework</li> <li>• Societal risk management framework</li> <li>• <b>In 2019:</b> Establishment of the Human Rights Charter and of a 2019-2020 Group action plan; awareness conference for head office management.</li> <li>• <b>In 2020:</b> Approval and launch of the revised ethics system (Ethics &amp; CSR Charter, Code of Conduct, Human Rights Charter, Diversity &amp; Inclusion Charter and Responsible Purchasing Charter) accompanied by an awareness campaign (including Human Rights e-learning).</li> <li>• <b>In 2021:</b> Launch of corrective actions (distribution of the charters to more people and awareness of Group commitments, integration of commitments into HR processes, awareness campaigns, etc.).             <ul style="list-style-type: none"> <li>– translation of the human rights e-learning module (French, English, Spanish) and deployment of an awareness module on the Group Code of Conduct</li> <li>– inclusion of new vigilance indicators;</li> <li>– deployment of the human rights awareness e-learning module to more people;</li> <li>– identification of the long-term actions jointly with the CSR and HR Departments of the subsidiaries;</li> </ul> </li> <li>• HSE training and awareness actions.</li> <li>• AcTogether CSR Challenge: awareness kit made available to employees (French and English) to promote Human Rights within the company.</li> <li>• <b>In 2022:</b> Organization of bi-monthly human rights steering committees. Establishment of the network of human rights experts (missions, governance). Creation of e-learning modules on diversity and inclusion. Continuation of the awareness actions on business ethics.</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>• Structuring of the responsible purchasing process: – systematization of the transmission of the Responsible Purchasing Charter to central suppliers; – development of a CSR clause and systematic inclusion in central supplier contracts; – establishment of an annual objective of raising awareness for 100% of central buyers</li> <li>• Continue the CSR assessments of suppliers and subcontractors.</li> <li>• Continuation of HSE audits/inspections.</li> <li>• Awareness-raising in-person half-days and days for transporters as regards Ethics, QHSE and CSR procedures, which were organized in 14 African countries in 2021.</li> <li>• Implementation of an internal points license issued to drivers of road transport subcontractors in Africa, following a training sessions based on 14 golden rules. (2021)</li> <li>• Day on the risks and rules described in the Transporters' Charter for 73 road transport company directors in Ivory Coast, Nigeria and Guinea. (2021)</li> <li>• Sessions to train/retrain 1,267 road drivers working for 106 transport companies in Ivory Coast, Nigeria, Benin and Guinea. (2021)</li> <li>• <b>In 2022:</b> monitoring of ethical indicators in the supply chain was reinforced and improved. Specific monitoring of the suppliers outside of productions identified as "high-risk" was conducted and these suppliers were subject to an EcoVadis assessment request. The "non-production" supplier referencing tool was updated to automatically calculate the level of risk and manage the workflow validation</li> </ul>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• A new analysis of physical risks linked to climate change was conducted between late 2022 and early 2023; modeling of the 12 climatic hazards at the Bolloré Logistics sites (offices, branches and warehouses)</li> <li>• Continued deployment of Scopes 1 and 2 of the climate plan across the whole company scope with the organization of a quarterly sharing session with the regional CSR managers</li> <li>• Continuation of the employee mobilization programs in the climate plan: 4<sup>th</sup> edition of the AcTogether challenge (all employees) in 2023, 2<sup>nd</sup> edition of the B'Sustainable Supply training program (sales functions)</li> <li>• Revision of carbon reduction targets and submission to the Science Based Targets initiative in the medium and long term in the 4<sup>th</sup> quarter of 2023 taking into account significant changes in scope with the sale of Bolloré Africa Logistics,</li> <li>• Launch of new low-carbon offers and work on the overhaul of the roadmap dedicated to downstream scope 3.</li> </ul> <p><b>Health and safety of persons</b></p> <ul style="list-style-type: none"> <li>• Launch of the first Go SAFE challenge to promote and duplicate the initiatives led by the sites as regards preventing occupational risks and improving working conditions by involving both managers and their employees on these fundamental issues</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>• Non-production suppliers: The Responsible Purchasing team calculates a "Responsible Purchasing" status for these suppliers. This status combines compliance with the business ethics and the EcoVadis score. If this status is insufficient, the supplier has 6 months to comply. If the status is unsatisfactory, the bimonthly supplier assessment committee decides on what action to take.</li> <li>• 87% of the listed strategic suppliers were evaluated.</li> <li>• 64% of strategic suppliers evaluated have an EcoVadis score higher than 64/100 (a score of 65/100 corresponds to an advanced level of performance). (see 2.1.4.2.6. General purchases known as "non-production")</li> </ul>



### 1.4.4.2. Overview table – Vigilance plan

The correlation table below summarizes the information set out in the Bolloré Logistics vigilance plan. Within this report, the elements pertaining to respect for human rights within the direct and indirect activities of Bolloré Logistics are covered by a chapter within section 2.1. Ethics. The vigilance approach implemented within the supply chain (suppliers and subcontractors) is shown in detail in the responsible purchasing chapter 2.1.4.

The detailed elements of the vigilance plan relating to the health and safety of employees are presented in section 2.2. Lastly, the policies, measures taken and associated results on the vigilance approach concerning environmental issues are presented in full in Chapter 2.3. Offering our customers sustainable supply chain solutions.

	DIRECT OPERATIONS OF BOLLORE LOGISTICS	OPERATIONS OF SUPPLIERS AND SUBCONTRACTORS
<b>Human rights and fundamental freedoms</b>		
Risk Mapping	Risk analysis Mapping of human rights risks and identification of a priority area	Systematic CSR risk analysis of suppliers and subcontractors for all purchasing groups
Regular assessment procedures	Human rights audits and QHSE inspections	Due diligence procedure for all suppliers with elevated or major risk status
Mitigation and prevention actions	Human Rights Charter Diversity and Inclusion Charter Professional gender equality and quality of life at work agreement for Bolloré Logistics France	Code of Conduct Responsible Purchasing Charter Training of suppliers and buyers
Alert mechanisms	Centralized alert system	Centralized alert system accessible to all stakeholders, including supplier or subcontractor employees
Monitoring and assessment system	Human Rights Indicators	Audit of road freight companies and warehouses subcontracted by the QHSE network
<b>Health and safety</b>		
Risk Mapping	CSR Risk Analysis Analysis of EMS operational risks (IMS) Health, safety, warehouse environment, site and yard operational manual	Systematic CSR risk analysis of suppliers and subcontractors for all purchasing groups
Regular assessment procedures	Internal audit and inspection External audit Monitoring of accidents and monthly HSE report	QHSE audit/inspections of road freight subcontractors Human rights audits Monitoring of accidents and monthly HSE report
Mitigation and prevention action	Employee training QHSE policy Procedures described in the health, safety, warehouse environment, site and yard operational manual Health, Safety, Environment and Security Warehouse Design Technical Guide	Supplier Code of Conduct Contractual clause Responsible Purchasing Charter Responsible Purchasing Policy Training and awareness campaigns for subcontractors
Alert mechanisms	Centralized alert system	Centralized alert system accessible to all stakeholders, including supplier or subcontractor employees
Monitoring and assessment system	Regular update of risk analysis Follow-up and processing of internal QHSE audits and inspections on the PROGRESS and B'Excellent platform	Corrective action plans for weaknesses observed during audits Follow-up and processing of internal QHSE audits and inspections on PROGRESS and B'Excellent platform



	DIRECT OPERATIONS OF BOLLORÉ LOGISTICS	OPERATIONS OF SUPPLIERS AND SUBCONTRACTORS
<b>Environment</b>		
Risk Mapping	<p>CSR Risk Analysis</p> <p>Analysis of EMS industrial risks (IMS)</p> <p>Analysis of the physical risks of the sites in the face of climate change</p>	<p>CSR Risk Analysis</p>
Regular assessment procedures	<p>Regular assessment as part of the environmental management system (integrated management system)</p> <p>Monitoring of environmental indicators (compared to industrial risks)</p> <p>Annual campaign to measure environmental indicators</p>	<p>Assessment questionnaire for major air and sea suppliers</p> <p>Companies: level of service expected from the company (Service Level Agreement: SLA) with environmental criteria</p> <p>Self-referencing procedure for road freight subcontractors in LINK PARTNER QHSE audits of road freight companies</p>
<p>Mitigation and prevention action</p> <p>Purchaser training: Employee mobilization program</p>	<p>Procedures described in the health, safety, warehouse environment, site and yard operational manual</p> <p>Waste Management Procedure</p> <p>Scopes 1, 2 and 3 Action Plans</p> <p>More CO<sub>2</sub> efficient transport solutions for customers</p> <p>Circular economy solutions for customers</p> <p>Training for buyers and sales people</p>	<p>Code of Conduct that applies to suppliers and subcontractors</p> <p>SLA contractual clause</p> <p>Responsible Purchasing Charter</p> <p>Responsible Purchasing Policy</p> <p>Buyer training</p> <p>QHSE training of subcontractors</p> <p>Inclusion of environmental criteria in purchasing decision support tools for sea and air transport capacities</p> <p>Customer awareness campaign organized jointly with suppliers</p>
Alert mechanisms	<p>Centralized alert system</p>	<p>Centralized alert system accessible to all stakeholders, including supplier or subcontractor employees</p>
Monitoring and assessment system	<p>Monitoring of the performance of the Powering Sustainable Logistics program for the objectives set</p> <p>Follow-up and processing of internal QHSE audits and inspections on PROGRESS and B'Excellent platform</p>	<p>Follow-up and processing of supplier QHSE audits on the PROGRESS and B'Excellent platform</p> <p>Monitoring of SLAs during business reviews with shipping and airline companies</p> <p>Follow-up of the annual CSR assessment of shipping and airline companies</p>



### 1.4.4.2. Approach per vigilance cycle

The vigilance cycle approach explains the methodology used by employees to control identified risks. It illustrates the Group's approach through various concrete examples, relevant in that they refer to cross-functional issues (environmental, social and human rights, health and safety).

#### 1.4.4.2.1. Working conditions vigilance cycle

##### • Risk identification

**Operations:** all Bolloré Logistics employees and business lines.

**Countries identified:** entities based in priority scope countries.

**Risks:** due to its extensive international presence and the diversity of its locations, Bolloré Logistics employs many people, either directly or indirectly, within a multitude of institutional contexts and in areas where risks of breaching the principle of safe and decent working conditions may be amplified by the absence or weakness of the local regulatory frameworks. The priority scope was established based on the analysis of these factors in particular. Thus, depending on the local regulations or organizations, the absence of a framework or monitoring system for the application of HR processes may lead to risks of poor supervision and exceeding the working hours, especially with regard to workers recruited by labor agencies. We must make sure all the entities – especially within the priority scope – exercise specific vigilance on these issues, apply the national regulations as well as our internal standards, and make sure workers are paid sufficiently to be able to meet their basic needs, in respect of the hours worked. It is also necessary to ensure that the labor agencies, which the entities use for their operations, can provide more guarantees on these same issues.

##### • Handling the risk

**Governance:** these risks are addressed at different levels of governance, both at the head office and within the entities by their General Managements, the support functions directly concerned, under the coordination and supervision of the HR Departments, especially during:

- Executive and Risks Committees;
- the Ethics and CSR Committee;
- HR Committees;
- bi-monthly Human Rights Vigilance Committees gathering the Group Human Resources Department, the Group CSR Department, the Bolloré Logistics CSR Department, and, depending on the identified needs, the Compliance, Purchasing and/or Legal Departments.

##### Specific vigilance tools and processes

*Map of human rights risks*

The entities of the Bolloré Logistics business unit are

assessed according to an internal analysis grid based on different international benchmarks. The entities are assigned a criticality index based on the country in which they are established. This approach led us to determine a scope over which the Group focuses its vigilance as regards the risks associated with working conditions.

##### *Establishment of a network of human rights experts*

End of 2022, the appointment of human rights experts was decided during a Steering Committee. These experts, appointed among the local Human Resources Department employees, serve as relays to identify and report alerts and high-risk situations within the operations as regards working conditions. Their aim is to ensure the commitments of the Human Rights Charter are applied by direct employees, as well as by "indirect" workers recruited by labor agencies working on Group operations. Their task is to roll out concrete vigilance actions and apply the action plans drawn up at the head office. They can also act as relays and coordinators during human rights audits.

During the first half of 2023, the network of human rights representatives was set up, the representatives were appointed and trained, jointly with local HR departments and human rights representatives from headquarters, in human rights issues, their tasks, as well as internal processes and procedures (see the section on respect for human rights in the value chain 2.1.2.1.2. Policy and Governance).

##### *Action in 2023*

- Deployment of a training campaign for the network of human rights experts.
- Deployment of an internal human rights audit questionnaire.
- The audit campaign continued during the period with the completion of audits, 12 in 2023, in particular on the priority scope: internal field audits, external audits carried out by customers and/or independent organizations specializing in supplier social audits.
- Implementation of systems to improve the monitoring of hours worked by workers (system implemented for temporary staff in 2022).
- Development of a central monitoring tool, by the Human Rights Steering Committee to supervise the corrective action plans deployed in the event of identified non-compliances.
- Deployment of the decent salary program (living wage) with the help of a specialized firm, on a selection of entities within the priority scope distributed across 10 countries (China, Singapore, Mexico, United Arab Emirates, Malaysia, Vietnam, Philippines, Cambodia, Indonesia, Qatar).



1.4

## 5 TABLE OF VIGILANCE INDICATORS

The data shown in the table is intended to illustrate the performance of the reasonable vigilance approach in the priority geographical area identified for the Bolloré Logistics operational scope as part of the Group Human Rights risk mapping.

The Bolloré Logistics' Human Rights scope includes:

- 33 Bolloré Logistics entities with a workforce of 6,249 employees, i.e. 42% of the total workforce of the business unit, distributed across 24 countries (Bangladesh, Brazil, Brunei, Cambodia, China, Colombia, United Arab Emirates, Fiji, Hungary, India, Indonesia, Lebanon, Malaysia, Mexico, Myanmar, Pakistan, Philippines, Qatar, Romania, Singapore, Taiwan, Thailand, East Timor, Vietnam)



	CSR REPORTING SCOPE	PRIORITY SCOPE (33 PRIORITY ENTITIES BASED IN 24 COUNTRIES)
<b>Health and safety issues</b>		
Percentage of employees eligible for social security coverage	93%	99%
Percentage of entities where health coverage covers beneficiaries	79%	73%
Percentage of entities where health coverage is not a legal obligation	97%	60%
Percentage of entities where health coverage is more favorable than what legal obligations require (includes entities where health coverage is not a legal obligation)	95%	97%
Percentage of employees who can benefit from regular medical screening offered by the company	78%	87%
Percentage of entities where the medical service offered is free for employees	88%	88%
Workplace accident severity rate for employees (x 1,000)	0.068	0.036
Workplace accident frequency rate for employees (x 1,000,000)	2.15	1.13
HSE training hours for employees	60,000	30,468
<b>Environmental issues</b>		
Percentage of entities with an environmental policy	100%	100%
Percentage of ISO 45001 certified country entities	100%	100%
<b>Human rights issues</b>		
<b>Diversity and inclusion issues</b>		
Percentage of women recruited with permanent contracts	48%	41%
Percentage of women having received at least one training session/total women	91%	89%
Percentage of registered employees who have completed the diversity and inclusion awareness module	87%	91%
Percentage of male managers/total male employees	21%	19%
Percentage of female managers/total female employees	15%	15%
<b>Social dialogue issues</b>		
Number of collective agreements signed	58	9
Percentage of the salaried workforce covered by union representation and/or staff representation	63%	12%
Percentage of entities using measures specifically designed to listen to employee views	94%	92%
<b>Working conditions issues</b>		
Percentage of entities deploying measures specifically designed to improve working conditions	97%	92%
Percentage of entities deploying processes to check the age of employees upon hiring	94%	92%
Percentage of entities making regular salary payments	100%	100%
<b>Issues relating to local impact</b>		
Percentage of managers hired locally	98%	96%
Number of school partnerships	143	20
Number of interns and work-study trainees	822	174
Percentage of employees having received at least one training session	89%	87%
Percentage of fixed-term contracts changed to permanent contracts/total permanent contract recruitments	13%	12%
Number of societal actions launched	84	43
Number of sponsorship projects for young people	25	14
Number of youth sponsorship projects specifically geared towards education	24	20
	* Out of 76 entities carrying out CSR reporting	* Out of 33 entities carrying out CSR reporting







2

**CSR COMMITMENTS  
OF BOLLORE LOGISTICS:  
MAKING THE ISSUES  
CENTRAL TO COMPANY  
BUSINESS AND  
OPERATIONS**





2.1

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



- Respect for human and fundamental rights in our value chain
- Share the same business ethics and comply with the strictest standards
- Data protection and information systems security



8.3.8.8



12.6.12.7



16.5.16.7.16.10.16b



17.5.17.10.17.11.17.12

New standards and societal expectations have led to the gradual integration of a due diligence approach within Bolloré Logistics, in all of its operations and also within the context of its business relations.

Bolloré Logistics is a worldwide supply chain player, operating directly in 64 countries and working with thousands of suppliers or subcontractors to provide services and solutions to thousands of customers. The company acts as an aggregator of transport and logistics solutions (purchases and sales of freight capacity, logistics, multimodal transport, etc.), and it must be consistently vigilant when it comes to sharing the same business ethics within its organization and about the integrity of third parties with which it has relations,

to prevent any risk of corruption, or any human rights or environmental violations.

Therefore, the company adopts an ethical approach based on commitments shared by all its subsidiaries and makes every effort to establish a framework that guarantees ethical practices and respect for human rights when conducting business.



2.1

## 1 AN ETHICS POLICY BASED ON SHARED COMMITMENTS

Since its foundation, the Bolloré Group has been committed to an ethical approach based on commitments shared by all its subsidiaries, including Bolloré Logistics. The Bolloré Group signed the United Nations Global Compact in 2003, and since then has been committed to upholding the fundamental principles of the Global Compact relating to human rights, labor standards, the environment and the fight against corruption. As a member, the Group, and therefore Bolloré Logistics, is committed to integrating the ten principles of the Global Compact to its strategy, culture and day-to-day operations, and clearly expresses this commitment to its employees, partners, customers and the public. The system of ethics is based on the following international reference standards:

- the guidelines of the United Nations and the principles of the Global Compact;
- the guidelines of the OECD;
- the International Bill of Human Rights;
- the international Conventions of the International Labor Organization;
- the recommendations of the French Anti-corruption Agency.

Bolloré Logistics condemns corruption, influence peddling and anti-competitive practices. It ensures financial transparency, compliance with economic sanctions programs and the protection of personal data. It prevents threats to the environment, human rights and fundamental freedoms, and the health and safety of people. Furthermore, it combats all forms of discrimination and harassment. The security of information systems within its organization and in relation to its business partners is also a priority for Bolloré Logistics, in order to ensure responsible practice within the logistics value chain.

Because individual acts must not compromise the collective commitment, it is the responsibility of each of the employees, agents and business partners of all companies in the Group to be on board. The Bolloré Group, and therefore Bolloré Logistics, does not tolerate any breach of its code and encourages its stakeholders to report any acts that would be contrary to it. Anyone demonstrating unacceptable behaviors is subject to disciplinary action or legal proceedings in compliance with applicable law.

Bolloré Logistics has built its Powering Sustainable Logistics CSR program around four lines of action. The ethical and compliance component “Ensuring ethical and responsible business practice in our logistics value chain”



brings together the objectives of the Bolloré Group described above through the following commitments:

- respect for human and fundamental rights in its value chain;
- share the same business ethics and comply with the strictest standards;
- data protection and security of information systems.

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

SUSTAINABLE DEVELOPMENT GOALS TARGETED	TARGETS
<b>SDG 8</b> Decent work and economic growth	8.3 8.8
<b>SDG 12</b> Responsible consumption and production	12.6 12.7
<b>SDG 16</b> Peace, justice and efficient institutions	16.5 16.7 16.10 16.b
<b>ODD 17</b> Partnership for achieving goals	17.5 17.10 17.11 17.12

For more details on the contribution of Bolloré Logistics to the SDGs, Chapter 1., paragraph 1.3.3.5.

KPIs from the Powering Sustainable Logistics program

GOALS	DEADLINE	2023 RESULTS	2022 RESULTS	2021 RESULTS	2020 RESULTS
			New Bolloré Logistics scope (divestiture of operations in Africa)	Old Bolloré Logistics scope (operations in Africa included)	

**RESPECT FOR HUMAN AND FUNDAMENTAL RIGHTS IN ITS VALUE CHAIN**

Deployment of the required measures in 100% of countries (application of the Code of Conduct, alert procedure, Ethics Committee, duty of vigilance, risk mapping).	Goal achieved	100% of measures deployed in all the network countries	100% of measures deployed in all the network countries	100% of measures deployed in all the network countries	100% of measures deployed in all the network countries
Human rights risk mapping carried out in 100% of countries.	Goal achieved	In the context of the sale of the operations in Africa, the map was updated for all the countries in the network at the beginning of the 1st quarter and the priority scope was redefined (33 entities in 24 countries, representing 40% of the workforce)	Work on updating the mapping	Risk mapping performed over 87% of entity scope, representing 97% of the total workforce	New goal defined.
Analysis study conducted on the positioning of country entities in terms of salary level in relation to the local living way deployed in 100% of countries.	2023	Deployment of the study with the help of a specialized firm, on a selection of entities within the priority scope distributed across 10 countries (China, Singapore, Mexico, United Arab Emirates, Malaysia, Vietnam, Philippines, Cambodia, Indonesia, Qatar).	Launch of the living wage program for entities identified within the priority vigilance scope in 10 countries	New goal defined.	
100% of employees made aware through the Human Rights in Companies e-learning module.	2022	95% of employees with an email followed the 2022 dedicated e-learning campaign	E-learning modules on business ethics and human rights subjects: 95% of employees with an email address have completed the module	81% of employees have taken the Human Rights in Companies e-learning module translated into several languages	New goal defined.
100% of buyers made aware of the Human Rights in Companies e-learning module.	Goal achieved	Campaign completed in 2022	100% of buyers made aware of the Human Rights in Companies e-learning module	100% of buyers made aware through the Human Rights in Companies e-learning module	New goal defined. At least one Human Rights workshop carried out with the four purchasing categories (general purchases, freight, production, works/infrastructure)
100% of major suppliers, shipping companies and airlines, are subject to an annual CSR assessment.	Annual	Annual CSR assessment (environment, social, ethics, human rights, responsible purchasing and sustainable offers) on 100% of the target, representing 70% of the total amounts of purchases. In 2023, significant increase in the weight of the CSR score in the purchasing strategy. +Due diligence every 3 years (permanent monitoring).	Annual CSR assessment (environment, social, ethics, human rights, responsible purchasing and sustainable offers) on 100% of the target, representing 70% of the total amounts of purchases and due diligence every 3 years (permanent monitoring). Number of respondents = 77% of the maritime volume and 90% of the air volume. Review of the questionnaire to align with the latest sectoral commitments and emerging environmental issues.	Annual CSR assessment (environment, social, ethics and human rights) on 100% of the target, representing 70% of the total amounts of purchases and due diligence every 3 years (permanent monitoring).	Annual CSR assessment (environment, social, ethics and human rights) on 100% of the target, representing 70% of the total amounts of purchases and due diligence every 3 years (permanent monitoring).

**SHARE THE SAME BUSINESS ETHICS AND ENSURE COMPLIANCE WITH THE STRICTEST STANDARDS**

100% of new employees trained in business ethics, unfair competition, anti-corruption and Human Rights in the company	Goal achieved	E-learning modules included in the integration process for new recruits	E-learning modules included in the integration process for new recruits	E-learning modules included in the integration process for new recruits	100% of new employees trained
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KPIs from the Powering Sustainable Logistics program (continued)

GOALS	DEADLINE	2023 RESULTS	2022 RESULTS	2021 RESULTS	2020 RESULTS
			New Bolloré Logistics scope (sale of operations in Africa)	Old Bolloré Logistics scope (operations in Africa included)	

**SHARE THE SAME BUSINESS ETHICS AND ENSURE COMPLIANCE WITH THE STRICTEST STANDARDS**

100% of employees trained on the revised Code of Conduct at the end of 2020 and anti-corruption	Goal achieved	New 2023 e-learning training campaign sent to 100% of employees with an email address with a completion rate of 98%	100% of employees with an email address were targeted by the e-learning training campaign initiated in 2021 and aiming to verify that the Code of Conduct and associated procedures are properly understood (competition, international sanctions, gifts & invitations, facilitation, patronage & sponsorship, intermediaries, HR processes) to make it possible to identify and remedy high-risk situations: this was pursued in 2022. Completion rate 92%.	99.5% of employees trained	New campaign being rolled out
100% of the most exposed employees trained on 8 specific topics	Goal achieved	21,967 e-learning training modules were sent to a target of the most exposed employees to ensure their good understanding of the procedures on gifts and invitations, intermediaries, facilitation payments, anti-competitive practices and cartels, risk of corruption in HR processes, international sanctions and export controls, sponsorship and patronage. The completion rate for 2023 reached 90%.	100 % of the most exposed employees were targeted by the e-learning training course broken down into specific modules on understanding the procedures pertaining to: gifts & invitations, facilitation, patronage & sponsorship, and intermediaries. Completion rate 91.7%.	99.5%	Training given as a priority to regional and country directors declared priorities to prepare for the deployment of the 8 modules created for all at-risk populations in 2021
Control of the compliance system in each region and central services by the Compliance Department	Annual	4 audits conducted at regional level (Americas, Europe, MESA, Asia Pacific), 6 on central services at head office (Infrastructure – Property, Equipment / Technical purchases, HRD, finance, information systems, Assistants of the central departments)	4 audits conducted at regional level (Americas, Europe, MESA, Asia Pacific), 6 on central services at head office (Infrastructure – Property, Equipment / Technical purchases, HRD, finance, information systems, Assistants of the central departments)	Audits on 45 countries in Africa, 4 audits conducted at regional level (America, Europe, MESA, Asia Pacific), 1 on central services at head office	Postponed due to the Covid19 health crisis

**DATA PROTECTION AND SECURITY OF INFORMATION SYSTEMS**

ISO 27001 global certification	2025	In 2023, certification was extended to all of the group's other regional bases, namely America, Europe and the Middle East and South Asia.	Extension of the ISO 27001 certification to the Asia-Pacific region	ISO 27001 certification in December 2021 for the central ISD, B'IS, which runs the information systems and therefore security throughout the company's IS network. Planned deployment of certification to the Asia-Pacific region in 2022, then gradually to the other regions.	The gap analysis for ISO 27001 compliance was carried out in 2020
100% of connected European employees made aware about protecting their personal data	2023	New personal data protection and GDPR campaign deployed from the second half of the year, completeness rate at the end of 2023: 80%	85% of European employees trained on the GDPR. Every new employee must take this online training module.	85% of European employees trained (European regulations, indicator at end of 2020, no new campaign)	85% of employees trained
100% of connected employees made aware about information security and cybersecurity breaches	Annual	At the end of 2023, 87% of Bolloré Logistics employees were trained on the importance of cyber security.	82% of employees trained in cybersecurity risks (3 training sessions: phishing – completion rate 90%, email security – 75%, social engineering – 80%)	88% of employees trained in cybersecurity risks (3 training sessions: phishing, email security, social engineering)	Deployment of new training modules in progress.

2.1

2 ENSURING RESPECT FOR HUMAN RIGHTS IN THE VALUE CHAIN

2.1.2.1. Global approach based on international standards

2.1.2.1.1. A company priority

Its strong international presence leads the Group, and therefore the Bolloré Logistics business unit, to employ many people, directly or indirectly, in an institutional context that varies from one country to another, where human rights are sometimes considered to be under threat. This is why respecting and promoting human rights has been defined as a company priority, covering issues such as guaranteeing decent working conditions, promoting social dialog and freedom of association for trade unions, the principle of non-discrimination (respect for the rights of individuals regardless of their origin, gender, sexual orientation, political or trade union membership, health status, etc.) and the fight against any form of harassment. These risks are contained by internal measures and controls, in particular those implemented as part of employee recruitment.

Identification and handling of these risks are subject to measures that target both the internal company scope and that of its supply and subcontracting chain, detailed in the chapter on the vigilance plan (Chapter 1.4 Vigilance Plan).

2.1.2.1.2. Policy and governance

The Bolloré Group strives to establish governance that reflects its values in the countries in which it operates. A member of the United Nations Global Compact since 2003, the Group is committed to following and applying the principles of respect for human rights.

By making this issue a fundamental pillar of its CSR strategy, the Bolloré Group formalized dedicated commitments within its Group ethics framework, which includes the Code of Conduct, the Group Ethics & CSR Charter, the Responsible Purchasing Charter, the Diversity and Inclusion Charter and the Human Rights Charter. As a subsidiary of Bolloré Group, these policy frameworks apply in full to Bolloré Logistics, its organization, its employees, its business partners, suppliers and subcontractors and the communities living in the vicinity of its operations.

**The Code of Conduct** sets out the expected behaviors and formalizes recommendations to prevent, identify and report any contrary behaviors. The Code of Conduct applies to employees, agents and business partners. An awareness-raising and training system intended to ensure that all its employees and business partners have a good understanding of the Code of Conduct and can comply with it in the course of their daily business has been deployed worldwide, in particular for Bolloré Logistics operations. Employees identified as being exposed to specific risks receive additional training.



**The Ethics and CSR Charter**, identifies the major commitments associated with the strategic lines of the Group, including the pillar “Act with integrity when conducting our business and promote human rights”. It constitutes the foundation of fundamental commitments of the Group and its subsidiaries, from which more detailed policies or procedures stem, depending on the issues identified as priority. As part of this, the Human Rights Charter and the Responsible Purchasing Charter of the Group incorporate and strengthen the ethics system by creating a specific approach backed up by international standards, in particular:

- the *International Bill of Human Rights*;
- the *UN Guiding Principles on Business and Human Rights*;
- the *OECD Guidelines for Multinational Enterprises*;
- the *Fundamental Conventions of the International Labor Organization*;
- the *recommendations of the French Anti-Corruption Agency*.

The commitments expressed in the Human Rights Charter are also part of the UN Sustainable Development Goals (SDGs) and focus on three main aspects:

- *respect for the rights of workers throughout our value chain*;
- *respect for the fundamental rights of communities living in the vicinity of our operations*;
- *constantly strive to contribute positively to society*.

The Human Rights Charter is complemented by the

commitments expressed by the Group, and consequently by Bolloré Logistics, in its Diversity and Inclusion Charter, dedicated to applying the principle of non-discrimination in all its forms, welcoming and including people with disabilities, ensuring professional gender equality, and the professional integration of young people. (see Chapter 2.2. part 2.2.2.1)

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

- *the Group, which performs a role of awareness-raising, training, mobilization, coordination, pooling and reporting entrusted to the Group CSR Department*;
- *the divisions and subsidiaries are in charge of the operational implementation by integrating what is specific to their line of business, as well as the need to adapt it to the regions in which they operate, under the responsibility of their respective General Management*:

The governance of ethical issues is overseen by the Ethics Committee – CSR and Anti-Corruption, which meets once or twice a year to establish guidelines (CSR Governance Chapter paragraphs 1.1.2 and 1.3.1) to be applied by the departments in question, and deployed to operational departments.

The governance of ethical issues, and more specifically human rights, is ensured at operational level through the organization of human rights steering committees gathering the CSR Departments, the Group Compliance Department, the Group Human Resources Department, as well as the legal and purchasing business lines,

RESPECT FOR HUMAN RIGHTS IN THE VALUE CHAIN	POLICIES	BOLLORÉ LOGISTICS OPERATIONAL GOVERNANCE
Employees	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Ethics and CSR Charter</li> <li>• Human Rights Charter</li> <li>• Diversity and Inclusion Charter</li> <li>• HR Policy and Social Affairs</li> <li>• Recruitment process</li> <li>• QHSE Policy</li> <li>• Whistleblowing/alert system</li> </ul>	Departments of Human Resources and Social Affairs, CSR, QHSE, Legal and Compliance central and local General Management
Suppliers and subcontractors	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Responsible Purchasing Charter</li> <li>• Human Rights Charter</li> <li>• Due Diligence Process</li> <li>• Vendor Management Process</li> <li>• Road Freight Company Charter in Africa</li> <li>• QHSE Policy</li> <li>• Whistleblowing/alert system</li> </ul>	Departments of Purchasing, Legal, Compliance, QHSE, CSR, central and local General Management
Neighboring communities	<ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Ethics and CSR Charter</li> <li>• Human Rights Charter</li> <li>• Whistleblowing/alert system</li> </ul>	Operations Department Industrial Projects Department QHSE Department Central and local General Management

depending on the issues identified. The Bolloré Logistics representatives of the departments concerned play a direct role in this governance. CSR and HR steering committees are also organized on a bi-monthly basis to address social and human rights subjects specifically. In 2022, in order to reinforce the Group organization as well as trickle down its commitments locally, the Human Rights Steering Committee made the decision to build a dedicated network of experts among the local human resources department teams. Appointed and trained in the first half of 2023, these human rights experts are responsible for:

- Ensuring the commitments of the Human Rights Charter are applied by the Group's direct employees and its subcontractors;
- Rolling out concrete vigilance actions and relaying action plans established at the head office in order to coordinate the deployment of the associated roadmaps;
- Helping to gather and report local information to the HR and CSR Departments, in the context of regulatory publications.

The 30 human rights experts, appointed within the HR community, are members of the hierarchized human rights expert network.

Region	Number of human rights experts
Americas	4
Europe	8
Middle East/South Asia	3
Asia Pacific	15

In terms of the operational implementation of human rights commitments within the scope of Bolloré Logistics, the deployment of policies and associated action plans is overseen by several functions along the value chain depending on the target.

#### 2.1.2.1.3. Risk mapping

In order to hone the identification of human rights issues as part of its business, and as per the human rights risks mapping approach steered by the Group, and in the context of the sale of the operations in Africa, the priority scope was updated within the operations of Bolloré Logistics.

In the context of the sale of the operations in Africa, the priority scope was updated. This scope was drawn up based on a Human Rights criticality index, developed based on international benchmarks (Human Freedom Index, UN Human Development Index, Global Slavery Index, Global Freedom Score, Global ESG, Gender Gap Report). It comprises the countries with a criticality index below the average of the countries in which we are established.

Taking into account changes to the operation's scope of the Bolloré Group in 2021 and 2022, Bolloré Logistics' human rights priority scope includes 33 Bolloré Logistics entities for a total workforce of 6,249 employees, i.e. 42% of the business unit's total workforce. These entities are

distributed across 24 countries: Bangladesh, Brazil, Brunei, Cambodia, China, Colombia, United Arab Emirates, Fiji, Hungary, India, Indonesia, Lebanon, Malaysia, Mexico, Myanmar, Pakistan, Philippines, Qatar, Romania, Singapore, Taiwan, Thailand, East Timor, Vietnam. Within the priority scope, all 24 countries are ISO 14001, ISO 45001 and ISO 9001 certified (IMS or integrated management system certification).

#### 2.1.2.1.4. Alert system

The alert mechanism and reporting system, available to both internal and external stakeholders, is a unique system within the company used to report a crime or offense, a legal or regulatory violation, a threat to public interest or an alleged breach of the Code of Conduct. Reporting may concern corruption and influence peddling, anti-competitive practices, non-compliance with economic sanction programs, damage to the environment or human health and safety, violations of human rights and fundamental freedoms, discrimination, and moral or sexual harassment. (see detailed description in Chapter 1.4. Vigilance Plan, paragraph 1.4.2.5. Alert mechanism and reporting system).

### 2.1.2.2. Fundamental rights of workers

#### 2.1.2.2.1. Systems in place to ensure respect for workers' rights throughout the value chain

Respect for workers' rights is based in particular on the following issues: the health and safety of the people involved in the Group's activities, remuneration, management of working hours and paid leave, employee representation, and the fight against forced and child labor. Bolloré Logistics implements measures that allow it to exercise reasonable vigilance when it comes to supplier and subcontractor employees, in addition to the measures in place for its own employees (see Vigilance Plan 1.4., section 1.4.4.2.1. Working conditions vigilance cycle).

#### Health and safety

Bolloré Logistics deploys health and safety policies that cover anyone working at the site, and supervises worker activities based on risk mapping that integrates the specificities of each type of work position and proposes appropriate measures, based on the best standards, to ensure a safe working environment and prevent accidents (see Chapter 2.2. paragraph 2.2.1). Note that the priority entities identified in the human rights risk mapping are included in the health and safety management system that is part of the QHSE policy.

#### Compensation

Bolloré Logistics has a remuneration policy that complies with local minimum wage legislation. The company ensures regular payment of a salary that corresponds to the number of hours actually worked. (see Chapter 2.2 paragraph 2.2.2.1).

Payment regularity can be an essential issue for employees in certain countries, the subsidiaries therefore make sure wages corresponding to the number of hours effectively worked are paid regularly. However, the Group, including Bolloré Logistics, has identified the issue of the payment of a living wage – which can be defined as a sufficient amount to enable the worker and their family to live decently, as a priority vigilance issue. The living wage issue goes beyond strictly respecting a legal minimum wage. Indeed, in some countries, the legal wage does not necessarily cover fundamental needs.

Thus, a study dedicated to living wages was carried out in 2023 with an expert firm, for entities identified within the priority vigilance scope, with the help of the Human Resources Department and the network of human rights experts (10 targeted countries: China, Singapore, Mexico, United Arab Emirates, Malaysia, Vietnam, Philippines, Cambodia, Indonesia, Qatar).

### Working hours and paid leave

Compliance with local laws and deployment of systems and measures to ensure that working hours and paid leave are monitored (payment of overtime, working hours, break times are observed, weekly rest days, granting of parental leave, etc.). These issues are explained within the internal regulations and collective agreements of the various sites (see Chapter 2.2 paragraph 2.2.2.2), have been identified by the Human Rights Steering Committee as priority issues on which to deploy specific vigilance within the priority vigilance scope and will in particular be subject to dedicated audits. In this context, internal audits were deployed in Asia Pacific to monitor the working time of employees and employees of subcontracting companies.

### Employee representation

Respect for social dialog: respect for national laws on freedom of association, the right to collective bargaining, etc. In the case of restrictive legislation, Bolloré Logistics undertakes to facilitate employee expression and ensure that there is no discrimination against workers involved in these representative bodies (see Chapter 2.2, paragraph 2.2.2.2).

### Fight against forced labor and the employment of underage workers

Bolloré Logistics is committed to complying with local laws on the minimum age for access to employment and prohibits any hiring of children under the age of 15, and young people under the age of 18 for any type of so-called "dangerous" work. This commitment is formalized for suppliers and subcontractors in the Code of Conduct and the Responsible Purchasing Charter with which they must comply.

During 2023, the various actions carried out within the framework of human rights issues – appointment and training of human rights representatives, audit campaign in Asia Pacific, alignment work with the labor agencies used locally – supported the robustness of the processes and procedures already put in place in human resources

management and in particular on these issues.

### Fight against all forms of discrimination

Bolloré Logistics prohibits any practice that discriminates against workers for reasons of ethnicity, gender, religion, political opinion, sexual orientation, national ancestry or social origin. Professional gender equality is identified as a driver for transformation with unifying potential that is shared by all the Group divisions, more specifically for Bolloré Logistics in 2023:

- *the proportion of female managers remains stable, representing 42.3% of the managerial workforce;*
- *52% of the trained workforce is represented by women who benefited from a training session (excluding HSE);*

In order to disseminate best practices and ensure compliance with the principles linked to diversity and inclusion, a collaborative tool is in place to bring together all internal HR processes and guidelines, as well as the Charters. Intended for the entire network of human resources employees, it facilitates the implementation and allows for proper ownership of the commitments and processes of Bolloré Logistics.

#### 2.1.2.2.2. Assessment of the level of progress of actions

In 2023, in the context of the action plans conducted and pertaining to human rights issues, the projects sped up with in particular reinforced governance through the creation of human rights experts within the regions, the implementation and monitoring of social human rights audits in the priority scope (12 internal or external audits), and the completion of the living wage study on a target set of entities within the priority scope. For more details, see Chapter 1.4 Vigilance Plan, section 1.4.4.2.1. Working conditions vigilance cycle).

#### 2.1.2.2.3. Suppliers and subcontractors

The Group focuses its efforts on the implementation and deployment of measures that enable it to exercise reasonable vigilance with regard to suppliers and subcontractors, an extension of the measures in place for employees. The Human Rights Charter stipulates that the Group's contractors and business partners must adhere to its principles, which are also laid out in the Responsible Purchasing Charter and the Code of Conduct, and incorporated into the due diligence system. Policies, operational arrangements, action plans and results are presented in Chapter 2.1.4. Responsible Purchasing).

The operational deployment of the Human Rights policy for indirect activities and in particular for employees of suppliers and subcontractors of Bolloré Logistics is presented in the Responsible Purchasing Chapter (2.1.4). This includes:

- *A due diligence approach for the selection of suppliers and subcontractors. They systematically receive the ethics package prior to entering into the contractual relationship, in order to comply with it.*



- A policy to assess the integrity of suppliers and subcontractors, formalized by the Compliance Department.
- Continuation of the work conducted by the Responsible Purchasing Department, which is working on strengthening the human rights aspects of ethical procedures, in particular.
- A CSR clause and a compliance clause have been written and included in contracts to illustrate the concrete nature of the Group's approach to Responsible Purchasing.
- The facilitation of specific awareness actions to support legal and purchasing teams in their negotiations with business partners

### 2.1.2.3. Fundamental rights of communities and residents living in the vicinity of our operations

During its approach to risk mapping and contextualizing human rights issues, the Bolloré Group identified this aspect as a pillar of its commitment due to the likelihood that its operations may impact local populations and communities in the vicinity of its operating sites, and this is particularly true of developing countries. In accordance with the approach described in its duty of vigilance plan, the Bolloré Group entities, and consequently the Bolloré Logistics entities, deploy due diligence processes aimed at these external stakeholders in order to:

- ensure their safety with regard to company activities;
- suggest an open dialog in order to guarantee the right to free and informed consent, as well as systems of consultation (meetings with public authorities and neighboring communities), and

provide them with a system that allows them to submit reports and any complaints (see Chapter 1.4. Vigilance Plan, paragraph 1.4.2.5. Alert mechanism and reporting system);

- promote the right to a healthy environment, by preserving the environment.

The company is also engaged in an improvement process, consisting of deploying all reasonable and appropriate means to develop the positive externalities generated by its activities, throughout the value chain. In fact, commitment to regional development constitutes a major element of the CSR strategy of Bolloré Logistics (see Chapter 2.4.).

### 2.1.2.4. Stakeholder awareness raising and training

Good ownership of policies, operational systems and procedures involves regular awareness raising and training activities for all employees, helping to foster a company culture of respect and promotion of human rights.

Therefore, in addition to the specific actions carried out through the network of the human resources community and senior management, various other actions were organized throughout 2023, such as:

- Communication campaign during the sustainable development week, on the duty of vigilance to remind people of the issues, the policies and systems in place, as well as the training courses available to the teams, regular communication via a monthly newsletter on duty of vigilance issues, and in particular human rights aspects;

- Awareness among all employees of human rights issues through the Code of Conduct module, tackling human rights and showing how the alert system works;
- AcTogether CSR Challenge: through this global program the employees are invited to perform actions in line with the Bolloré Logistics CSR program. After an internal validation process, they can either conduct actions that they create end-to-end or use the turnkey action kits available for the four pillars of the CSR program.
  - An awareness kit is available to employees (in French and English) pertaining to Human Rights in Companies.
  - Actions carried out by employees to promote diversity and combat all forms of discrimination to coincide with International Women’s Day in some thirty countries such as Australia, Bangladesh, Brazil, Cambodia, China, Germany, Indonesia, Philippines, Qatar, United Arab Emirates, Spain, France, etc.
  - Actions highlighting disability.



2.1

## 3 SHARE THE SAME BUSINESS ETHICS AND ENSURE COMPLIANCE WITH THE STRICTEST STANDARDS

### 2.1.3.1. National and international issues included in our operations

#### Corruption and influence peddling

Because of its business and geographical locations, corruption and influence peddling have been earmarked, within the framework of the extra-financial risk analysis, as a priority within the Bolloré Logistics business unit.

The French law of December 9th, 2016, known as "Sapin II", requires French companies with at least 500 employees and with revenue or consolidated revenue in excess of €100 million, to adopt measures to prevent and detect corruption and influence peddling.

Implementing the corruption risk mapping serves two purposes:

- *understanding the factors that may affect business and business performance, with the goal of guarding against the legal, human, economic and financial consequences that could be generated by an insufficient vigilance, and*
- *fostering greater knowledge of and therefore better control over these risks.*

Corruption risk mapping is a risk management tool that leads to the identification of risks of corruption, the comparison and assessment of the current handling of corruption risks, the identification of residual corruption risks after the implementation of mitigation strategies, and the mobilization of the organization through a shared method and system. It forms the basis of the corruption risk management strategy of the Bolloré Group, and consequently of Bolloré Logistics, under article L. 233-3 of the Commercial Code.

With the desire to lead a risk-based approach, an identical approach is taken for all company activities. Special attention was paid to geographical areas (including the country's sensitivity to corruption risks according to the Transparency International CPI index) and the exposure of various Bolloré Logistics operations to corruption risks.

#### Export controls and international sanctions

The aim of Bolloré Group is to comply with international, community and national regulations applicable to the Group's business lines relating to export controls and economic sanctions. Such regulations are promulgated and actively updated by political entities at different levels: international organizations such as the United Nations, political and economic unions such as the European Union for their Member States, and countries themselves, such as France and the United States of America.

The objective of export control is to prevent goods from being diverted from peaceful civilian use, to control war materials and, for some countries, to control strategic exports.

Economic and financial sanctions are a foreign policy instrument used by countries or groups of countries. They are intended to prohibit, restrict or constrain trade in targeted goods, technologies and services and may include measures against persons or entities linked to countries or groups of countries. Countries, identified natural or legal persons likely to represent a danger, goods, equipment or products classified as "at risk" are thus covered.

#### Compliance with competition rules

Bolloré Group companies must comply with the rules of competition law laid down by the countries, the European Union and any international organization, regardless of where they carry out their business. These rules prohibit, inter alia, cartels, agreements, projects, formal or informal arrangements, or coordinated behavior between competitors with the aim of price fixing, distribution of their geographical areas, their market shares or their customers.

### 2.1.3.2. Ensure compliance with the strictest standards

The Bolloré Group intends to meet the expectations of all its stakeholders in terms of business ethics. To this end, a dedicated organization monitors effective implementation of a program inspired by the best standards in this field (in particular the recommendations of the French Anti-corruption Agency (AFA), as well as those of the main regulatory authorities in these areas) in the three areas of compliance: prevention of corruption and influence peddling, prevention of anti-competitive practices, and compliance with export control and economic sanction programs.

### 2.1.3.2.1. Compliance governance

As mentioned at the beginning of this report, the areas of ethics and compliance are among those centralized and managed directly at Bolloré Group level; the policies defined there are implemented operationally within Bolloré Logistics.

Respecting the commitments of the Bolloré Group relies on an effective and coherent system, shared across all the businesses, and implemented by an organization responsible for ensuring its application:

- *the Audit Committee of the Board of Directors, when monitoring the effectiveness of internal control and risk management systems, tracks the compliance system in these three areas;*
- *General Management that sets the Group's objectives and directions and ensures that they are communicated to all employees;*
- *the Ethics – CSR and Anti-Corruption Committee that defines and coordinates the deployment of the CSR approach within the Group and as such follows with particular attention the implementation and effectiveness of the Group's compliance system;*
- *the Group Chief Compliance Officer, who is responsible for the implementation of the compliance program: he reports on its effectiveness to the Group Audit Committee and the Ethics – CSR and Anti-Corruption Committee, to the Group and Division Chairpersons and CEOs.*

As part of this task, he relies on: the Group Compliance Department (director, managers, analysts, assistant and work-study trainees); a "local" network (chief compliance officer, regional and local officers who spend some or all of their time in this position) functionally attached to the Group Compliance Department, which, together with the operational positions, monitor the implementation of policies and processes; support positions, including Purchasing and Middle Office, HR, IT, Finance, Legal and QHSE departments; external experts.

The framework for controlling risks related to ethics and compliance within Bolloré Logistics is therefore integrated into this system. Bolloré Logistics operations management is integrated into the Group Compliance Department with a dedicated manager. The Group Chief Compliance Officer and his team are in direct contact with the Chairman and Chief Executive Officer of the Bolloré Logistics business unit, as well as with the network of local compliance officers.

In order to meet the financial and technical challenges related to international sanctions, the "export control" and international sanctions manager, under the authority of the Group Chief Compliance Officer, is in direct contact with all the central and local business positions of Bolloré Logistics (Information Systems Department for the One TMS (Transport Management System) project, customs operators, commercial and operational services), as well as the entire local network of compliance officers. Ethics and compliance governance, as well as

management of the system take place in various Committees that cover the different levels of the organization in a transversal manner.

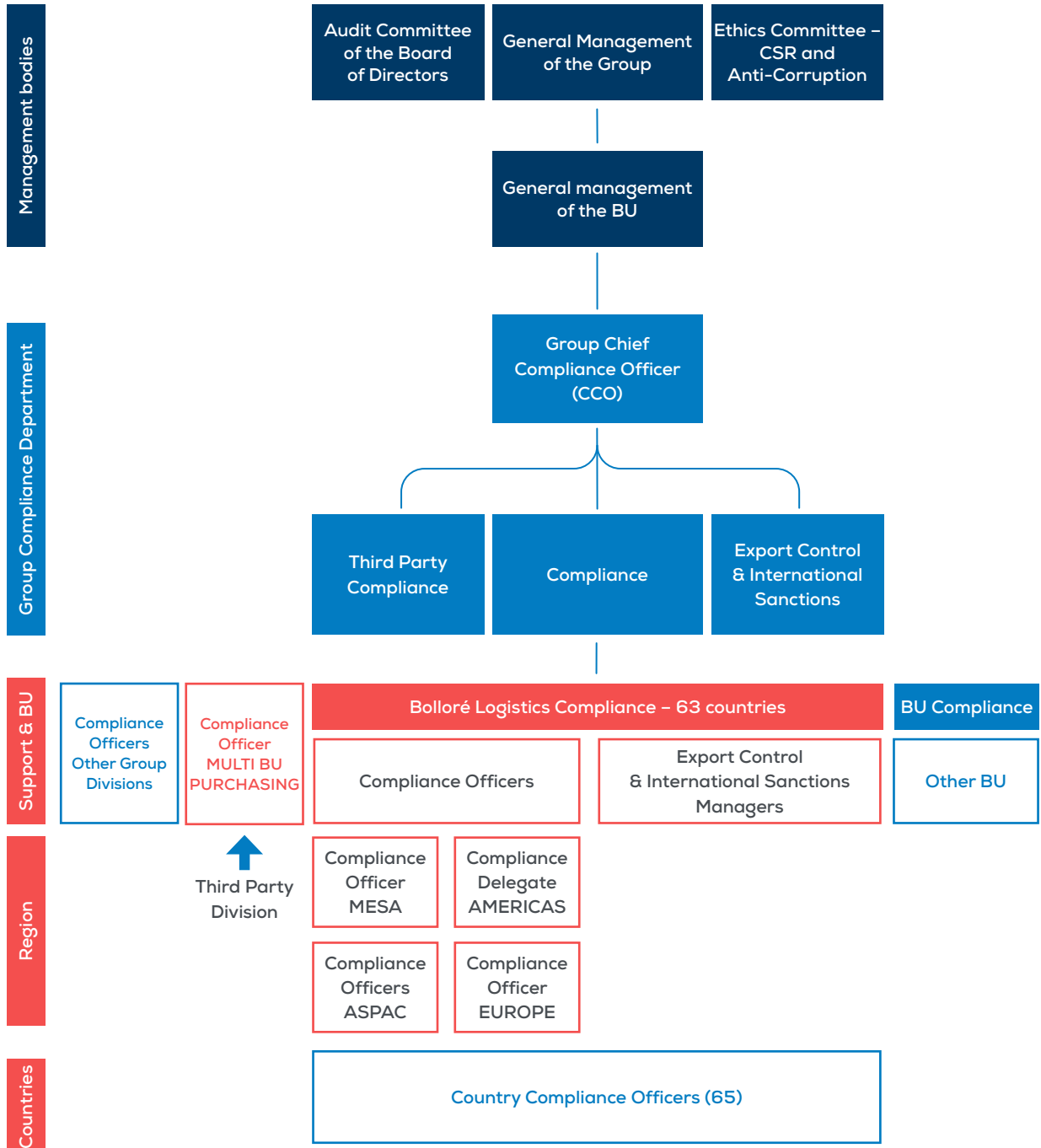
At Bolloré Logistics' executive management level, ethics and compliance also appear on the order of business of the central Executive Committee and the regional executive committees. Furthermore, at country level, anti-corruption committees meet regularly with the goal of supporting the commitments of the local management body, monitoring the action plans and communicating about all new procedures and processes. Generally using the instructions from head office, these committees tackle items such as the following: administrator procedure, procedure for conflicts of interest, training review, hosting an auditor in the entity in question, an update on third-party due diligence, etc.

To ensure the policies and action plans are implemented in all the regions in which Bolloré Logistics operates, it relies on a network of contacts composed of 65 Compliance officers (1 officer per legal entity) in 2023. They have two reporting levels: locally to country management, and centrally to the Ethics and Compliance Department, thereby providing a global overview of the issues, more coherent execution and a more secure system.

As regards the ethics and compliance issues governance, this continued with a Compliance Committee meeting held monthly (7 were held in 2023), bringing together the regional officers, and the officers of the largest entities (both in terms of workforce and turnover). With the objective of discussing and reminding all of the compliance guidelines, the officer's roles and to monitor ongoing actions and those to be undertaken (for more details about the organization and committee meetings held see paragraph 2.1.3.3.1. Governance in operation).

The company became a member of the Trace organization in 2016. TRACE International, Inc. is a globally recognized anti-corruption organization and provider of third-party risk management solutions. Membership of TRACE helps companies to conduct their business ethically and in compliance with the United States Foreign Corrupt Practices Act (FCPA), the UK Bribery Act and other anti-corruption laws.

## Compliance Governance Organization



### 2.1.3.2.2. The compliance program for anti-corruption and influence peddling, anti-competitive practices and compliance with international sanctions

The Bolloré Group, and consequently Bolloré Logistics, has rolled out a compliance program inspired by international standards in these matters, in particular the guidelines of the AFA (French Anti-Corruption Agency), the American FCPA, the American OFAC and the British Serious Fraud Office that is intended to prevent, detect and deter. It is based on the following pillars:

#### • Commitment of the governing body

At the highest level, the Group governing body, and therefore that of Bolloré Logistics, promotes a culture of integrity, transparency and compliance.

In anti-corruption matters, the AFA recommendations complete the system set up by the Sapin II law, and thereby constitute the French anti-corruption benchmark applied by Bolloré Group.

This commitment is made concrete through the Group Code of Conduct in particular. More specifically, it relies on the adoption of a zero tolerance policy when faced with the risk of corruption, taking anti-corruption into account in procedures and policies, validating the risk map, governance of the corruption risk management program which includes prevention, detection and remediation, as well as the implementation of a specific communications policy.

The same applies to the fight against anti-competitive practices, respect for international sanctions and export control – in terms of approval of the systems and the Code of Conduct, taking procedures and policies into account, governance of the programs and implementation of a specific communications policy.

#### • Risk mapping

The corruption and influence peddling risk map aims to identify, assess, prioritize and manage inherent corruption and influence peddling risks, while taking into account the specificities and diversity of our organizations both as regards business sectors, business lines and geographic areas in which the Bolloré Group activities and divisions operate, including the scopes of the Bolloré Logistics entities.

The aim of the corruption and influence peddling risk map is to contribute to risk management covering all the Group managerial, operational and support processes by providing the persons in charge of compliance the required visibility to establish proportionate prevention and detection measures adapted to the identified risks, with a view to facilitate the implementation of these measures and any required remediation measures. The risk map was updated in 2022, over the whole Bolloré Logistics scope.

#### • Risk management, through prevention, detection and remediation

##### 1) Prevention

• **The Code of Conduct:** Bolloré Group's ethics approach is based on values and principles embodied and applied by all its managers and employees worldwide and consequently by those of Bolloré Logistics. Bolloré Group's Code of Conduct is available both on the Group and Bolloré Logistics websites. For all employees and partners of the Group companies, it gives details about the behaviors expected in their daily operations and the system of application, in particular in the three areas of compliance. The Code of Conduct is accessible on the Group website in French, English, Spanish, Portuguese, German, Chinese, Japanese, Dutch, Italian, Czech, Indonesian, Khmer, Korean, Vietnamese, Burmese, Thai and Arab, and is also available on the Bolloré Logistics website.

• **The awareness and training system:** Bolloré Group deploys an awareness-raising system to make sure all its employees, and thus all those of Bolloré Logistics, understand its Code of Conduct well, its zero tolerance policy as regards corruption and the associated procedures (whistleblowing/alert system, gifts, facilitation payments), etc.

Moreover, employees belonging to business line units identified as exposed undergo additional training: e-learning training sessions are organized to promote the professional whistleblowing/alert system and the different procedures specific to the fight against corruption, anti-competition practices and compliance with international sanctions.



- **Third-party assessment:** Bolloré Group is watchful that its intermediaries, suppliers, subcontractors and customers, and thus those of Bolloré Logistics, adhere to the same business ethics. A risk-based approach specific to each activity aims to ensure compliance with our Code of Conduct, including in matters of economic sanctions.

2) *Detection*

- **The whistleblowing/alert system:** A professional alert system allows employees of Bolloré Group companies, including Bolloré Logistics, and external stakeholders to report a crime, offense, or a violation of a law or regulation, a threat to the common good or an alleged breach of the Bolloré Group Code of Conduct resulting from the activities of Group companies or their subcontractors or suppliers.

This system is accessible from the Bolloré Group website as well as at [alert.bolloré.com](http://alert.bolloré.com) and in the Code of Conduct.

The use of this system is in principle subject to the identification of the whistle blower, however, exceptionally, anonymity is only admitted if the alert provides enough details making it possible to establish the seriousness of the offense in question.

The alerts are processed by specially authorized persons, covered by a confidentiality obligation.

The Group protects whistle blowers in good faith against any form of retaliation.

This professional alert system complements but does not replace other internal reporting systems (such as through the supervisor channel) or any external reporting systems as per Section II of Article 8 of the law dated December 9, 2016.

- **Anti-corruption accounting and financial audits:** identified based on the corruption risk map, audits making it possible to exercise specific anti-corruption checks at different levels of the organization, including that of Bolloré Logistics, are exercised. In matters of sanctions, financial controls are performed on our transactions in order to ensure that sanctions are being observed.

- **Audit of the program and internal assessment of the system:** a three-tier audit system aims to ensure the effectiveness of the anti-corruption compliance program. The program's effectiveness is in particular subject to a specific audit approach conducted by the Group internal audit.

3) *Remediation*

- **Definition of corrective measures and disciplinary regime:** the update of the map and detection system through the audits of the program and internal assessment of the system lead to specific action plans to ensure the necessary remediations.

As regards the disciplinary regime, authors of prohibited behaviors expose themselves to disciplinary sanctions and/or legal proceedings under the applicable law.

### 2.1.3.3. 2023 Results

The business involved all the teams over the course of 2023.

The following can be used to illustrate this dynamic:

#### 2.1.3.3.1. Governance in operation

The various committee meetings continued to be held over the period. In addition to the dedicated committees, ethics and compliance is also on the agenda of the central and regional Executive Committees.

COMMITTEE NAME	POSITIONS REPRESENTED	FREQUENCY	OBJECTIVES	NUMBER CARRIED OUT IN 2022	NUMBER CARRIED OUT IN 2023
Audit Committee of the Board of Directors of Bolloré SE – Bolloré Group Level	Chair of the Audit Committee and Independent Directors	2 per year (paragraph 1.10.4.1. URD 2021 Bolloré Group)	In particular, monitor the effectiveness of the Group's internal control and risk management systems	2	2
Ethics, CSR & Anti-Corruption Committee (CERSEAC) – Bolloré Group	All Executive functions of the Group's activities (including divisions and business units)	2 per year	Approves the Group's anti-corruption policy	2	1
Risk Committee – Bolloré Group	Risk Management Department positions of the Holding Company	2 per year	Monitoring of key Group risks	2	2
Committee specific to compliance – Bolloré Logistics Level	CEO – HRD – HMO (Purchasing and Design/Delivery of Transport and Logistics Services) – QHSE – Industrial Projects Department	10 per year	Report to Management on all compliance topics – Tone from the Top	10	7
Interregional Compliance Committees – Bolloré Logistics	Regional Compliance Delegates, Sub-Regional Delegates and Local Delegates from the most important entities in the Africa zone	Every 6 weeks	Regional interaction	8 committees (launch of the initiative in Sept. 2021)	7
Local anti-corruption committees – Bolloré Logistics	At country level: Exec. – CFO – Compliance Officers + Heads of departments	Monthly	Communication/management at the level of each entity	480	503
Third Party Compliance Committee – Intermediaries and Customs agents (representative, involvement for administrative formalities, business finders, merger acquisition, customs broker)	Central Compliance Department and any appropriate person depending on the case (compliance delegate, operational team, general or sales management)	Monthly	Check the due diligence feedback from intermediaries, decision making in case of a breach or detection of sanction	Created in late 2021 0 as no case reported	
Third Party Compliance Committee – Customers	Central Compliance Department	Scheduling of Third Party – Customers Compliance Committee meetings in 2022	Check their due diligence feedback, decision making in case of a breach or detection of sanction	0 as no case reported	1
Third Party – Suppliers Compliance Committee	Central Compliance Department, Operations and Purchasing Director, Business Managers, Production and Industrial Purchasing Directors, Non-Production Purchasing Director	Bi-monthly	Check their due diligence feedback, decision making in case of a breach or detection of sanction	15 committees for suppliers managed centrally (Purchasing Department) + 4 committees for local suppliers (1 committee per region)	



#### 2.1.3.3.2. Commitment of the governing body

This commitment is embodied by:

- *monitoring the implementation and the efficiency of the anti-corruption program, by respect for competition rules et international sanctions on the part of the three governance bodies that are the Group Audit Committee, the Ethics Committee – CSR and Anti-Corruption and, month after month, the Chairs and CEOs of the Group and the businesses; by communications made by the same managing bodies at head office and in the field, such as the one on the establishment of the alert system worldwide.*

As every year, the involvement of the governing body was once again confirmed at the International Anti-Corruption Day on December 9, 2021. On this occasion, webinars in each region (ASPAC, MESA, Europe, Africa and Americas) were organized for all employees with an email address. These webinars, led by the representatives of the regional, operational and commercial management departments, as well as the Group Compliance Department and its local compliance officers were the embodiment of the local dimension of the Group's commitment. 2,399 employees under the Bolloré Logistics scope took part in the live webinars.

- *by appraising the performance of the main directors of the Bolloré Logistics subsidiaries. The rate of Action Plan Achievement has a 25% impact on the bonus of country Directors and Financial Directors;*
- *by establishing anti-corruption committees and holding meetings. These committees are the local representation of the commitment of the governing bodies of each of the entities.*
- *the dynamic reinforced by the update of the corruption risk map for all Group activities, including those of Bolloré Logistics, the impacts identified through this update – especially as regards the prevention tool that is the Code of Conduct, the detection through anti-corruption accounting audits and on remediation through specific action plans stemming from the map update.*

#### 2.1.3.3.3. Operational procedures

In 2022, the Third Party/Customer assessment procedure underwent a minor update to adapt to the new business classification (threshold adjustment). The Third Party/Intermediaries assessment procedure was also updated, especially as regards the definition of some terms. They are distributed by email from the top down to those concerned and beyond; they are subject to targeted training, and are available on the intranet in French and English. They apply to the entire Bolloré Logistics network. They are translated into local language under the responsibility of the local compliance officer. They are accessible at all times using the collaborative tool dedicated to the compliance network. Each new or modified procedure is subject to specific communication addressed to target populations.

As of December 31, 2023, the following procedures were already in place:

- *Gifts and entertainment;*
- *Facilitation payments;*
- *Conflicts of interest;*
- *Assessment of suppliers and subcontractors;*
- *Assessment of intermediaries (customs agents, sales agents);*
- *Assessment of customers;*
- *Administrators & Shareholders Procedure;*
- *Donations/patronage and sponsorship.*

The new operational procedure for patronage and sponsorship was deployed locally at the end of 2022.

#### 2.1.3.3.4. Transport Management System - TMS

Our Export Control management system for our transport business continued in 2022 with the ongoing worldwide deployment of our new Transport Management System (One TMS). This management system allows a more detailed check of third-party organizations, people and countries involved in the transactions. Systematically, whenever there are international restrictions or sanctions, there is intervention from the Information Systems department on the transport order management system with a direct operational impact on the transport capacity bookings. In addition, a new software/media was selected in 2022: e2open to manage specifically the "What" (nature of the goods), whereas One TMS essentially manages the "Who" and the "Where" (who, destinations/origins). In 2023, the software was deployed across the network, in all regions.

#### 2.1.3.3.5. The corruption and influence peddling risk map

The Group updated the maps for the previous period in 2022 using a standardized methodology that offers consolidation at Group level. This risk map was updated in 2022 using the following methodology:

- *Inventory of all the operational processes, sub-processes and support functions applicable to the different Bolloré Group activities, including those of Bolloré Logistics;*
- *central risk inventory: the risk scenarios to which Bolloré Group is exposed were identified during individual meetings and workshops led with the Group employees, including those of Bolloré Logistics;*
- *inventory of management resources: following the individual meetings, workshops and contribution reports, the Compliance Department conducted internal work sessions to identify, with the relevant managers, the elements contributing to the management system implemented within Bolloré Group – which complete the business line management environment already identified by the Group employees solicited for the update;*
- *establishment of a matrix to list all the identified risks and their scores;*



- local risk inventory: the Compliance Department asked some Group subsidiaries to provide their opinion on the identified processes and sub-processes, as well as on the related risks.  
In 2022, 14 subsidiaries were questioned. This update process will continue until 2024. Given the proposed sale of Bolloré Logistics' operations, it was decided at Group Compliance Department level to finalize all local maps for Bolloré Logistics before the sale;
  - inventory of action plans: identification of risk scenarios subject to action plans, definition of these action plans and the method to apply them centrally within the subsidiaries;
  - Monitoring of identified action plans.
- Thus, the 2023 campaign concerned 68 Bolloré Logistics entities with a campaign end set to November 15, 2023. By the deadline, 55 entities had completed the exercise, 8 did not complete it and 3 entities initially pegged for the campaign were defined as out of scope.

In view of the work carried out in 2022 and 2023, it was noted that the methodology satisfactorily covers the various points required under the applicable regulations and the AFA recommendations, namely:

- the organization of the roles and responsibilities of participants in the mapping;
- the method for identifying risks inherent to the Group's operations and its implementation;
- the gross risk assessment method and its implementation;
- the method for assessing net or residual risks and its implementation;
- the method of prioritizing risks and prevention action plans and their implementation; and
- the method for formalizing, archiving and updating the mapping and its implementation.

#### **2.1.3.3.6. Code of Conduct translated into 17 languages**

The new code drawn up in 2020 is fully aligned with the Bolloré Group's policy of social and environmental responsibility, expressed in its Ethical and CSR Charter and in its annual report "All responsible and committed", in particular in the corruption, international sanctions and anti-competitive practices areas of compliance. The Code of Conduct defines the Group's policy and details, for all its employees, including those of Bolloré Logistics, and partners, the behaviors expected from them in their daily operations. This code describes sensitive situations that may arise when conducting our business (for example, inappropriate gifts and entertainment and facilitation payments) and also provides recommendations to prevent, identify and report them. 2021 was devoted to the information process about this new code of conduct in our subsidiaries: collective information, when the subsidiary has internal rules and procedures, integration of the code of conduct, and, where appropriate, a procedure to consult the competent bodies, authorities or services, if necessary. During the 2022-2023 period, the Code of Conduct was the subject of an e-learning session for Group employees, including those of Bolloré Logistics, as per the training requirement inherent to the compliance program for all employees.

#### 2.1.3.3.7. Alert system

During this period, the professional alert procedure was communicated to the Group employees as described herein. This communication concerned the operation of the system, the conditions and guarantees for its use – especially the protection of the whistle blowers against any form of retaliation.

Updates of the alert procedure and the associated platform were initiated following Law No. 2022-401 of March 21, 2022 aiming to better protect whistle blowers and Decree No. 2022-1284 of October 3, 2022 pertaining to the procedures to gather and process alerts issued by whistle blowers and setting the list of external authorities instituted by Law No. 2022-401 of March 21, 2022 aiming to better protect whistle blowers.

#### 2.1.3.3.8. Third Party assessment

Three third party assessment policies (intermediaries, suppliers, customers) are in place at Bolloré Logistics. The supplier assessment policy breaks down into three levels: local entity, central head office and a specific version for France due to the dense network and the number of suppliers.

During the reporting period, actions undertaken continued. In order to underpin this approach, a function totally dedicated to managing third-party compliance was created in 2021 at the Group Compliance Department level to support the deployment of the procedure, in particular within the scope of Bolloré Logistics. In this way, screening of intermediaries continued with monitoring by the governing bodies, screening of intermediaries already in place and the implementation of the procedure for any new intermediary; monitoring of processes involving central suppliers and implementation of the process for local suppliers. In 2021, a new customer procedure was drafted and distributed. It is designed to offer guarantees about the integrity of our customers prior to entering into a commercial relationship (shareholding, politically exposed people, etc.). This approach relies on a customer classification system based on a level of criticality that takes into account elements such as the Transparency International Index and the billing volume, which leads to a customer risk level classification. When it comes to international sanctions, the common approach that has been developed can also identify any eventual third party risk. In 2022, the Third Party/Customer assessment procedure underwent a minor update to adapt to the new business classification (threshold adjustment). The Third Party/Intermediaries assessment procedure was also updated, especially as regards the definition of some terms.

152 customers were subject to a compliance assessment in 2023 through screening operated by the compliance tool Catalyst by the company Bureau Van Dijk. In complement to this, we called on the specialized service by Global Risk Profile (GRP).

Furthermore, in 2023, as in previous years, the large volume of requests from third parties over the course of

the year led the Compliance Department to get involved in order to meet the expectations of stakeholders in the area of anti-corruption, as well as that of export control and the observance of international sanctions.

The risk assessment approach for intermediaries, suppliers and customers of Bolloré Logistics meets the requirements of the anti-corruption benchmark, while adapting to its economic model and operational organization. The application of all procedures making up our third party assessment approach was finalized as regards the deployment for the assessment of intermediaries, suppliers and customers as regards “stock”, and in particular the customer assessment policy, according to the application of the criteria set out in the procedures, implemented within all Group Divisions, including the Bolloré Logistics entities. (for more details about suppliers and subcontractors, see chapter 2.1.4. Responsible Purchasing)

#### 2.1.3.3.9. Action Plan Achievement (APA)

This worldwide system is deployed over the entire scope of Bolloré Logistics; it is specific to each country and consolidated by region. Each country APA presents a rate of achievement for each action. The APA rate can lead to an assessment of the preventive measures taken to move from gross risk to net risk.

In 2023, the average rate of Action Plan Achievement per region was as follows: Americas 100%, Asia-Pacific 99%, Middle East/South Asia 100%, and Europe 98%.

The action plan achievement rate has a 25% impact on the bonus of country CEOs and local CFOs and is also used as part of the internal audit and compliance control.

#### 2.1.3.3.10. Renewal of TRACE certifications

At the end of 2023, the Bolloré Logistics USA and Singapore subsidiaries were certified.

#### 2.1.3.3.11. Training and awareness raising for stakeholders

Training and awareness raising for all stakeholders in the value chain is a fundamental pillar for risk prevention and it guarantees compliance with the strictest standards. Bolloré Group deploys an awareness-raising system to make sure all its employees properly understand its Code of Conduct and its zero tolerance policy as regards corruption.

- A dedicated intranet space (*Responsible & Committed*) hosts the Code of Conduct in 17 languages as well as all the associated policies and procedures (alert system, gifts, facilitation payments).
- Communications campaigns successively targeted all the employees with an email address (94% concerning the Code of Conduct and professional alert system), then those belonging to business line units identified as exposed (concerning the procedures to follow as regards gifts and entertainment, facilitation payments, patronage and sponsorship).
- The hand delivery of a hard copy of the Code of

Conduct against signature for employees without an email address continued in 2022 (1,500 delivered).

- Posters on the Code of Conduct and professional alert system were distributed in 17 languages to all the subsidiaries for posting. These posters enable all employees, including those without an email address, to access more information through QR Codes.
- Moreover, the e-learning training campaign with an objective to check that the Code of Conduct and associated procedures are properly understood (competition, international sanctions, gifts and entertainment, facilitation, patronage and sponsorship, intermediaries, HR processes), to identify and remedy high-risk situations, was continued.

**100% of employees trained on the revised Code of Conduct at the end of 2020 and anti-corruption**

**New 2023 e-learning training campaign sent to 100% of employees with an email address with a completion rate of 98%**

Specific training on 8 related topics was organized targeting the most exposed employees: 21,012 registrations for e-learning training modules were recorded to ensure their good understanding of the procedures on gifts and entertainment, intermediaries, facilitation payments, anti-competitive practices and cartels, risk of corruption in HR processes, international sanctions and export controls, sponsorship and patronage. The completion rate for 2023 reached 94%. Finally, in the context of the 2023 annual appraisals initiated at the end of the year, employees were asked to confirm their awareness of the Code of Conduct and professional alert system implemented by Bolloré Group and that they followed the mandatory training modules they were signed up for.

In addition to the deployment of training and events organized during the December International Anti-Corruption Day (paragraph 2.1.3.3.2. Commitment of the governing body), awareness-raising sessions with employees were organized locally. This is the case, for example, in Singapore, where in the first quarter of 2022, the management teams arranged to talk with 137 employees about the following topics: international sanctions, anti-corruption, due diligence, and data protection.

The deployment of the strictest standards with suppliers and subcontractors is detailed in Chapter 2.1.4. Responsible Purchasing.

**2.1.3.3.12. Anti-corruption accounting controls**

The process of identifying the controls to be carried out on the basis of the risk mapping and the material actions to be performed during these controls at the various levels of the organization were finalized in previous financial years. These controls have been implemented

since 2021: several implementation assistance sessions for SAPIN 2 accounting controls were carried out each year; the level 3 controls relating to the anti-corruption accounting controls have been used since 2021 during field audits of the subsidiaries and continued annually. An update made necessary by the mapping process conducted in 2022 made it possible to identify the adaptations that were needed.

Compliance with international sanctions is also monitored through existing financial controls.

A total of 20 accounting controls are carried out by the financial departments of each country in collaboration with the Financial Department’s Internal Control. They are included in the Action Plan Achievement rate.

**Accounting Controls (AC)**

- AC.01 Payment of supplier invoices
- AC.02 Temporary warrants
- AC.03 Reimbursement of expenses
- AC.04 Margin Review
- AC.05 Debt disbursement control
- AC.06 Credit disbursement control
- AC.07 DAC validation and stock entries
- AC.08 Choice of supplier
- AC.09 Gift/entertainment
- AC.10 Issuance of credit notes
- AC.11 Carriers
- AC.12 Payment
- AC.13 Patronage
- AC.14 Cash Management
- AC.15 Billing
- AC.16 Supplier & Customer Reserves
- AC.17 Bank reconciliations
- AC.18 Manual entries (various operations)
- AC.19 Issuance of shares
- AC.20 Payment of commissions

**2.1.3.3.13. Control of the compliance system by the Head Office Compliance Department**

In 2023, the Compliance Department organized 10 compliance system audits over the current Bolloré Logistics scope.

The objective of these audits is to ensure the compliance program is properly understood and taken into account in day-to-day operational management. Through open-ended questions on around thirty topics (relating to the commitment of the governing body, the code of conduct, the alert system, risk mapping, third party assessment, accounting controls, training, internal controls and audit), the central Compliance Department was able to verify that the objective was achieved, as well as talk with

REGIONS	TARGET	POSITIONS REPRESENTED	NUMBER OF COMPLIANCE CHECKS CARRIED OUT IN 2023
Americas	Entire region	Head Office Compliance Department Regional officers and members of regional general management (CEO, sub-region GM, CFO, HFO, HMO (purchasing, operations), HR, Legal Department)	1
Asia-Pacific	Entire region	Head Office Compliance Department Regional officers and members of regional general management (CEO, sub-region GM, CFO, HFO, HMO (purchasing, operations), HR, Legal Department)	1
Europe	Entire region	Head Office Compliance Department Regional officers and members of regional general management (CEO, sub-region GM, CFO, HFO, HMO (purchasing, operations), HR, Legal Department)	1
MESA	Entire region	Head Office Compliance Department Regional officers and members of regional general management (CEO, sub-region GM, CFO, HFO, HMO (purchasing, operations), HR, Legal Department)	1
Head office	Central services	Head Office Compliance Department Central Departments: Infrastructure – Property, Material/Technical Purchasing, HR, Finance, Information Systems, Central Management Assistants	6

internal stakeholders about policies, procedures and processes, action plans and results, and offer guidance on immediate corrective actions.

#### 2.1.3.3.14. Internal control and assessment program of the Group Internal Control Department and Group Internal Audit

##### Internal control

Internal control takes place in the monitoring and deployment of accounting controls with guidance and assistance on the implementation of level 1 and 2 accounting controls .

These controls allow specific controls in matters of anti-corruption at various levels of the organization to take place. On the subject of international sanctions, financial controls are carried out on transactions to ensure compliance with sanctions.

10 internal control guidance and implementation tasks were carried out in 2023, over all regions of the Bolloré Logistics scope.

##### Internal audit

Based on a specific audit approach in the general anti-corruption compliance system, designed to assess its various components, carried out



## Procedure for the selection and listing of Bolloré Logistics intermediaries and customs brokers

The goal of this procedure is to detail the processes and rules that govern relationships with the Intermediaries that Bolloré Logistics has or will mandate on its behalf to support the commercial development of Bolloré Logistics or to interface with local public authorities.

The Intermediaries, in line with the Bolloré Logistics business model, are representative agents (under local or central management), business finders, sales consultants, distributors, intermediaries in mergers and acquisitions, and third parties intervening to carry out administrative formalities; this procedure also concerns customs brokers.

This procedure is based on key principles that govern the contractual relationships with Intermediaries:

- intermediaries are bound by the Code of Conduct of the Bolloré Group;
- they are imperatively selected Bolloré Logistics.
- it is imperative that they state that they are aware of and commit to respecting the provisions of the Code of Conduct of the Bolloré Group, and national and international anti-corruption laws;
- intermediaries act within the confines of a mandate and clearly defined obligations;
- their skills are carefully assessed before they are appointed, in the light of the duties to be carried out and their compliance with the Code of Conduct of the Bolloré Group;
- their remuneration is, in particular, related to the complexity of the mandate that has been assigned, the added value of the intermediary and the standards generally applied in the market or region in question;
- a contract formally establishes the relationship between Bolloré Logistics and an Intermediary.

To complete the procedure, a validation circuit designating responsibility, with the person approving and recipient clearly identified for each of the steps, from the intermediary identification process to archiving the elements.

in 2020 by the Group internal audit, a level 3 control was developed and revised by the Ethics, CSR and Anti-Corruption Committee. As part of this, the Group Internal Audit Department carried out 11 missions in 2023 within the operational scope of Bolloré Logistics.

Based on a specific audit approach of the general anti-corruption compliance system, designed to assess its various components, carried out in 2020 by the Group's internal audit, a level 3 control was developed and revised for 2023, by the Ethics, CSR and Anti-Corruption Committee.

### 2.1.3.4. The fight against tax evasion

Following the entry into force of Law No. 2018-898 of October 23, 2018 on the fight against tax, social security and customs fraud and the provisions of Article L. 22-10-36 of the French Commercial Code, the Group initiated several actions to comply with the requirements of this law. With regard to the objective of fighting tax evasion, and although the Group already had internal processes that meet the requirements of this law, some were modified.

#### 2.1.3.4.1. Tax risk management at Bolloré Group level

To prevent tax risks, appropriate organizational methods have been put in place at Group level, in order to ensure that tax is correctly calculated and paid on time in the countries in which it is owed. The same applies to the reporting obligations of the Group companies. When a Group company is the subject of a tax audit, the appropriate staff and/or external advisers are assigned to the audit procedure, in order to facilitate its smooth running and ensure that it is completed as soon as possible.

The Bolloré Group is also careful to comply with the following principles:

- *compliance with the tax rules applicable to its business, in accordance with international conventions and national laws in all countries in which the Group, including Bolloré Logistics, is located;*
- *transparency with regard to tax administrations in order to maintain quality relations that avoid any risk to the Group's reputation, when local legislation and customary practices allow this. The Bolloré Group considers that such relationships offer long-term advantages that benefit both the Group and the local tax authorities;*
- *the fight against tax evasion, by refusing to file profits in tax havens. Filings in countries with a preferential tax regime are possible when they are economically justified, i.e. when their motivation is not primarily fiscal;*
- *the compliance of its tax policy with its sustainable development strategy by prohibiting any operation whose purpose would be to seek an essentially tax profit, unless this is expressly provided for by the legislator.*



**2.1.3.4.2. Measures and procedures in place in the fight against tax evasion**

A tax section has been added to the Group Code of Conduct to present the Group’s policy in pursuing the fight against tax evasion and the conduct to follow to meet these commitments.

Furthermore, within our professional alert system, a dedicated website is accessible to employees and business partners of the Group, in order to report acts that constitute or are liable to constitute a case of tax evasion.

The Group has continued to raise awareness among all Group staff members and sales partners about preventing and fighting tax evasion.

The legal and fiscal teams at the Bolloré Group, including those of Bolloré Logistics, are already deployed centrally and locally, and they advise and assist the operational workers of the Group on a daily basis in order to ensure good compliance with applicable laws and regulations, particularly in the fight against tax evasion. To that end, they can call on external experts and legal advisers, in particular firms of attorneys.



2.1

**4 RELAYING OUR CSR COMMITMENTS THROUGH A RESPONSIBLE PURCHASING POLICY**

The Purchasing Department is the main relay of Bolloré Logistics’ CSR commitments to its suppliers. Its mission is to ensure the availability of the services and products required by the business by selecting suppliers that meet operational and economic requirements and also meet our expectations in terms of social and environmental responsibility.

The aim is to contribute to the competitiveness of the operational entities while embodying the fundamental values of the Ethics and CSR Charter and the Code of Conduct of the Bolloré Group, the reference documents for each of the divisions and business units, including Bolloré Logistics.

The Purchasing Department is structured around four main categories:

- Operational purchases, specific to Bolloré Logistics;
- Freight purchases, which is the main business of Bolloré Logistics. The main activity of Bolloré Logistics

*is to book international transport capacity on board ships and aircraft, without ownership. Pre-routing and post-routing are generally entrusted to subcontracted road freight companies, as Bolloré Logistics’ own fleet is extremely limited. The freight purchases category represents 90% of the total purchases of Bolloré Logistics. Within this segment, sea and air capacity purchases account for 70% of the financial volume. The remaining 30% relates to road freight purchases (rail is occasionally used). Bolloré Logistics also needs warehouses to carry out its business. Most of the time, Bolloré Logistics operates its own warehouses. However, sometimes warehouse services are outsourced. The share of this subcontracting is nonetheless very low compared to total purchases;*

- General purchases, also called “non-production” purchases: IT infrastructure, software, mobility and general supplies including market research. This purchasing category is shared by the entire Bolloré Group;



- Capex investments (infrastructure), focusing on major construction projects worldwide (office buildings and warehouses). This purchasing category is shared by the entire Bolloré Group;
- Industrial purchases: lifting equipment, racks, trucks, etc. This purchasing family is shared by the entire Bolloré Group.

#### 2.1.4.1 Policy and governance

##### A clear policy

The responsible purchasing policy was formalized in 2020 as the Responsible Purchasing Charter.

The Responsible Purchasing Charter, signed by the Group Purchasing Director, describes the fundamental principles governing the relationship between each of the Bolloré Group entities and its suppliers. It is based on Group values and international commitments through the core conventions of the ILO, the UN Global Compact and the OECD Guidelines.

The Responsible Purchasing Charter formalizes: the ethical rules with which Purchasing teams must comply; the Group's commitment to a formal and transparent selection process; and the Group's expectations regarding its suppliers in environmental, social and ethical matters.

The Responsible Purchasing Charter is available at [www.bollore.com](http://www.bollore.com) and at [www.bollore-logistics.com](http://www.bollore-logistics.com).

The Responsible Purchasing Charter exists in French, English, Italian, Spanish and Portuguese.

The Responsible Purchasing Charter is complemented by several policies and procedures, intended for buyers and their internal partners:

- *The Supplier and Subcontractor Integrity Assessment Policy, which covers questions of business conduct. It applies to the four purchasing categories;*
- *The Vendor Management Procedure that covers QHSE, CSR and compliance questions for the operational purchases category of Bolloré Logistics. This procedure is part of the ISO9001/14001/45001 global integrated management system;*
- *The Responsible Purchasing Policy of the Non-Production Purchasing Department;*
- *The procedures for evaluating and listing new suppliers from the four purchasing departments: freight; real estate and construction; non-production; industrial.*

Suppliers have access to the online alert system at [www.bollore.com](http://www.bollore.com).

##### A strengthened global organization in 2021

The Purchasing Department counts 170 employees across the different geographical regions.

In March 2021, the Purchasing Department created a team dedicated to responsible purchasing. This team is supported by an Ethical and CSR reference person designated within each of the four purchasing categories. The Purchasing Department is integrated into the CSR governance systems:

- *The Purchasing Director sits on the Group Ethics and CSR Committee;*

- *The Responsible Purchasing team sits on the Steering Committee of the Bolloré Logistics CSR program: Powering Sustainable Logistics;*
- *A specific committee for supplier assessment meets every 15 days. It is chaired by the Purchasing Director. It brings together the Responsible Purchasing and Compliance teams, Directors and Ethics and CSR experts from each of the four purchasing categories. Among other things, it can decide on high and major risk suppliers.*

In April 2021, the Compliance Department created a dedicated team responsible for monitoring third-party compliance, including suppliers. This team relies on a network of compliance officers.

##### An ongoing and recognized approach

The Bolloré Logistics responsible purchasing policy has been strengthened over the years: initially focused mainly on freight purchases, it was revised in 2020 and again in 2021, and is now systematic across all purchasing categories. Specific indicators are monitored by the Group Ethics and CSR Committee, and by the bi-monthly committee dedicated to supplier assessment. Similarly, buyers are continuously trained on CSR questions.

Since October 2020, all Bolloré Logistics regions have been certified by the ISO9001/14001/45001 Global Integrated Management System. The Vendor Management procedure that covers operational purchases is part of this certified management system.

#### 2.1.4.2 Risk identification and means of action

##### 2.1.4.2.1. Systematic CSR risk analysis of suppliers and subcontractors for all purchasing categories, a due diligence process for all suppliers with high or major risk.

The Compliance Department and the Purchasing Department have developed a methodology to assess the integrity of suppliers and subcontractors. Each supplier and subcontractor is analyzed according to the following criteria:

- *Country Risk. The nationality of the supplier or subcontractor has an influence on its risk profile and must be taken into account in the light of the Corruption Perception Index published annually by Transparency International. For purchasing categories with a human rights risk (real estate and non-production purchases), 6 other critical geographical indexes are used to determine the level of risk. These indexes are: the Human Development Index, the Gender Gap, the Freedom House, the Global Slavery Index, the Human Freedom Index and Global ESG Index;*
- *Risk related to the ownership structure (for example, a publicly traded company is under an obligation to control and publish its accounts);*

- Risk related to the volume of purchases made with the supplier or subcontractor. The risk of corruption is potentially higher for a contract with a high amount given the supplier's expectations of revenue from the sales transaction;
- Operational process. Purchases made through a formalized process with a threshold-based validation chain are less risky from a corruption point of view.

Each supplier and subcontractor is classified according to four levels of risk: minor, moderate, high and major. The Responsible Purchasing Charter is sent to suppliers to be signed regardless of the risk level. The Ethical and CSR Charter and the Code of Conduct are also sent to suppliers.

Similarly, from "moderate" risk level upwards, clauses to cover the prevention of corruption, respect for human rights and preservation of the environment are incorporated into agreements or special conditions. For suppliers with high or major risk, a due diligence process is applied. It starts with an investigation conducted in a screening tool. In the event of an alert following this investigation, as well as for all suppliers with major risk, a thorough due diligence questionnaire

that covers corruption, the environment and human rights is sent to the supplier. The responses are analyzed by the Compliance and Responsible Purchasing teams. If necessary, an interview and/or audit is organized with the supplier.

The risk analysis and actions are carried out before the start of the contractual relationship with the supplier. They are repeated at least every three years and are updated should a new event affect the classification (e.g. change of ownership structure, legal proceedings against the supplier).

If the supplier does not agree to comply with the assessment process, it is not listed.

Data and documents related to the CSR risk analysis of suppliers and subcontractors are stored in a dedicated database.

Indicators for all purchasing categories are given below. Buyers initially focused on suppliers with which agreements were established in 2021. Then, in early 2022, they moved on to suppliers with older agreements.

INDICATORS	2023	2022
Percentage of suppliers who received the Responsible Purchasing Charter	100%	100%
Percentage of suppliers who signed the Responsible Purchasing Charter	87%	99%
Percentage of suppliers who signed the CSR clause	87%	99%

**2.1.4.2.2. Air and sea freight purchases: integrated CSR performance at the core of Bolloré Logistics' operations to evaluate and select suppliers. Partnerships formed to accelerate transport decarbonization.**

As the main business of Bolloré Logistics consists of booking transport capacity for its loading customers, air and sea freight purchases are critical. The listing of airlines and shipping companies is global and contracting is centralized in the freight purchasing department. Additionally, 95% of purchasing volumes are carried out with international partners:

- The top 30 air freight providers account for 84% of the total volume transported;
- For container sea freight (the main maritime business), 25 container agreements represent 95% of the volumes transported.

Given the critical nature of these purchases, these 55 airlines and shipping companies are systematically categorized as major or high risk and are therefore subject to the due diligence process described above. The listing base for airlines and shipping companies, Moira (549 companies in total), is interfaced with the operational information systems (Transport

Management System): if the due diligence is not satisfactory, the company is no longer referenced in Moira and cannot be used to ship goods.

In addition, these companies receive an annual CSR questionnaire designed to measure their maturity with regard to all CSR issues:

- Member of the Global Compact, Ecovadis score
- Environment: existence of a climate strategy, carbon reduction trajectory, ISO14001 certification, provision of low carbon transport solutions;
- Composition of the fleet;
- Human rights: ISO45001 certification, diversity and inclusion policy, freedom of association;
- Responsible Purchasing;
- Business ethics;
- Data protection.

Analysis of the responses leads to these companies being awarded a CSR score. This CSR score enters into the calculation of a Service Level Agreement (SLA) discussed during monthly or quarterly business reviews and is measured twice a year. The other components of the SLA relate to operational performance and quality of service.



The SLA of each company is taken into account in the algorithm that powers the digital purchasing decision management platform, which offers transport solutions to operators organizing shipments for customers. In this way, airlines or shipping companies with better performance will appear at the top of the list. In addition to this, CO<sub>2</sub>e per ton.kilometer for airlines and per teu.kilometer (1 teu: twenty-foot equivalent unit) for shipping companies is displayed on the tools for creating customer quotes and selecting transport solutions. The customer is thus offered several transport solutions that display not only the delivery time and the price, but also the CO<sub>2</sub>e.

In 2021, Bolloré Logistics began the Good Distribution Practice of Medicinal Products for Human Use (GDP) certification. The 74 sites concerned worldwide in the transport and logistics of pharmaceutical products have obtained this certification. In this context, the two largest airlines and shipping companies used for this type of transport were audited by QHSE in early 2022.

Bolloré Logistics and the airlines and shipping companies work together to decarbonize transport during twice-yearly sectoral meetings (Clean Cargo Working Group for sea, SAFA and Clean Air Transport for air) and during monthly or quarterly reviews.

Bolloré Logistics has formed several partnerships with airlines and shipping companies for the provision of low-carbon services (use of alternative fuels).

In the second quarter of 2022, 6 workshops were held with freight buyers located on every continent to define a new decarbonization strategy for these purchases. This strategy was presented to all the freight purchasing teams in the second quarter of 2022 for immediate implementation.

#### **2.1.4.2.3. Road freight purchases: decarbonization solutions identified for each listed carrier and in-person audits organized.**

The vast majority of land transport purchases are local services (with the exception of integrators and express courier services that are managed centrally). There is a significant number of land transport providers (5,638). They are listed using the "Link Partners" tool. This tool is a centralized global digital platform that allows all Bolloré Logistics entities to list their land transport suppliers on the basis of shared selection criteria. Road freight companies must answer a questionnaire with different sections, including ethics, sustainability (revised in 2019, then in 2020, 2021 and 2022, which includes questions on the fleet composition and use of alternative fuels) and QHSE, and attach supporting documents. When the transport company submits the questionnaire, this triggers a control and validation circuit at Bolloré Logistics. First of all, the various support functions concerned (Legal, Finance, Insurance, QHSE, CSR, Ethics and Compliance) check the compliance of the company's responses for their respective parts. If

compliance is confirmed, a local or country representative known as the Transport Road Manager (150 across all countries) approves the listing of the transport company. The database of listed freight companies is interfaced with the operational IT tools. If the freight company is not listed, an operator cannot order a transport service from that supplier. Link Partners has a warning system to inform the Transport Road Manager network that a carrier document has expired. The Transport Road Manager will then ask the freight company to upload the up-to-date document. Since the end of 2018, 100% of active road freight companies have been referenced.

In addition to the listing on Link Partners, QHSE departments in the different countries carry out in-person audits of a panel of road freight companies every year. These audits include regulatory compliance and health and safety.

In-person audits are systematic:

- *If there is a risk related to the nature or value of the goods, the country in which the freight company is established, if the routes used are dangerous;*
- *If the freight company has been classified as being in a high or major risk category (see the risk analysis above);*
- *If the road freight company is used to transport sensitive goods (e.g. pharmaceutical products, alcohol, tobacco, perfumes, aerosols, defense industry products, etc.);*
- *In case of non-compliance, an incident, accident or complaint;*
- *At the customer's request.*

The audits are:

- *Carried out prior to the supplier's listing for sensitive goods;*
- *Carried out immediately or within one month of a major incident;*
- *Annual if non-compliances are detected;*
- *Every 3 years in all other cases.*

Indicators for air, ocean and road freight purchases are shown below.

INDICATORS	2023	2022	2021
Share of freight buyers who took the Human Rights module	100%	100%	100%
Share of freight buyers who took the Code of Conduct module	100%	100%	100%
Share of suppliers who received the compliance pack (charters + Code of Conduct)	100%	100%	100%
Percentage of suppliers who signed the Purchasing Charter	100%	100%	45%
Percentage of suppliers whose contract includes the CSR and compliance clause <sup>(1)</sup>	100%	100%	87%

NA: not applicable.

(1) This indicator includes non-contractualized suppliers whose relationship is formalized through specific processes such as the Mutual Recognition Agreements, which include the undertakings in their clauses.

**2.1.4.2.4. Purchases of warehouse services: on-site audits before and after listing**

Warehouses subcontracted to external providers are selected locally by the Branch Director subject to compliance with a set of criteria, including:

- Reputation;
- Lessons learned from previous services;
- Stock and warehouse security (access management), protection of goods, AEO and/or TAPA certification;
- The quality of the available resources (human and equipment: handling, weighing, cold store, etc.);
- The proposed deadlines/schedules;
- The competitiveness of prices;
- The financial cover of the supplier (insurance in particular).

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

QHSE teams audit subcontracted warehouses in-person once a year for AEO certified warehouses and once every 3 years for other warehouses.

**2.1.4.2.5. Training actions, inspections and audits of operational suppliers and subcontractors**

In the case whereby an operational supplier (freight company, warehouse service provider) demonstrates repeated non-compliance, these incidents are escalated to the Director of Operations in question. They contact the supplier and ask them to rectify the reported problem. The action plan agreed with the provider is recorded by QHSE in its digital platform "Progress". In the event of a serious breach or lack of corrective action, the supplier is removed from the list of approved suppliers.

QHSE teams organize HSE training and meetings for temporary staff and subcontractors throughout the year. They also perform audits and inspections (fire safety, equipment, good conduct, etc.). The figures below are for temporary staff and subcontractors only:

	2023	2022	2021
Training hours	60,000	11,386	7,107
Number of meetings	Not available	154	315
Audits and inspections (hardware, etc.)	442	546	230



In addition to this, comprehensive audits of supplier sites are performed:

REGIONS	2023 CHIEVED	2023 PLANNED	2022 ACHIEVED	2022 PLANNED	2021 CHIEVED	2021 PLANNED	2020 CHIEVED	2020 PLANNED
Americas	16	66	33	33	46	67	ND	ND
Asia-Pacific	27	116	83	140	71	83	291	78
Europe	28	113	80	144	72	114	24	68
Middle East/ South Asia	18	30	3	13	4	10	3	5
<b>Total</b>	<b>89</b>	<b>325</b>	<b>199</b>	<b>330</b>	<b>193</b>	<b>274</b>	<b>318</b>	<b>151</b>

#### 2.1.4.2.6. General purchases known as "non-production"

Strategic suppliers and those presenting a vigilance risk are evaluated by EcoVadis. This purchasing category also provides opportunities for decarbonization and social inclusion.

Non-production purchases cover four types of purchases: IT infrastructure, software, mobility, general supplies including market research.

In early 2022, the Non-Production Purchasing Department drew up a list of strategic suppliers. In particular, these are suppliers with whom the group invests significantly or repeatedly. They are also suppliers that deliver a critical service in the value chain. Because of their strategic nature, these suppliers are automatically classified as "high risk". They are therefore systematically subject to a due diligence analysis.

In order to cover the specific vigilance and human rights risks, regions in which non-strategic suppliers are established or from which they originate are analyzed internally on the basis of a geographical criticality index, making it possible to determine the degree of vigilance needed. This criticality index was developed on the basis of international benchmarks aimed at providing an assessment of human rights and vigilance issues for every country in the world (Human Development Index, Gender Gap, Freedom House, Global Slavery Index, Human Freedom Index, Global ESG Index).

In 2022, the "non-production" supplier referencing tool was updated to automatically calculate the level of risk and manage the validation workflow.

Since 2021, high-risk or major-risk suppliers, strategic suppliers and suppliers associated with regions with a criticality index lower than the global average have systematically been subject to an EcoVadis assessment request:

For 2023:

- 87% of the listed strategic suppliers were evaluated.
- 64% of strategic suppliers evaluated have a score higher than 64/100 (a score of 65/100 corresponds to an advanced level of performance).
- Suppliers with a score below 45 receive a CAP (Corrective Action Plan): in 2022, 4 strategic supplies were contacted as part of this improvement process.

The Responsible Purchasing team calculates a "Responsible Purchasing" status for these suppliers. This status combines compliance with the business ethics and the EcoVadis score. If this status is insufficient, the supplier has 6 months to comply. If the status is unsatisfactory, the bimonthly supplier assessment committee decides on what action to take.

Where possible, this purchasing category chooses products and services that have a positive environmental and/or social impact. As examples, in 2022:

- 25% of the total electricity consumption of Bolloré Logistics used renewable energy.
- Purchases of cardboard boxes, pallets and paper that can be recycled and reused. The use of these solutions improves from year to year:

	UNIT	2023	2022	2021	2020	2019
Total quantity of boxes purchased	Tons	3,809.55	3,674.45	3,657.62	3,513.99	5,744.45
Of which recycled and labeled cardboard boxes	%	78%	29%	62%	41%	16%
Of which reused cardboard boxes	%	10%	27%	29%	9%	ND
Total quantity of wood pallets purchased	Tons	6,668.71	13,823.55	9,158.58	19,037.21	8,922.52
Of which recycled and labeled pallets	%	52%	50%	76%	10%	21%
Of which reused pallets	%	51%	15%	21%	25%	ND
Total quantity of office paper purchased	Tons	383.43	464.6	1,064.4	1,516.73	1,770.85
Of which recycled and labeled paper	%	66%	41%	36%	31%	32%

- Launched in 2021, the “REcycle” circular economy project helped several customers by replacing disposable plastic film with reusable solutions: aircraft pallet covers, eco-wraps for pallets and isothermal kits for containers. A dedicated digital application can trace and manage these consumables.
- Since May 2019, diesel vehicles have gradually been removed from the company vehicle fleets. They have now been completely phased out and replaced by petrol, electric and hybrid vehicles. Charging stations have been installed in the various company car parks.
- “Non-production” purchases use the appropriate

sector for WEEE collection and recycling, for labeling services in Rungis, Le Havre and Singapore. The appropriate sector is also used for concierge services in Roissy and Le Havre.

At the start of 2023, the Responsible Purchasing team added a CSR questionnaire, including the inclusive, social, carbon and supply chain purchasing aspects, within calls for tenders for temporary employment agencies to select this type of provider on sustainability criteria. This approach must be extended to other purchasing categories. The team also created a list of inclusive suppliers to provide meals in Île-de-France.

93

The indicators for “non-production” purchases are given below.

INDICATORS	2023	2022	2021
Percentage of the general purchasing team that took the human rights module	91%	100%	100%
Percentage of the general purchasing team that took the Code of Conduct module	91%	100%	100%
Percentage of suppliers that received the compliance pack (charters + Code of Conduct)	100%	99%	100%
Percentage of suppliers that signed the Purchasing Charter	87%	86%	73%
Percentage of suppliers whose contract includes the CSR and compliance clause <sup>(1)</sup>	91%	80%	47%
Percentage of strategic suppliers subject to an EcoVadis assessment	87%	84%	82%
Percentage of suppliers that received a corrective action plan among the identified panel	100%	75%	50%

NA: not applicable.

(1) This indicator includes non-contractualized suppliers whose relationship is formalized through specific processes such as the Mutual Recognition Agreements, which include the undertakings in their clauses.

#### 2.1.4.2.7. Infrastructure and Real Estate Purchases: a vigilance process specific to this category of purchases

This category is managed centrally for the entire Group for large and/or complex projects involving large sums of money (more than €300,000). Smaller projects are managed by local teams.

While these purchases can sometimes form a very large volume when launching new projects, the share of this category of purchases overall is not consistent. In addition to the environmental impacts associated with construction projects, specific vigilance must be applied depending on the geographical areas, as the services related to the works can – in some regions – present risks in terms of safety, working conditions and accommodation. Construction projects can certainly involve a great deal of labor, local or foreign workers working in health, economic, infrastructure or cultural contexts that can vary considerably from one area to another.

In addition to annexing traditional QHSE codes of conduct and requirements, most major construction contracts internationally (FIDIC contract type: International Federation of Consultant Engineers) or in France already incorporate elements relating to the duty of vigilance. For example, subcontracting agreements include requirements about worker treatment in terms of human rights (AIDS prevention, respect for the rights of foreign workers, measures against insects and pests, prohibition of alcohol, drugs, weapons and ammunition, respect for local religious customs, access to adequate food and water for workers, prohibition of forced and child labor, non-discrimination and equal opportunities, employee representation and trade union organization, etc.). Also, depending on the issues identified, socio-environmental impact studies are carried out upstream

of the projects, making it possible to address cross-cutting themes (environment, biodiversity, impact on the local economy, etc.).

In 2022, a specific webinar on human rights issues associated with construction activities was organized to raise awareness with the local experts.

Each construction is systematically visited at least once per week by members of the central team or by the local representatives of the Infrastructure and Real Estate Department. Incorrect or non-application of the Group requirements may lead to termination of the contract and the selection of a new service provider. Various audits are carried out on the ground, which may lead to the adoption of specific measures by the subcontractor (improvement to reception infrastructure, sanitary facilities, changing rooms, investments in terms of equipment).

Some projects require an environmental impact assessment before work begins. Similarly, the agreements impose requirements in terms of HSE. By way of illustration, 4 services were carried out in 2023: 2 studies and 2 rehabilitation projects completed. It was not necessary to conduct an environmental impact study for these services. 2 projects were the subject of a FIDIC (International Federation of Consulting Engineers) contract.

#### 2.1.4.2.8. Industrial purchases: better performing equipment from an environmental point of view

For Bolloré Logistics, these purchases pertain both to logistics equipment (e.g. lifting equipment, trucks) and spare parts.

Les indicateurs pour les achats infrastructure / immobilier sont indiqués ci-dessous.

INDICATORS	2023	2022	2021
Percentage of the infrastructure and real estate purchases team that took the human rights module	100%	100%	100%
Percentage of the infrastructure and real estate purchases team that took the Code of Conduct module	83 %	100%	100%
Percentage of suppliers that received the compliance pack (charters + Code of Conduct)	100%	100 %	100%
Percentage of suppliers that signed the Purchasing Charter	100%	100%	100%
Percentage of suppliers whose contract includes the CSR and compliance clause <sup>(1)</sup>	100%	100%	100%

NA: not applicable.

(1) This indicator includes non-contractualized suppliers whose relationship is formalized through specific processes such as the Mutual Recognition Agreements, which include the undertakings in their clauses.

The equipment renewal plan takes the question of reducing CO<sub>2</sub> emissions from Bolloré Logistics into account. By way of example:

- *In 2021 and 2022, in France, diesel trucks were gradually replaced with trucks running on Oléo 100. Replacement of the Rungis cold unit with more environmentally-efficient equipment.*

#### 2.1.4.2.9. Buyers trained in responsible purchasing and assessed on sustainable performance

Training on Human Rights and the Code of Conduct is mandatory for all central and local buyers. Moreover, freight purchasers are trained on environmental issues and decarbonized transport solutions: in 2021, 85% of them had followed the e-learning session on environmental issues and decarbonized transport solutions.

The indicators for industrial purchases are given below.

(%)	2023	2022	2021
Percentage of the industrial purchasing team that took the human rights module	100	100	100
Percentage of the industrial purchasing team that took the Code of Conduct module	100	100	100
Percentage of suppliers that received the compliance pack (charters + Code of Conduct)	100	100	100
Percentage of suppliers that returned the signed Purchasing Charter	82	96	82
Percentage of suppliers whose contract includes the CSR and compliance clause <sup>(1)</sup>	79	96	62

NA: not applicable.

(1) This indicator includes non-contractualized suppliers whose relationship is formalized through specific processes such as the Mutual Recognition Agreements, which include the undertakings in their clauses.

In 2023, 110 freight purchasers are taking part in the BSustainable Supply challenge comprising 8 webinars lasting for 30 minutes each.

In 2023, the Responsible Purchasing team:

- *created a course to raise awareness of climate change for purchasers in other categories*
- *organized a challenge on waste collection*

*with these suppliers;*

- *All buyers must inform their supervisor about any significant warnings or controversies they may become aware of concerning the CSR performance of a particularly exposed supplier or category of purchases.*

#### Buyer performance assessment

All buyers must apply the responsible purchasing policy: risk assessment for new suppliers before being listed, application of the measures foreseen for each class of risk (CSR clauses in the contract, distribution of the Code of Conduct, the Ethics and CSR Charter, signing of the Responsible Purchasing Charter, screening, due diligence questionnaire, etc.). In addition to this, buyers have additional objectives:

- *In the specific case of non-production purchases: monitor the scores of suppliers on the EcoVadis platform and contact those with insufficient scores;*
- *In the specific case of freight purchases: select suppliers that offer the least carbonized transport solutions. Encourage all suppliers to implement decarbonized solutions. Include monitoring of CO<sub>2</sub>e and air pollutant emissions in business reviews held*

2.1

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

### 2.1.5.1. Growing cybersecurity challenges

Recent years have seen a notable and continuous increase in cybersecurity threats against countries, corporations and even hospitals in order to take control of their infrastructure or steal confidential information. In 2023 a rise in the RaaS (Ransomware as a Service) threat was observed.

- Using artificial intelligence to spot flaws and vulnerabilities increases the threat level by making it easier to execute cyberattacks.
- Current geopolitical tensions increase the risk of targeted cyberattacks, particularly against critical infrastructures. These state or parastate threats represent unprecedented risks for business security

In view of the Olympic Games in France in 2024, experts (ANSSI, etc.) anticipate a tenfold increase in the volume of cyberattacks.

For reference, in Tokyo in 2021, the number of attacks reached 450 million, eight times more than in Rio in 2016. This trend suggests a significant increase in threats in 2024.

In addition to this, accelerated digitalization of the supply chain goes hand in hand with an increase in risks to the security of information systems. Like other companies, Bolloré Logistics is increasingly vulnerable to the following risks:

- interruption of services;
  - Leaks of information processed for the Group or its customers.
- Consequently, the level of security of the information systems and the robustness of the control processes implemented in each of its business units, including Bolloré Logistics, are major issues for the Group. Information security issues arise from the global issues addressed by the Information Systems Department master plan and come from interested external stakeholders linked to the business and interested internal stakeholders.

#### External issues:

- Protection of data provided by customers regarding the goods and services entrusted, both in terms of transfer and storage;
- Protection of personal data entrusted for good service delivery and compliance with applicable regulations, in particular the GDPR;
- Timely completion of the services provided;

- Protection of tracking systems that provide visibility about how operations are carried out.
- Compliance with laws and regulations

#### Internal issues:

- Business continuity to deliver the services provided and the resilience of IT support services
- Protection of know-how that characterizes internal expertise when carrying out our business;
- Protection of data processed by the information system against data leakage;
- Detection and response to attacks on the information system with crisis management means suited to the critical nature of the impacts;
- Integration of new technologies to support business lines with innovative solutions;
- Implementation of a consistent level of security across the entire information system, including legacy systems.

### 2.1.5.2. Information systems security policy

Within Bolloré Group, B'IS is the Information Systems Department for Bolloré SE and the Bolloré Transport & Logistics Division, including the Bolloré Logistics business unit. The B'IS entity located at the organization's head office is the nerve center.

Given the cybersecurity risks identified by the Group, an Information Security Management System (ISMS) has been added to the Corporate B'IS site. ISO 27001 certification of the ISMS by Bureau Veritas was obtained in December 2021. This certification was extended to the Asia-Pacific region at the end of 2022. In 2023, certification was extended to all of the group's other regional brands, namely America, Europe and the Middle East and South Asia. Due to its central role, the policies, systems, processes and procedures of the ISD (B'IS) are applied within the network in Bolloré Logistics entities, where the control of information systems security and data protection risks is managed operationally via the network of country-based Local Information Security Officers (LISO) based in the Regions.

In July 2023, the central ISD obtained a score of 936/1000 in the CyberVadis assessment, positioning the information systems security system at a developed level. In 2023, the cybersecurity department decided to acquire a new solution to evaluate the Group's cyber maturity and monitor that of its stakeholders, especially its critical suppliers. The year was also marked by the implementation of a solution to manage cryptographic keys to secure our customers' data in our cloud environments.

The Information Systems Security Management System therefore has, through policies and procedures, the objectives of:

**The General Information Security Policy (GISP)** defined by the ISD aims to continuously improve security and assess cybersecurity risks. This Information Security Management Policy defines the Information Security Management System (ISMS) of Bolloré Transport & Logistics (BTL) and Bolloré SE: its scope, organization and processes. It applies to the entire Bolloré Logistics network.

**The Information Systems Security Policy (ISSP)** completes the GISP (General Information Security Policy) to define the security rules with which each project and information system must comply. This document complies with standard ISO 27001:2018 and its Annex A, which serve as a reference in matters of information security.

**The Information Systems Security Policy dedicated to third parties** (IT service and equipment provider for all subsidiaries of the group) is also in place. It includes a compliance matrix on the security of information systems and personal data protection, which is systematic for all contracts. The policy also includes a specific control and audit mechanism. The third parties considered as critical for the Group are now subject to monitoring via the new security solution acquired in 2023. This solution makes it possible to centralize and semi-automate our third party assessments, as well as monitor the level of cyber maturity and conformity with our requirements via continuous supervision.

**The Risk Management Policy** makes it possible to organize risk assessment activities, define and monitor the implementation of security measures to mitigate risks, ensure Remediation Management, and maintain an up-to-date annual audit plan. This policy was overhauled in 2023 with the aim of deploying within the Group an approach to systematically Integrate Security in Projects adapted to the sensitiveness of IT projects.

**The access control procedure** is a sub-policy of the BT&L Information System Security Policy (ISSP). This document provides the technical and organizational requirements related to the management of logical accesses within the BT&L information system. This document was drafted by applying the following rule: "In general, everything is prohibited unless it is explicitly authorized" rather than the following rule: "In general, everything is authorized unless it is explicitly prohibited".

**The Network Security Procedure** provides a benchmark for the network security objective and provides clear guidance for management and the technical team to address the issue of network partitioning and control the information flow.

It provides rules and requirements to implement network security within the information system. It also gives employees the same perspective.

The purpose of the network security procedure is to prevent and protect the company information system from various threats such as:

- Denial of Service;
- Loss of network capacity;
- Unauthorized access;
- Compromised information;
- Information theft.

### 2.1.5.3. Information systems security policy governance

The B'IS Information Systems Department relies on a global team and a decentralized network at regional level of 5 Local Information Security Officers (LISO), for the Bolloré Logistics network, which reports to the Chief Information Systems Security Officer at the central ISD. The mission of the LISOs is to deploy the policies, systems, processes and procedures within their geographical scope. They are also responsible for awareness and compliance within their scope. The governance framework for the security approach is developed according to the following processes:

#### Governance Process

Its objectives are to manage and oversee ISMS activities, define and review all the security documentation, check ISMS performance within the organization, and define the resources and actions needed to improve it.

#### Risk Management Process

Its objectives are to organize activities related to risk assessment, define and monitor the implementation of security measures that mitigate risks and ensure Remediation Management, and maintain an up to date annual audit plan. The Risk Management Policy document explains this process in more detail.

#### Security Operations Process

The objectives of the Security Operations Process are to oversee the level of security of the Group's Information Systems and support the Information Systems Department in ensuring compliance with security rules and regulations, internal security policies and good practices. Its duties are to organize security intelligence activities and provide assistance in resolving security crises and incidents.

### The roles and responsibilities of security management are as follows:

- the Chairman and Chief Executive Officer or, by delegation, the business line and cross-functional departments validate the objectives of the security policy and ensure that adequate resources are allocated for it to be properly implemented;
- the Chief Information Officer (CIO) is in charge of informing the Information Systems Security Officer (ISSO) about work that is liable to impact the security systems in place or influence the risk mapping,
- he/she also actively participates in the security and technological watch, in collaboration with the ISSO, and finally he/she regularly checks the vulnerability of technical infrastructures and reports the results to the ISSO; the Information Systems Security Officer (ISSO) is responsible for the operational implementation of the information security program, in close collaboration with the CIO, across the entire Bollore Logistics network.
- the duty of the ISMS Manager is to ensure that ISMS compliance with ISO 27001 is maintained under the delegation of the ISSO.
- The Information Systems Security Correspondent (ISSC or LISO) is by delegation the local representative of the ISSO within their entity or the geographical area for which they are responsible.
- the Head of the Technical and Operational IT Department coordinates the development of the infrastructure and its operation in such a way as to meet the needs expressed by the project management assistance, and to integrate the application solutions proposed by the project owner within the framework of a common technical base.
- The infrastructure team, in charge of operating the Group's Information Systems, respects the security needs that are expressed and takes them into account in its operating procedures. The head of the department oversees the implementation of the security procedures applicable to the cross-cutting services provided by the production platform (backups, OS security, anti-virus filtering, anti-SPAM filtering, etc.) which contribute to the security of the hosted production IS. It performs and maintains the inventory of technical resources under its responsibility and used by the Group.
- The mission of the Human Resources Department Manager is to ensure that the HR Department implements all the security procedures and measures related to personnel, monitors them and informs the ISSO about their application. In particular, the HR Department is in charge of providing any new staff member with the reference security documents (policies, charters, etc.). It keeps an up to date list of employee arrivals and departures and informs the security administrators.
- the main duty of the Legal Affairs Manager is to ensure compliance with legal, regulatory and contractual obligations in relation to the information system, its use and management. As part of this, he/she ensures the Legal Department:
  - Permanently monitors the legal obligations in terms of information protection and informs the ISSO and the OSM about any new provisions
  - Assists project managers and contributes to drafting the contractual clauses and confidentiality undertakings required for projects.
- The main duty of the QHSE Manager is to ensure standards and best practices relating to information and the Information System are observed. As part of this, they are in charge of:
  - Ensuring correct application of internal and external standards (notably OEA) within the entities of the division
  - Informing the ISSO of any changes to standards that affect the Information System as well as its security
  - Providing practices relating to the management systems (quality, environment, etc.)
- The General Services Manager develops the application documents and procedures for the implementation of the physical protection measures as laid out in the Security Policy. They are responsible for their management, implementation and monitoring, and managing the relationship with third parties for outsourced measures. They ensure that the staff concerned are aware of these measures and take them into account.
- The Data Protection Officer (DPO) is the contact person for matters relating to personal data and GDPR compliance.
- The duty of internal control / audit is to assess the degree of control over operations, as well as the risk management, control and governance processes within the company. In particular, the internal audit is in charge of periodically monitoring:
  - Compliance with Group requirements;
  - Compliance of the measures implemented with the requirements set out by the ISSP. They collaborate with the ISSO and make suggestions with a view to enhancing the security of the information systems.
- The Business or Functional Area Manager. A "business or functional area manager" is defined as any person responsible for a functional subset of the information system. This subset can include applications, data stores, automatic or manual processing. It is the responsibility of all business or functional area managers to:
  - inventory the resources (applications, data stores) they own and to keep an up-to-date list that includes their classifications;
  - identify the security needs of the applications or data stores for which they are responsible and the associated risks, and to ensure appropriate measures are defined and implemented in collaboration with the ISSO;
  - identify, in coordination with the Legal Affairs Department, the legal or regulatory obligations relating to this area and ensure they are observed;
  - define profiles and access rights to applications and validate the access requests they receive;
  - systematically inform the ISSO about any changes to their functional area that could have an impact on security.

Finally, whatever job is performed within the organization, the line manager appoints any person responsible for supervising one or more employees. The role of the line manager is to make employees aware about questions of security and to send them reference documents (policy, charters, etc.) if they have not already been provided by the Human Resources Manager. They are also in charge of requests for access to resources (authorizations, workstations, etc.) from employees under their responsibility and of periodically reviewing them. The end user must comply with the applicable security rules and alert their manager (or reference person for subcontractors) and the ISSO in the event of insufficiencies or a potential failure of a security process. More generally, any end user must apply ad hoc or permanent security instructions issued by their manager or by the ISSO of their organization as soon as possible.

Cybersecurity risk is on the agenda of Group Risk Committee meetings and is also subject to specific monitoring by the various management bodies, including

the Bolloré Logistics Executive Committee. The annual audits conducted to assess the resilience of the information systems against cyber attacks are subject to a specific report presented to top management during the annual management review. This body meets every year, and the main risks for the company are presented to it (financial risk, regulatory risk, cyber risk, etc.). The objective of this body is to conduct a review of the risks and the associated action plans.

At operational level, the coordination meetings ensure that there is a formal discussion about the Information Security Management System and security in general at the different levels of the organization. **This coordination is mainly organized through different bodies:**

Furthermore, the Information Systems Department surrounds itself with sector experts to correctly perform its duties; it also contributes to the public debate about questions of cybersecurity. In 2021, the Bolloré Group became an associate member of SAS Campus Cyber, a project initiated by the President of France, with the goal of creating a community of public and private players to

COMMITTEE	COMPOSITION	OBJECTIVES	TASKS	FREQUENCY
The Bimonthly Security Committee	Central Management (Security Dir., Business Lines Dir., Technical Dir.) and the Regional IT Departments	Coordinate corporate security initiatives at the level of Central Management and Regional IT Departments and thus enable the organization to optimize the allocation of resources, manage its infrastructure and minimize security risks in order to supervise the governance process	<ul style="list-style-type: none"> <li>offer visibility to ongoing and future projects.</li> <li>inform about measures to apply.</li> <li>monitor ISMS activities, and supervise developments by taking decisions to define the allocation of resources and the actions to undertake.</li> <li>share risks and decide on actions to take</li> </ul>	Every two months
Quarterly meetings on regional security	CIO, regional ISD and LISO in charge of the geographical scope	Discuss and arbitrate local and regional status related to information security and ISMS	-	Every 3 months
Cybersecurity Meeting	CIO, Managers SecOps, GRC, Cyber resilience and their teams, the DPO and performance manager	Coordinate and follow the actions and projects managed by the Central team	<ul style="list-style-type: none"> <li>offer visibility to ongoing and future projects.</li> <li>manage resource allocation.</li> <li>perform monitoring of services.</li> </ul>	Weekly
LISO Meeting Follow up	SecOps, Cyber resilience and GRC managers, LISO, performance manager and any person having a key role in the related topics covered	Carry out operational monitoring and coordinate the activities Security between the Central scope and the regions	<ul style="list-style-type: none"> <li>supervise security and contribute to resolving security crises and incidents</li> <li>establish a state of play regarding cybersecurity alerts and incidents and provide an overview of security threats</li> <li>monitor the list of identified security vulnerabilities, offer an expert opinion on the remediation plan proposed by the manager in charge</li> </ul>	Weekly
CoProj TD-Security	SecOps, Cyber resilience and GRC Managers, TD Managers, the performance manager and any person having a key role in the related subjects covered	Carry out operational monitoring and coordinate the activities between the Technical Department and Security.	<ul style="list-style-type: none"> <li>supervise security and contribute to resolving security crises and incidents.</li> <li>establish a state of play regarding cybersecurity alerts and incidents and provide an overview of security threats.</li> <li>monitor the list of identified security vulnerabilities, offer an expert opinion on the remediation plan proposed by the manager in charge.</li> </ul>	Twice a month

develop synergies between them and to promote French excellence in matters of cyber security. The ISSO of the Group is also a member of CESIN, a club of experts in information and digital security, of CLUSIF, the French information security club, and France Cyber Maritime.

#### 2.1.5.4. Risk mapping and cybersecurity risk management processes

The IS Department has identified approximately twenty internal and external threats that could have a serious impact on the company. The specific challenges facing Bolloré Logistics' businesses in this field are analyzed across its whole network and taken into account in the cyber security approach. The risk mapping can therefore assess the criticality and rate of frequency of these threats to be in a position to align its investment and action plan with these scenarios.

#### 2.1.5.5. Measures implemented and 2023 results

A comprehensive and global system is therefore in place across the entire operational scope of Bolloré Logistics, combined with action plans that are part of a continuous improvement approach.

##### 2.1.5.5.1. Systemic approach

The company has set up an organization and processes, and has invested in the latest tools using Artificial Intelligence with the capacity to contain cyber attacks. These mainly include:

- **SIEM – Security Information and Event Management:** which can collect security events and correlate them with cases of security uses previously established by the identified risk scenarios;
- **EDR – Endpoint Detection and Responses:** that can respond to a cyber threat using artificial intelligence and behavioral analysis, going beyond a traditional antivirus. That of the Group, and therefore Bolloré Logistics, is ranked among the best by Gartner;
- **NDR – Network Detection and Response:** that can strengthen the protection of the networks used by the company and correlate the information with the analysis of computer and server activity to counter cyber attacks.
- **Security monitoring tool by Active Directory:** that offers real time monitoring of the company directory to detect administrative deviations or cyber attacks.
- **Cyber monitoring tool:** enabling monitoring of our critical suppliers in real time and semi-automating the assessment of all our suppliers. This solution also makes it possible to reinforce our cyber posture and exposure, as well as demonstrate our maturity to our partners.

In addition, the company has subscribed to a **CTI (Cyber Threat Intelligence)** service to identify and map the threats and risks related to the organization's Internet exposure with the goal of covering its assets as broadly

as possible (IP addresses, brands, domain names, etc.). Through this service, the ISD benefits from very precise monitoring that can trigger alerts in very short times and implement appropriate action to ensure the peripheral defense of the company. In this way, information leaks to cyberspace and vulnerabilities are detected before they can be used by attackers.

##### 2.1.5.5.2. Insurance

Since 2014, the Group has been covered by cyber-insurance that aims to guarantee against the consequences of risks related to the Group's information systems.

##### 2.1.5.5.3. Employee training and awareness

According to several studies, human error is at the origin of more than 90% of security incidents (clicking on a phishing link, visiting a suspicious website, etc.). Employees are therefore the first line of defense when it comes to reducing the risk of exposure to cyber attacks.

In order to raise employee awareness, the information systems security department creates training modules each year.

Three mandatory information security e-learning modules were deployed in 2023 on information security: An introductory module presenting the organization and tasks of the Cyber Department, a Module covering the Information System User Charter and a Module dedicated to aspects relating to Cyber Resilience. A final optional module "Ransomware is everywhere" which raises awareness and teaches about this type of threat was also added.

*The first module "Organization and tasks of the Cyber Department" provides an overview of the different divisions within the Cyber Department as well as the main tasks that each division carries out.*

*The second module "Information System User Charter" explains, among other things:*

*– The rights and duties of the user in terms of information system security*

*– And uses practical every day cases as examples of what the user may experience.*

*The third module "Cyber Resilience" aims to provide more visibility on all aspects related to cyber resilience, business continuity, and help users understand current threats and major risks.*

*The last module "Ransomware is everywhere" focuses on the threat that ransomware represents for an organization and thus promotes user awareness of this type of attack and what the best practices are in the event of a problem.*

These modules are available to all of the business units of the Group via the internal training platform B'University. By the end of 2023, 87% of Bolloré Logistics employees had been trained in the importance of cyber-security; this new awareness campaign was implemented from the end of October 2023. In addition, phishing campaigns were also set up to measure how well employees had assimilated to the training provided. A brochure was also distributed among employees to

raise awareness about the issues and the key elements in matters of information system security.

**Employee training on cybersecurity risks**

EMPLOYEES BOLLORE LOGISTICS BU TRAINED	AS OF DECEMBER 20, 2023
Organization and tasks Cyber Department	98%
Information System User Charter	95%
Cyber Resilience	93%
Ransomware is everywhere	59%

**2.1.5.5.4. Alert and reporting system**

In order to ensure full responsiveness in the face of eventual incidents and as an integral part of the systematic approach to managing risks in matters relating to information security risks, an alert procedure has been set up that concerns potential leaks of information system data, personal data and breaches of IS security.

Additionally, an email address dedicated to alerts about information system security matters and breaches of personal data has been set up; it appears in the company Code of Conduct. It can be used by all internal and external stakeholders.

**2.1.5.5.5. Control and audit**

An annual program has been established to orchestrate the control and audit system that measures the performance of the organization in matters of risk management and protection of personal data.

This program outlines the different organizational and technical audits on the targeted scopes. This compliance audit program was revised as part of

the framework for obtaining ISO 27001 certification. An internal ISO27001 audit is carried out annually in addition to the certification surveillance audit.

Furthermore, the regional LISOs also have a program to audit the maturity of the Information System Security Policy (ISSP) in their area.

Gap assessments are carried out by LISOs at Bolloré Logistics sites to identify deviations from the ISO 27001 standard.

Since 2016, critical applications have been subject to intrusion tests and vulnerability scans in order to assess their robustness and level of security. Generally, any information system used within the organization and exposed to the Internet is subject to a systematic audit.

Each of the internal intrusion tests carried out periodically is associated with an action plan with a view to becoming compliant. Penetration tests ("pentests") are also organized by external service providers qualified by the ANSSI (French National Agency for the Security of Information Systems).

Within the framework of applying the information system security policy dedicated to third parties, internal audits are carried out periodically. Outsourcing of specific services, such as outsourced EDI and datacenters are subject to an annual security assessment and audit.

	2023	2022	2021
Number of control procedure audits to prevent information security breaches.	10	10	9

CATEGORY	METRIC	CATEGORY	METRIC
Internal defense	Rate of security equipment covered by the SOC. Rate of aware employees	External defense	Rates of exposed domains, brands, keywords and IPs scanned. Processing rate for alerts escalated by CTI
ISMS Performance	Frequency of dissemination of the ISSP information security policy. Frequency of dissemination of the IT Charter. Processing rate for major non-conformities Rate of compliance with the frequency of internal ISMS audits.	ISMS Performance	Resolution rate of non-conformities identified during audits. Rate of compliance with the frequency of review of risk analyzes within the certified scope. Rate of compliance with the frequency of the management review. Rate of compliance with the frequency of ISMS committee meetings. CIO involvement rate in strategic projects
Security measures	Rate of third party assessment. Rate of audits/intrusion tests carried out. Security documentation review rate.	Incident response	Processing rate for critical and major security incidents.

The assessment of the monthly analysis of company exposure in relation to other business sectors confirms good management of risks by the dedicated teams in all the countries in which the company operates.

The assessment of the achievement of security objectives is carried out by indicators on the means implemented, which are monitored on a regular periodic basis (monthly, quarterly, half-yearly or annually depending on the indicator):

#### 2.1.5.5.6. Business continuity plan for information security systems

The resilience process of the Group, and therefore the Bolloré Logistics business unit, is based on the ISO 22301 standard, as well as a program of surveillance and detection of incidents. Organizational means and supervision tools guarantee the monitoring of activity at information system level. The company has also set up a process to remedy any extended stoppage of critical systems and applications. This framework centralizes all of the processes related to business continuity. The Business Continuity Plan (BCP) is established on the basis of the business impact studies of the envisaged crisis scenarios. Regular reviews are organized to adapt the BCP to changes in the information security systems.

Bolloré Group set up a Cyber Resilience Department in 2022. This Department's role is to reduce the potential Business Line impacts linked to a cyber attack through:

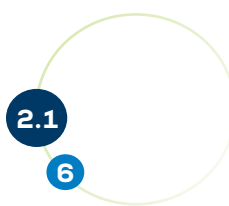
- *Measures to ensure IT business continuity (BIA, Business Line workaround solutions if the IT systems become unavailable, IT continuity measures)*
- *Organizational and technical crisis management processes and procedures*
- *Awareness of business continuity and crisis management, along with practical implementation during exercises*
- *Regular tests to measure business continuity (recovery plan) and crisis management*

The Cyber Resilience Department guarantees the definition of the Group business continuity strategy and its operational application both at Central and Regional levels.

A dedicated governance is established to monitor the Cyber Resilience Department activities and the application of the program launched.

- *Strategic steering committees for the Cyber Resilience program are held monthly at HQ level, with involvement of the Group ISD and Group CIO;*
- *Strategic steering committees of the Cyber Resilience program are held monthly with all the Group Regions.*

The Cyber Resilience department also has the task of strengthening the security and resilience of the company's industrial systems at headquarters (centrally) and in the regions.



## ENSURING PERSONAL DATA PROTECTION

### 2.1.6.1. Challenges in a context of increasing digitization

The risks associated with a failure to protect personal data in accordance with the new GDPR rules that came into effect on May 25, 2018 are taken into consideration by all the companies of the Group and more especially by those that conduct business with physical individuals (B to C). At Bolloré Logistics, which conducts B to B business, specific measures have been deployed to ensure compliance with the GDPR. Worldwide deployment of a digital strategy led by Bolloré Logistics could not be imagined without necessarily reconciling economic objectives with respect for the fundamental rights of individuals, including the protection of personal data and privacy. Increasing digitalization of activities, as well as the services offered, therefore requires the implementation of mechanisms that guarantee end users secure processing of their personal data, in compliance with the principles laid out by the GDPR.

By "personal data", we mean any information relating to an identified or identifiable physical person.

Violation of personal data can take place through a breach of security that leads, illegally or accidentally, to the destruction, loss, alteration, unauthorized access or disclosure of personal data. Any violations of personal data are security incidents, but not all of these incidents necessarily lead to a violation of personal data.

Breaches of personal data may concern:

- *Illegitimate access to data (loss of confidentiality)*
- *Unwanted changes to data (loss of integrity)*
- *Disappearance of data (loss of availability)*

Bolloré Logistics pays particular attention to protecting the personal data that is entrusted to it. Wherever the company carries out its business, it makes every effort to implement the appropriate technical and organizational measures to process this data, while observing the regulations in force.

All employees are bound by an obligation of confidentiality regarding the protection of personal data to which they have access in the course of their duties.

### 2.1.6.2. Policy and governance

In order to respond to this major issue, the Bolloré Group has set up a 'GDPR' Steering Committee dedicated to protecting personal data to monitor the measures taken that are applicable to the scope of Bolloré Logistics.

This Steering Committee is composed of Data Protection Officers (DPO) appointed within the Group,

as well as GDPR experts (legal expert and representatives of information systems, human resources, purchasing, etc.). It meets every four months to report on ongoing actions and determine the next steps for deployment.

The actions may consist of:

- *rolling out internal procedures (processing register, impact analysis, security incident management, lawfulness of processing, minimized processing, period of storage, anonymization of data, etc.) and tools to guarantee that data protection is taken into account;*
- *defining actions/action plans in order to reduce the risks to which physical people are exposed, identified within the framework of the personal data processing mapping;*
- training employees about these obligations.

In accordance with its Personal Data Charter available on its website, Bolloré Logistics only collects the personal data it requires to perform its business, mainly to meet legal obligations, carry out its contracts and for purposes of legitimate interest.

Bolloré Logistics has a specific email address that is available to employees and third parties who may have queries concerning the nature of the personal data collected by the company, the type of processing in use and to exercise their rights in accordance with applicable law.

Bolloré Logistics relies on the general Information System Security Policy (ISMS) in place within the Group, applicable to every Business Unit, including Bolloré Logistics, and certified by the ISO 27001 :2013 standard. It provides oversight of information security for all of the subsidiaries (see paragraph 2.1.5. Guaranteeing information systems security by enhancing the cybersecurity of Bolloré Logistics and that of its partners and customers).

### 2.1.6.3. Actions implemented

#### Procedure and process

Bolloré Logistics use a compliance management tool dedicated to protecting personal data that can perform monitoring of processing, customer queries, and requests to exercise rights.

Furthermore, other procedures and tools complete the protection of personal data mechanism (rights management procedure and security incident management procedure).

#### Assessment of services operated by third parties

For any new contract or when a contract is renewed, aspects of personal data protection are systematically integrated in order to define and distribute the roles and responsibilities of the various parties.

#### Data protection integrated into information systems

Finally, when any internal applications are created, specifications have been drafted so that each new IT solution complies with the regulation, in particular with regard to processing "by design" and "by default".

This is completed by an analysis relating to data protection that is systematically carried out by the Data Protection Officer (DPO) for any new IT project.

#### Training and awareness raising

At the end of 2018, employees at the Bolloré Transport & Logistics division, including employees of the Bolloré

Logistics business unit, were educated about the processing of their personal data by the Human Resources Directors (all divisions). Protection of employees' personal data and privacy is subject to internal control within Bolloré Logistics. Since 2019, employees of the French companies of the Bolloré Group also have the opportunity to take a specific online training module about protecting personal data. 85% of Bolloré Logistics employees have successfully completed it. Every new employee must take this online training module. In 2023, this module was enhanced with new awareness-raising sessions tailored to the particularities of the business lines. (personal data protection and GDPR campaign deployed from the second half of the year, completeness rate at the end of 2023: 80%). At the same time, the GDPR experts in the Human Resources Departments of the French and European entities were trained about the provisions of the European General Data Protection Regulation and have access to a collaborative platform that brings together the various documents and procedures required to ensure compliance.

2.1

## 7 MAINTAINING THE OPERATIONAL PROCEDURES SYSTEM AND THE CONTROL SYSTEM TO STRENGTHEN OPERATIONAL EFFICIENCY

### 2.1.7.1. Organizing internal control and particularities

Management of Bolloré Logistics activities is part of the operations of its parent company, the Bolloré Group. In accordance with the definition of the AMF frame of reference, internal control is a company mechanism, defined and implemented under its responsibility, that aims to ensure:

- compliance with laws and regulations;
- application of the instructions given and strategies set by general management;
- the proper functioning of internal company processes, in particular those that contribute to safeguarding its assets;
- the reliability of financial information;
- and, more generally, help in managing the business, efficiently carrying out its operations and efficient use of its resources.

According to this framework, internal control covers the following components:

- an organization with clearly defined responsibilities and adequate resources and skills, using appropriate information systems, operating procedures or methods, and tools or practices;
- internal distribution of relevant and reliable information, the knowledge of which allows each person to carry out their duties;
- a risk management system intended to collect, analyze and handle the main risks identified in the light of the company objectives and to ensure the existence of procedures to manage those risks;
- controls that are proportionate to the challenges specific to each process and designed to ensure that the necessary measures are taken;
- permanent oversight and monitoring based on an internal system of control, as well as regular examination of its functioning.

However, as indicated in the frame of reference, it should be noted that the internal control mechanism, however well designed and applied, does not provide an absolute guarantee with regard to achieving the company objectives.

In the following description, the concept of the "Bolloré Group" covers the consolidated parent company and

subsidiaries. This description of the internal control system was created based on the frame of reference drafted by the Group and carried out under the aegis of the AMF, complemented by its application guide.

The key principles and points contained in this guide are followed whenever they are applicable.

### 2.1.7.2. An internal control system adapted to the particularities of the group organizations

The Group internal control system relies on the following principles:

#### Separation of duties

To guarantee independent control, a separation of operational and financial functions has been established at each level of the Group. The financial functions of the entities ensure that the information is exhaustive and reliable. All of these data are regularly transmitted to the managers and to the central departments (human resources, legal, financial, etc.).

#### Decentralized and responsible subsidiaries

The Group is organized into operational divisions that, because of the diversity of their activities, enjoy considerable independence in their management. The divisions are responsible for:

- defining and implementing an internal control system that is adapted to their particularities;
- optimizing their operations and their financial performance;
- protecting their assets;
- managing their risks.

This system of delegation allows entities to be responsible and ensures that there is coordination between their practices and the legal framework of the country in which they are established.

#### Support and control that are shared by all the companies of the Group

The Group establishes accounting, financial and control procedures that must be applied to central processes, mainly distributed by email to the operational divisions. The divisions are responsible for their distribution within their organization.

In addition to the procedures established by the Group for central processes, the operational divisions have their own accounting, financial, administrative and control procedures, brought together on an intranet or regularly transmitted by email to the entities for the distribution and management of the normative framework defined by the Group and the divisions.

The internal audit department of the Group regularly

assesses the control mechanism of the entities, ensuring, among other things, that Group procedures are observed in each operational division, and suggesting the most relevant proposals for improvement.

**A human resources policy that promotes a good environment for internal control**

The human resources policy contributes to enriching an efficient internal control environment with the existence of defined job positions and an evaluation system that relies, among others, on annual appraisals or training.

**2.1.7.3. Internal distribution of relevant information**

**Compliance of practices with laws and regulations**

Group operational departments that ensure that divisions:

- know the different rules and laws that apply to them;
- are informed in a timely manner about any changes that are made to them;
- transcribe these rules into internal procedures;
- inform and train employees about the rules and laws that affect them.

**Applying the instructions and strategic lines set by the General Management of the Group**

General Management sets the Group objectives and strategic lines and ensures that they are communicated to all employees.

To this end, the Group budget process constitutes a strong commitment on the part of the entities vis-à-vis General Management:

- over the course of the fourth quarter, each operational division, on the basis of the strategic objectives set by General Management, drafts a budget that details the forecast results and changes in cash management, as well as the main indicators that can measure operational performance;
- Once approved by General Management, this monthly budget serves as a reference for budgetary control. A gap analysis between the budget forecast and the monthly result is carried out each month, during results committee meetings that bring together the Group's General Management, the division directors and the Group's operational departments (human resources, legal, financial).

**Proper functioning of internal processes of the company, in particular those that contribute to safeguarding its assets**

The Information Systems Department has set up backup and security procedures to ensure the quality and security of operations, including in the event of a major problem.

The investment monitoring process, led jointly by the Purchasing Department, the Management Control Department and the Insurance Department, helps to precisely track the tangible assets of the Group and safeguard their useful value through appropriate insurance cover.

While decentralized in the operational divisions, monitoring of customer accounts is subject to monthly reporting to the Group Finance Department in charge of listing the main customer default risks and implementing corrective actions with the divisions.

Group cash position monitoring is carried out by:

- daily transmission of the cash performance of the divisions;
- monthly updates to the Group cash flow forecasts;
- optimization of the risks related to exchange rates and interest rates (studied by the Risk Committee that meets every six months under the authority of General Management);
- the availability, with financial partners, of short, medium and long term loans.



## 2.2 ACTING as a committed employer towards our employees



**3** GOOD HEALTH AND WELL-BEING

3638

**4** QUALITY EDUCATION

4.3 4.4 4.5 4b

**8** DECENT WORK AND ECONOMIC GROWTH

8.2 8.3 8.5 8.8

**17** PARTNERSHIPS FOR THE GOALS

17.8 17.9 17.10

- Contribute to the professional and personal development of employees
- Act in favor of diversity and promote gender equality
- Guarantee a healthy and safe working environment for all

## EMPLOYEES ARE THE COMPANY'S GREATEST STRENGTH

Bolloré Logistics is a service company. The commitment and skills of its employees are vital to its performance. The company must therefore be an appealing employer, both in terms of the working environment and social benefits, to promote loyalty among its teams, to continuously train them and offer them access to professional opportunities. Health and safety are also absolute priorities, for employees and for people who are indirectly exposed to the company's activities. A major player in international transport, the policies are deployed in every region in which we operate, and more generally throughout the supply chain.

### Human resources mapping<sup>(1)</sup> Bolloré Logistics workforce as of 09/30/2023

REGION	WORKFORCE
Europe	6,920
Asia-Pacific	5,862
Middle East/South Asia	651
Americas	1,558
<b>TOTAL</b>	<b>14,991</b>

(1) The 2023 scope concerns the new Bolloré Logistics scope (76 entities).

In matters of governance, a dual global-local approach allows us to deploy a harmonized policy while taking local particularities into account.

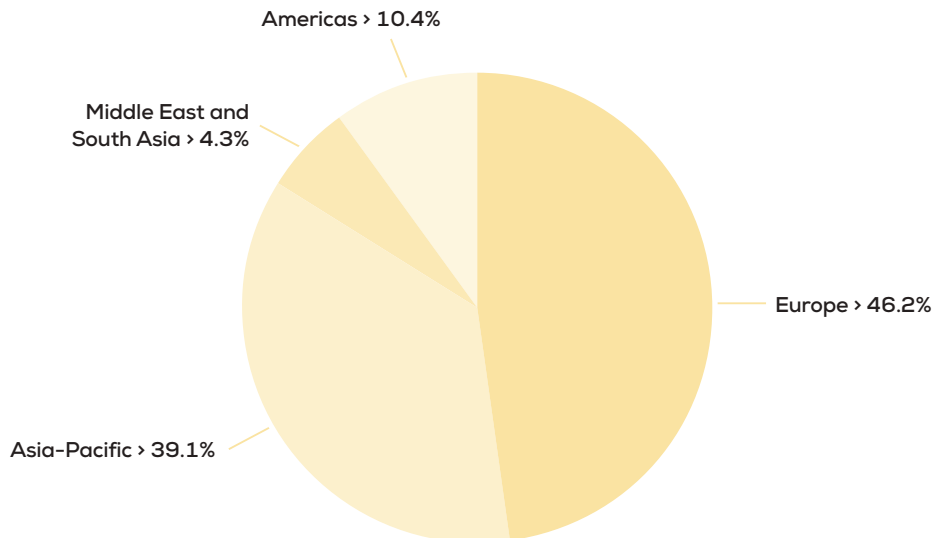
The Human Resources organization is shared by the Bolloré Transport & Logistics division. It is structured around:

- a central team of 56 people, divided into teams: HR development/relations with schools/recruitment, HR innovation, compensation/benefits/HRIS, international mobility, legal/social affairs and training;
- regional teams comprising 346 people: an HRD team for each of the continents, major regions on each continent, and country for the entities with a large workforce.

Inside the Corporate HRD of Bolloré Transport & Logistics, the team covering the HR development aspects, relations with schools and recruitment aspects is also in charge of CSR related topics. Three members of this team sit on the steering committee of the Powering Sustainable Logistics program. Three members are part of the Human Rights steering committee. The team relies on several members of the HRD to oversee training, inclusion, diversity, attractiveness and holding onto talent. The Human Resources Director of Bolloré Transport & Logistics sits on the Ethics and CSR Committee of the Bolloré Group.

The framework for the HR policy of Bolloré Logistics is that of the Bolloré Transport & Logistics division to which it belongs.

### DISTRIBUTION OF THE WORKFORCE BY REGION AS %



In January 2022, the HRD of Bolloré Transport & Logistics revised the Human Resources policy that was formalized in 2018 and reviewed for the first time in 2019. This policy is a reminder of the values of the Bolloré Group that are in place within each division and each business unit:

- an entrepreneurship spirit by encouraging initiative taking;
- respect for others by monitoring equality and developing diversity;
- perseverance by guiding each employee throughout their career through an ambitious training policy and a systematic system of annual appraisals and career committees;
- innovation, so that every employee contributes to the changing practices that developments within the business environment make necessary;
- the pursuit of excellence, the guarantee of long term employability.

The Human Resources policy was approved by the Bolloré Logistics executive committee (COMEX). The Human Resources policy confirms the company's desire to be a benchmark employer in all countries in which it is established. It describes the commitment to promoting diversity and inclusion as well as protecting human rights. It sets the framework for processes and practices that ensure the development of each and every employee throughout their career:

- relations with schools and the internship and work-study policy;
- recruitment 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 placements are presented on the website [www.bollorétransport-logistics.com](http://www.bollorétransport-logistics.com). Through the organizations, they apply to all employees, to new recruits and talent in the recruitment process for the entire Bolloré Logistics network around the world.

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

- contribute to the professional development of employees;
- act in favor of diversity and promote gender equality;
- guarantee a healthy and safe working environment for all.

SUSTAINABLE DEVELOPMENT GOALS TARGETED	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> Decent work and economic growth	8.2 8.3 8.5 8.8
<b>SDG 17</b> Partnership for achieving goals	17.8 17.9 17.10





KPIs du programme Powering Sustainable Logistics

OBJECTIVES	DEADLINE	2023 Results as of 09/30/2023	2022 RESULTS	2021 RESULTS	2020 RESULTS
				Old Bolloré Logistics scope (operations in Africa included)	

**CONTRIBUTE TO THE PROFESSIONAL AND PERSONAL DEVELOPMENT OF EMPLOYEES**

Annual individual appraisal for 80% of employees (all tools combined since 2019).	Objective exceeded in 2023	94%	95%	74.60%	71.2% due to the implementation of remote management during the pandemic and emergencies to be handled to secure activities.
75% of employees trained per year.	Objective exceeded in 2023	89.2% of employees took a training course (excluding HSE)	93.9% of employees took a training course (excluding HSE)	84.3% of employees took a training course (excluding HSE).	54.3% of employees took a training course (excluding HSE).
* 21 hours of training given per employee per year.	2023	12	13.7	13.2 hours	11.7 hours of training given per employee.

**ACT IN FAVOR OF DIVERSITY AND PROMOTE GENDER EQUALITY**

* Extension of training courses on preventing discrimination to all employees.	2023 Goal achieved	91% of all employees completed the e-learning modules deployed at the end 2023	65% of all employees completed the e-learning modules deployed in June 2023	86% of employees concerned have completed the e-learning modules	60% of employees concerned have completed the two e-learning modules launched in the second half of 2020, dedicated to preventing discrimination (launch of the last three modules in the first half of 2021).
6% of disadvantaged beneficiaries integrated into the workforce (persons with disabilities, senior employees hired over the age of 50 and still working).	Objective exceeded in 2023	7% of disadvantaged beneficiaries integrated to the workforce	6.6% of disadvantaged beneficiaries integrated to the workforce	7.3% of disadvantaged beneficiaries integrated to the workforce	5.2% of disadvantaged beneficiaries integrated to the workforce
100% of central and local buyers trained who have completed the Human Rights in Business module.	2022 Goal achieved	100%	100%	100%	100%

\* Audited by a third party company.



KPIs for the Powering Sustainable Logistics program

OBJECTIVES	DEADLINE	2023 Results as of 09/30/2023	2022 RESULTS	2021 RESULTS	2020 RESULTS
				Old Bolloré Logistics scope (operations in Africa included)	

**ACT IN FAVOR OF DIVERSITY AND PROMOTE GENDER EQUALITY**

10% of interns or work-study students recruited at the end of their internship or work-study period.	Objective exceeded in 2023	27.5% of interns or work-study students recruited at the end of their internship or work-study period	28.5% of interns or work-study students recruited at the end of their internship or work-study period	15.8% of interns or work-study students recruited at the end of their internship or work-study period	8% of interns or work-study students recruited at the end of their internship or work-study period.
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**GUARANTEE A HEALTHY AND SECURE WORKING ENVIRONMENT FOR ALL.**

80% of sites certified ISO 45001.	Objective exceeded in 2023	Global IMS certification for 100% of the countrywide legal entities	Global IMS certification for 100% of the countrywide legal entities	Global IMS certification at 70% of sites	Global IMS certification for the Bolloré Logistics entities located in the Americas, Europe, Middle East and Asia-Pacific regions, making a rate of coverage of 84%. IMS certification in Africa scheduled for 2021. Overall, 50.5% of legal entities are IMS certified on the five continents, representing 64.7% of the workforce.
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2.2

## 1 UNIFYING AND PROTECTING WOMEN AND MEN, THE COMPANY'S GREATEST STRENGTH

Bolloré Logistics works in professions that are particularly exposed to the risk of work-related accidents. That is why the health and safety of employees, subcontracted workers, as well as people indirectly exposed to activities is a major priority. Furthermore, the company positions itself as a benchmark employer, placing the commitment and skills of employees at the heart of its performance, by engaging specific actions to recruit the talent of tomorrow.

### 2.2.1.1. Protecting the health and ensuring the safety of the women and men exposed within the framework of our activities

#### 2.2.1.1.1. The health and safety risks of employees and third parties

##### Health and safety of employees and third parties

Bolloré Logistics operates in environments that have a potentially high risk of accidents. The issue is particularly salient when it comes to activities related to the transport of goods or persons, or to the handling and transport of hazardous products. The strong international presence of Bolloré Logistics in 64 countries also requires a specific duty of care in relation to the local context. As with its employees, Bolloré Logistics has identified among its priority risks the health and safety of partners and subcontractors present on its sites, as well as those of local communities that may be impacted by its operations. Risks relating to the safety of third parties in the context of transporting goods are particularly evident.

#### 2.2.1.1.2. Reference management systems to guarantee the health and safety of employees and third parties

##### Policy

Bolloré Logistics uses management systems based on recognized reference frameworks such as ISO 45001 (ex-OHSAS 18001 for workplace health and safety management) for all its operations and facilities. Setting up these management systems ensures that the health and safety of employees is taken into consideration every day as part of a virtuous vigilance cycle, framed by appropriate policies and procedures to ensure that the risk is controlled (see chapter 1.4 Vigilance Plan). Bolloré Logistics is committed to investing in the prevention of occupational risks and accidents, to improving working conditions, and to training and raising awareness among employees and stakeholders working at the sites (e.g.: subcontractors, external companies, partners, suppliers, customers, etc.). The QHSE Department (quality, hygiene, safety, environment) of Bolloré Logistics occupies a



prominent place within the company.

Its main tasks are to:

- coordinate, design, review and manage continuous improvement and service quality programs;
- support the development of the HSE culture as well as best practices;
- ensure that professional certifications are upheld, leading to improvements in performance and inspiring trust among customers.

Bolloré Logistics has a QHSE system that is formalized by general and operational procedures for quality, hygiene, health, safety and the environment. This management system constitutes a framework that promotes accident prevention, in such a way as to guarantee a safe working environment, with equipment that complies with standards and regulations in force, and watches over the well-being of employees, while promoting responsible acts of health and safety in their work.

The performance of the QHSE policy is supervised by the General Management of Bolloré Logistics, that ensures the availability of the resources required to implement, maintain and continuously improve its QHSE management system. It sets objectives at its own level, monitors the application of action plans and ensures that any discrepancies are corrected through the analysis of incidents/accidents, holding audits and inspections, and performance analysis to measure the efficiency of the QHSE management system. The rules with which subcontractors must comply are also established, and may be subject to specific contractual requirements as part of transport and logistics operations.



### **A health and safety management system adapted to the particularities of the business**

In response to the challenges raised by its presence in so many countries, the QHSE management system makes it a priority to comply with applicable legal and regulatory requirements and these may be enhanced in view of the risks that are specific to each activity.

### **Multi-site Integrated Management System (IMS)**

In 2023, Bolloré Logistics completed its triple, multi-site IMS certification, which brings together the set of standards relating to workplace health and safety (ISO 45001), quality management (ISO 9001) and the environment (ISO 14001). Issued by Bureau Veritas, this certification covers the entities located in the regions of Europe, Americas, Asia-Pacific, Middle East and South Asia: 300 sites in all 64 countries are now covered by the triple certification (i.e. 84% of sites). Intended to harmonize the current procedures in the network at global level, this certification will allow Bolloré Logistics to pursue the deployment of shared operational processes to meet the demands of its customers and to improve its management methods and tools as it strives towards better performance.

In addition to this, the Corporate QHSE Department continues to support the oversight platform dedicated to quality, health, security, safety and environment activities, "B'Excellent", launched in 2019. Intended for the QHSE network, and also for all managers, this platform offers better control of the oversight of HSE activities, and data management using the various dashboards (HSE reporting, recording and follow-up on incidents and accidents, state of progress of the action plan, scheduling and carrying out inspections, business continuity plans, etc.), and analysis of the QHSE performance of Bolloré Logistics entities all over the world.

#### **2.2.1.1.3. Preventing accidents and occupational risks and improving working conditions**

##### **Policy**

Within the framework of the QHSE management systems, the occupational risks related to Group operations and businesses are subject to specific analyses in terms of health and safety. That is why the entities carry out mapping of occupational risks that is regularly updated, in close collaboration with local managers, trade unions, occupational health and other stakeholders. On the basis of the findings, rules of ergonomics and means of reducing risks are then deployed. The regular audits, as well as the analysis of incidents and accidents rolled out by the entities of the Group lead to improvement plans that include preventive and corrective measures. Each entity identifies and naturally responds to applicable external requirements, whether they are regulations or contractual provisions. Workstation visits can assess occupational risks in collaboration with occupational health.

External companies that carry out regular work on site are required to have prevention plans and work permits

that aim to guarantee a minimum level of protection for workers and local authorities in terms of health and safety. Health and safety audits and inspections are carried out internally to enhance prevention through the regular monitoring of sites, facilities and equipment, as well as by external control bodies for facilities and equipment that are obliged to undergo regulatory inspections.

### **Preventing accidents and occupational risks and improving working conditions as part of Bolloré Logistics's business**

Within Bolloré Logistics, the business lines and workstations, sometimes highly specific and at risk, are subject to risk analyses to prevent occupational risks and accidents and optimize the working conditions of workers. Appropriate policies are deployed, monitored and regularly reviewed to prevent major risks (e.g.: General driving rules, Drugs and alcohol policy, etc.). Awareness-raising actions, as well as health and safety policies are adapted to the operations and regions in which they are established, essentially focusing on occupational risks associated with handling, storage and transport operations, taking the task, the load, the physical effort and the working environment into account, as well as the individual aptitude. Rules of ergonomics and risk mitigation techniques are deployed, and specific measures are required to adapt to the health and safety challenges associated with each activity. Any accident event is recorded in a database in order to ensure use and traceability, and to summarize all the corrective actions put in place (training/information, revised procedure, change to working methods, equipment or materials, etc.). In 2023, 17,788 audits and inspections were carried out within the Bolloré Logistics network.

### **Preventing risks that affect the health and safety of third parties (subcontractors and neighboring communities) Subcontractor employees subject to the same requirements as the standards that apply to company employees**

Employees of subcontractor companies are subject to the same analyses and performance indicators in matters of health and safety, whether these are regulations or contractual provisions. Risks of co-working with external companies are also analyzed and specific preventive and protective measures are identified. This topic is tackled at the weekly Ethics and Compliance Committee meeting of Bolloré Transport & Logistics, composed of members of the Executive Committee, including the Chair of Bolloré Logistics.

**Monitoring indicators for accidentology at Bolloré Logistics**

WORK-RELATED ACCIDENTS	2023	2022	2021	2020	2019
Number of workplace accidents with lost time	57	62	84	94	120
Lost Time Injury Frequency Rate (LTIFR) <sup>(1)</sup>	0.43	0.49	0.37	0.41	0.50
Severity rate of workplace accidents with lost time <sup>(2)</sup>	16.37	21.6	17.94	18.22	21.74

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

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

**2.2.1.1.4. Inform, train, and raise awareness**

Training and awareness raising on themes of health, safety and the environment is provided for employees and subcontractors in accordance with the same principles of compliance with the safety rules set out in the QHSE policies of the entities. Subcontractor companies must also ensure that their personnel are qualified and certified to carry out the requested operations. For day-to-day operations, the teams provide reminders about the minimum safety rules for the subcontractors (e.g.: handling heavy loads, hazardous products, transport and traffic rules).

**Training is tailored to each activity**

Within Bolloré Logistics entities, training and awareness programs are adapted to the nature of the activities carried out (PPE training, hazardous substances, fire fighting, working at heights, etc.), and take various forms:

- “15 minutes of safety” or “talks”, provided to employees in the field, in small groups. They create a dialog with employees through a set of questions and answers, and encourage feedback from the field that can lead to the implementation of points for improvement (e.g.: changes to traffic flows, signposting for hazardous areas, etc.);
- regular on-site HSE meetings to deliver key messages to participants or to conduct safety moments.

New employees are trained in the general health, safety and environmental rules to be understood in the context of their working environment (governance and QHSE actors, risks and precautions related to manual handling, driving forklifts, handling and storage of dangerous goods, organizing fire rescue, etc.). Bolloré Logistics publishes an annual QHSE review that tackles all the operational issues and topics (indicators, certifications, specific actions deployed at the sites, projects).

113



In 2023, an average of four hours of training and information were provided per employee.

**Indicators for monitoring Health, Safety**

HSE TRAINING	2023	2022	2021	2020	2019
Number of hours of training on HSE topics (permanent staff)	60,000	62,899	172,675	102,887	147,496
Number of hours of HSE training for subcontractors	9,294	11,386	153,098	67,640	28,863

Subcontractor training also covers temporary employees.

**World Day for Safety and Health at Work 2023**

As it does every year, Bolloré Logistics prepared to celebrate this day by organizing many events and activities throughout the world in order to promote safety and the prevention of workplace accidents and occupational illnesses. This day is in line with the actions led daily by the sites with their employees, the aim of which is to develop a health & safety culture based on prevention by adopting good health & safety at work practices as well as safe and sustainable behaviors.

As usual, the employees all around the world got involved and many initiatives were conducted, such as:

- Awareness and prevention sessions on occupational risks and sharing of good practices
- Emergency exercises such as first aid training, chemical spills, use of fire safety equipment,

fire/emergency evacuation exercises, etc.

- Prevention actions for occupational health
- Health checkups
- Fun games such as “anomaly seeking”, etc.

In total, a hundred actions were thus organized in 36 countries, gathering around 4,500 participants throughout the world.





**Go SAFE Challenge:  
the Health & Safety at Work Trophies**

To guarantee Health & Safety at Work, Bolloré Logistics must trend towards “zero accidents” by mitigating professional risks. The company’s policy and commitments place health and safety at the core of its objectives with the desire to anchor a durable health & safety culture. Launched in January 2023, the Go SAFE challenge is an opportunity to highlight the initiatives led by the sites as regards preventing occupational risks and improving working conditions by involving both managers and their employees on these fundamental issues. The best initiatives completed were shared within the network. Out of the 245 actions completed, five were rewarded at the start of 2024 with an allowance to finance new actions to reduce occupational risks and improve working conditions and quality of life at work.

The Region trophy was awarded for the Americas zone to the Coppell site, in the United States, for the safety awareness sessions organized in partnership with its OHSAS-certified recruitment agency. For the ASPAC zone, the prize was won by the Melbourne site for the provision of an ergonomic back support belt for its staff carrying out manual lifting. In Europe, the Baie Mahault site in Guadeloupe won the trophy for the use of an alarm and geolocation device for 15 isolated employees while moving around in an auxiliary warehouse. For the MESA region, the Dubai site was rewarded for its promotion of Go Safe to more than 60 customers and suppliers. A special prize was awarded to Bolloré Logistics Australia for the implementation of numerous innovative, sustainable and collaborative actions that can be duplicated throughout the international network.

In line with the Go SAFE challenge, Bolloré Logistics Australia has launched the Aussie 2023 First Aid challenge, pertaining to first aid training. The goal of the Aussie 2023 First Aid Challenge was to provide first aid and CPR training to over 80% of the Bolloré Logistics Australia personnel in 2023. Training sessions were organized to transmit the required knowledge to the personnel to save lives, to ensure they have the necessary confidence to intervene in the event of a medical emergency.

**2.2.1.1.5. Protecting health**

Bolloré Logistics protects its employees against threats to physical and mental health. The workplace health objectives are as follows:

- protect everyone’s health in their workplace;
- provide a setting that can identify and minimize the risks to health;
- reduce the health risks related to our business;
- comply with all regulatory requirements. The health of employees is assessed and monitored through several actions:
- a medical visit prior to recruitment;
- enhanced medical surveillance for staff who may be exposed to positions considered to be “at risk”;
- programs of vaccination or prevention for certain illnesses as soon as this becomes necessary.

Among other things, Bolloré Logistics offers effective social welfare protection. It translates into the implementation of healthcare access and prevention programs depending on where the business is established, like in Asia, where the additional health cover complements the health cover in effect in the country. Nearly 95% of Bolloré Logistics entities offer a more favorable health plan than the legal obligations provide for and most of the local practices in the countries in which it operates. Preserving human capital is a real issue for growth and

company recognition, and that is why we are eager to offer our employees high end guarantees in matters of social welfare. When local health provision is deemed to be insufficient or too far away from operational sites, the entities deploy the necessary means (medical centers, medical staff, ambulances, medical equipment) to ensure the health of their employees, their dependents, and, if necessary, subcontractors.

**The specific health-related issues as part of Bolloré Logistics’s business**

Due to its presence in geographically sensitive locations, the QHSE Departments and the medical services of Bolloré Logistics entities are particularly attentive to the prevention of illnesses, pandemics, epidemics and local health crises. Managers are educated about implementing appropriate procedures (e.g.: daily reminders about safety rules and training for employees and subcontractors) in the affected countries to prevent epidemic/pandemic outbreaks in the regions in which the company is established.

Every year, the Bolloré Logistics entities implement a variety of preventive measures, in particular by organizing vaccination, screening or awareness raising campaigns to fight illnesses such as malaria or sexually transmissible diseases (STDs) and HIV-Aids. Each year, Group entities take part in the World Aids Awareness Day by organizing screening campaigns (free and anonymous) as well as awareness raising actions.

Bolloré Logistics also emphasizes the prevention of health risks linked to drug and alcohol abuse for its employees, including draconian checks (Drugs and alcohol policy) for some business lines such as forklift operators, truck drivers, etc.

• 16 entities, i.e. 31% of the network, organized one or more vaccination, screening or awareness campaign(s) for employees, families or local communities in 2023 As a result 489 employees and dependents were vaccinated and 1,938 employees and their families benefited from a screening or awareness raising campaign.

Throughout the months of October and November every year, the employees of the Transport and Logistics Division prepare and implement many awareness and prevention actions in over 25 countries to support the fight against breast and masculine cancers. On 17 October, at the head office, employees were able to wear the Pink October colors and took part in a breast cancer self examination and prevention workshop conducted by a midwife. A masculine cancers awareness webinar led by a urological surgeon of the Hôpital Saint-Louis, was broadcast on November 23 to all French speaking countries.

**Ensuring the safety of teams**

In addition to the systems put in place to ensure the security of the supply chain, Bolloré Logistics benefits from the Security Department policy implemented at the Bolloré Group level, which ensures the protection of human and material assets of the Group in all countries where it is present, and in particular helps protect against possible terrorist acts and political crises. Its duties focus on the following major subjects:

- Monitoring and analysis in order to ensure tracking of worldwide security news and to have a proactive approach to crises;
- Crisis management in conjunction with the departments concerned (General Management, Legal, QHSE, HR, etc.);



- Security audits in France and abroad and checks on emergency procedures in the event of a crisis (evacuation operations for RESEVAC residents);
- Security when traveling is based on a strict travel policy. It manages and monitors business travel overseas through a dedicated localization platform and an assessment of the feasibility of a business trip. Any travel outside of capital cities (in Asia, South America and the Middle East) must be submitted to the Security Department for a prior feasibility study which is then approved by General Management;
- Continuous updating that involves consolidating the Group security networks in France and abroad and the recruitment of local security contacts.

### Managing health crises through a specific response plan

The threat of an epidemic requires companies to define a plan of action with a view to guarding against this risk, in order to ensure the safety and maintain the health of employees, to respond to requests from customers and partners, and, generally, with the goal of keeping the business running when possible.

A monitoring unit is in place at Bolloré Group level to set out the main measures to take to prevent the epidemic at several levels.

Specific means of communication and prevention are also in place. The current response plan is based on instructions that apply to all Bolloré Logistics entities of the Bolloré Group.

The main objectives of the response to an epidemic or a pandemic are to:

- protect the health and safety of employees, temporary staff, subcontractors, and visitors following exposure and infection;
- maintain business continuity where possible, or at least minimizing disruption to essential services.

The pandemic preparedness plan was developed in coordination with the business continuity plans, the occupational risk assessment and crisis management approaches already in existence.

Furthermore, this plan serves as a basis for establishing contingency measures that the site will ask of its service providers and suppliers.

The response plan sets the guidelines for sites to follow to prepare, manage, and keep business running during an epidemic or pandemic.

The measures described in the plan are supplemented by the measures set out by the local authorities or other applicable local regulations in order to take local constraints and other specificities into account.

This document is updated in line with changes in knowledge about the epidemic.

The strategies and action plans are regularly updated in line with changes in scientific knowledge about the virus, changes in the evolution of the pandemic, and national and international recommendations.

The crisis unit meets at regular intervals during the pre-epidemic phase and is in charge of overseeing the crisis and organizing its management.

### Indicators to monitor the health cover of Bolloré Logistics employees

EMPLOYEE HEALTH COVER	UNIT	2023 (as of 09/30/2023)	2022 New scope	2021	2020	2019
Employees eligible for social welfare cover	% of the workforce	93.1%	91.9%	91.5%	94%	90.5%
Entities in which the health plan extends to dependents	% of entities	79%	78%	83.3%	83.9%	86.0%
Entities where the health cover is more favorable than required by local legislation	% of entities	95%	96%	94.7%	93.8%	85.5%
Percentage of entities where health coverage is not a legal obligation	% of entities	46%	47%	53.5%	52.5%	47.9%
Employees eligible for regular medical check ups offered by the company	% of the workforce	78%	78%	81.8%	80.8%	75.3%
Percentage of entities where the medical service offered is free for employees	% of entities	88%	88%	93%	87.6%	91.4%



### 2.2.1.2. Promoting the well-being of employees

As well as protecting the health of employees in all the regions where Bolloré Logistics is located, well-being at work is a theme that is increasingly prominent in the organization. Both employees and management agree on the need to better structure a global action plan in favor of quality of life at work, such as the 401,000 sqm of interior spaces fitted out according to the biophilic concept, on all our sites by the end of 2023. Moreover, many initiatives are taking place across the network.

Bolloré Logistics teams also organize local initiatives to improve the well-being of employees. A few examples in 2022 and 2023:

- in France, the company partnered up with Les Petits Chaperons Rouges, a pioneer in private nurseries, by reserving spaces for its employee's children aged between 10 weeks and 4 years old. An additional, occasional childcare system is also available for emergencies on Wednesdays and during school holidays. A concierge service on two pilot sites offers many services such as home services, dry cleaning, ironing, sewing, organic fruit and vegetable baskets, shoe mending, flower delivery, pastry and bread delivery, nail bar (Roissy-CDG and Le Havre). Moreover, during the World Football Cup, a challenge was launched to crown the best forecaster among our football enthusiast employees.
- in India, sporting events (cricket, self-defense, yoga, etc.), awareness sessions (breast cancer, harassment, fire and safety procedures, etc.), as well as special events (Women's Rights Day, retirement parties, etc.) were organized;
- the ASPAC zone deployed measures to improve the quality of life at work (flexible hours, teleworking), conducted many biophilic office renovations, purchased new desks and conducted health & well-being checks for its employees;
- the subsidiaries based in the Emirates, Qatar, Oman and Pakistan organized a Well-being Week for the employees (annual celebrations, sports, motivation, hypertension awareness, breast cancer, the risks of smoking, with guidance from doctors, a nutritionist, etc.). Due to the absence of staff representatives, a Social Committee was set up to work on company life and propose social projects based on employee surveys;
- in the entire Americas region, stress management workshops were offered to employees, including offering courses on physical and respiratory exercises, meditation and a beginner class on Tai Chi, and massages at the office. In 2023, in the United States, dental care and mammograms were also offered to employees in certain sites.
- in Italy, since 2022, team-building events have brought together Italian employees. During two days, team games, treasure hunts and theatrical activities as well as cooking workshops and photo competitions were held to reinforce team cohesion.
- vegetable and ornamental gardens were created for employees in Bordeaux, Houston, Canada, Melbourne and Singapore, as well as in Paranaque and Mandaue (Philippines);
- more and more greenery has been added to office spaces in Lyon, Fos-sur-Mer, Dijon (France), Hong Kong, Paranaque (Philippines), Kuala Lumpur and Johor Bahru (Malaysia), Dhaka (Bangladesh), Gurgaon, Coimbatore (India), Bogota (Colombia),



Brisbane and Sydney (Australia), Qatar, Romania, Vienna (Austria), and Taiwan;

- workshops to raise awareness of sustainable and healthy food were organized in France, Korea, Singapore, the United States, Canada, as well as many sessions to raise awareness of biodiversity with the planting of 118 trees in Germany on the occasion of each employee's birthday with Planet Tree. Tree-planting actions were also carried out with the employees in the Philippines, Thailand, India, Fiji islands, Austria, Pakistan, etc., along with many actions to protect ecosystems, including cleaning beaches and rivers by the teams of the subsidiaries based in Singapore, Sri Lanka, Mexico, Dubai, the Philippines, Malaysia, Cambodia, Australia, Canada, Houston, Tilbury etc.;

In addition, the AcTogether challenge launched in early 2020 is an inter-country competition in our 64 territories that gives employees the opportunity to carry out sustainable development actions, including well-being at work as one of the possible topics. At the end of the fourth edition, at the end of 2023, social initiatives, such as well-being at work workshops and team-building events, represented 493 actions and generated a total of 18,000 positive impacts across the network (an employee can benefit from several positive impacts).

The numerous initiatives carried out in France to improve the working environment of employees mean that Bolloré Logistics is ranked third among the 500 best employers in the "Transport of Goods and Logistics" sector by French employees in 2022, after a survey published in Capital magazine, carried out by the survey institute Statista.

In October 2021, Bolloré Logistics Vietnam was recognized by HR Asia, a first-rate magazine in Asia, as one of the best companies to work for in Asia. And in 2022, it named Bolloré Logistics China. This prize

rewards companies with the best HR practices that show a high level of employee engagement and excellent corporate culture. It fully acknowledges the efforts of these subsidiaries as regards care for their employees, corporate social responsibility and the development of harmonious employer-employee relationships.

Bolloré Logistics Australia won the Employer of Choice (EOC) 2023 award and is recognized by the Australian Business Awards (ABA) as one of the best companies to work for in Australia. Thanks to the development of new policies, technological innovations, commitment, the wellbeing of employees, as well as the CSR initiatives, Bolloré Logistics Australia was elected by the ABA EOC committee as one of the highest performing companies. The innovative practices of Bolloré Logistics Australia in the workplace maximize the potential of its employees. Moreover, the company was able to demonstrate its effectiveness both in its commitment and HR processes, as well as its management of relations with its employees so as to recruit and retain talent.

## Bolloré Logistics Singapore

In 2023, Bolloré Logistics Singapore received the "Asia Responsible Enterprise" award in the "Green Leadership", "Investment in People" and "Circular Economy Leadership" categories.

A program called "Happiness @ Bolloré" was launched at Bolloré Logistics Singapore in order to raise employee awareness about the different topics of well-being. In this program, several events and initiatives were devised over the course of the year to mobilize teams and raise morale. The programs include a "Dinner with your family" when employees

are invited to leave early to be with their families, an "annual health screening" and various "Lunch & Learn" discussions about well-being for employees. Regular initiatives such as the "Lunch Shuttle Bus", "Fruit Fortnight" or the organization of onsite massages within workshops in partnership with Singapore Association Of The Visually Handicapped, are small tools that are used to improve the daily life of employees within this entity.

2.2

## 2 BEING AN APPEALING EMPLOYER

### 2.2.2.1. Attracting talent and promoting employee loyalty

#### Attracting and retaining skills

We aim for the best for our customers in all our business. To satisfy this excellence of quality in our services and ensure the sustainability and growth of our business, attracting, and then retaining and developing the skills of the women and men of the company is a key driver for operational efficiency and innovation. Our actions are divided into seven pillars: relations with schools, recruitment, diversity, mobility, training, professional guidance, and finally compensation.

#### Relations with schools

- *Relations with schools: building long term partnerships*

Relations with schools is a pillar of the recruitment policy over time. The main purpose is to attract interns and work-study trainees, to create special bridges for new graduates, as well as to contribute to training future generations.

By sharing our professions, our challenges, our values and opportunities, we help students envision their future with the company. These discussions also allow us to better understand their professional expectations and offer appropriate opportunities. The challenge in selecting and managing these partnerships is not so much to attract young people graduating from the most reputable courses as to find promising profiles that match our company culture while establishing a sustainable link between the company and the most suitable students in terms of our business needs.

- *Strategic and sustainable partnerships with schools*

In 2023, Bolloré Logistics committed to maintain its long-term school partnership strategy: 143 partnerships were signed with schools, of which 81% were in Europe. Our range of job offers and our geographical locations mean that an entity can define its own portfolio of target schools and its own strategy. Seven strategic partnerships are still in progress, and multiple actions (forums, conferences, HR workshops, case studies, etc.) are also held every year in other target schools. Kedge Business School has been one of our special partners since 2016 for two reasons: its supply chain/logistics/purchasing profiles and its presence outside France with its Dakar and Suzhou campuses. Similarly, Edhec is a key partner, in particular for the quality of the financial specialists it trains. That is why these two schools are the main sources for internships and work-study candidates at the head office of the company.

#### The trainee experience awarded the HappyIndex® Trainees label

Bolloré Logistics offers a structured trainee and work-study policy that focuses on the professional development of the hosted students. This involves various points: tasks with responsibility and quality tutor guidance, an onboarding morning, monitoring throughout the duration of the internship and events for team building, as well as strengthening company knowledge. The goal is to make the trainee or work-study experience within the company a constructive element of the career path of the students we host. That journey was digitized in 2021 in order to maintain the quality of the hosting and onboarding process for all the students taken on despite working remotely.

This commitment was rewarded when the HappyIndex® Trainees label was renewed in 2023, with a clear improvement in the score obtained. This study assesses, among others, the welcome and guidance provided to interns and work-study trainees in the company. With a recommendation rate of more than 90%, the students highlighted the responsibilities entrusted to them, the trust placed in them and the educational nature of the tasks they performed. This anonymous questionnaire is also a valuable source of information with a view to continuous improvement of our HR processes and policies vis-à-vis interns and work-study trainees.

119

Several branches also took steps to develop relations with schools. As an example, since July 2022, the Singapore subsidiary launched a project to improve the integration of social and environmental impacts in investment appraisals based on the Triple Bottom Line approach with a group of students from KEDGE Business School – Paris in the context of their Sustainability Master's. The aim is to optimize a user-friendly tool making it possible to meet both a financial performance level and follow a CSR roadmap. This work was part of their end of studies project and became an excellent basis for recommendations to solve a problem at Bolloré Logistics.

In 2022, visits of the B Lab in Singapore – an internal innovation center that deploys Bolloré Logistics' capabilities in the areas of digital innovation, robotics and sustainable development, including the presentation of the latest responsible warehouse solutions – were organized for over 40 students of ESSEC and the National University of Singapore. In 2023, Bolloré Logistics Singapore continued on the same track by introducing the B.Lab to students of Monash University as well as those studying the Master of Science (MSc) Future of Cities course at Imperial College, London.

Finally, in May 2023, a larger partnership was signed with the Essec of Singapore: two first promotions of MAPS/ESSEC were launched with some thirty participants.

As regards Bolloré Logistics China, it is the reference partner of the tenth Talents Trophy edition, a talent contest organized by the French Chamber of Commerce



and Industry in China and the French Embassy. This national contest was launched in 2013, and is aimed at Franco-Chinese and Chinese students. It enables them to better understand the company, gives them access to a platform to enter in contact with French companies and showcases their talents in order to multiply their chances of being recruited.

**Our interns and work-study trainees**, a pool of future talents: every year Bolloré Logistics is mindful to offer thousands of internships and work-study placements that the company seeks to fill through the different actions taken in schools. Bolloré Logistics offers opportunities both in operational business lines (supply chain, logistics, transport, sales, etc.), as well as support positions (finance, law, information systems, human resources, marketing, etc.).

In 2023, Bolloré Logistics welcomed over 820 interns and work-study trainees, with an especially strong recruitment in France, which accounted for 72.4% of the

intern workforce. Moreover, 27.5% of interns and work-study trainees were recruited in 2023, e.i. 69% more than in 2021. On top of this, 13.3% of recruited interns/work-study trainees came from target schools, illustrating the strategic dimension these relations play in filling our talent pool. The BTL HRD offers assistance to interns and work-study trainees in finding a job: practice job interviews, help with writing a resumé and cover letter.

**Recruitment: an indicator of our employer promise**

Recruitment makes a decisive contribution to company performance by integrating the best profiles that match the culture and values of the Group and our operational needs. As part of this, the company relies on a shared recruitment system that can:

- define needs in collaboration with recruitment specialists by responding to the company's development issues;
- communicate the needs internally and externally in

	UNIT	2023 (as of 09/30/2023).	2022 New scope	2021	2020	2019
Partnerships with schools	Number of partnerships	143	108	162	146	77
Of which Europe	Number of partnerships	116	86	106	86	28
Of which Asia-Pacific	Number of partnerships	24	20	18	18	11
Of which Americas	Number of partnerships	3	2	4	4	2
Of which Middle East/ South Asia	Number of partnerships	0	0	0	0	0
Interns and work-study students	Number of interns and work-study students	822	953	1,244	721	1,269
Interns and work-study trainees recruited	Number of interns and work-study trainees (% of workforce on internship or work-study)	226 (27.5%)	272 (28.5%)	197 (15.8%)	58 (8%)	162 (12.8%)
Of which interns and work-study trainees recruited from our partnerships	No. of interns and work-study trainees (% of workforce recruited)	30 (13.3%)	54 (20%)	60 (30.6%)	26 (44.8%)	23 (14.2%)

*the most relevant formats;*

- *objectivize the selection of talent by using assessment tools to identify as fairly as possible the three key aspects which are the applicant's abilities, their technical and behavioral skills, and their motivational factors;*
- *ensure equal opportunities for all candidates with the firm conviction that diversity is a source of productivity and creativity for a company.*

Welcoming our new employees is a key step in the recruitment process that must be deployed both at local and corporate levels. At head office, centrally, onboarding days take place to allow new employees to familiarize themselves with the Bolloré Group business, the rich career offering and to create bonds with other employees from different divisions. In addition to this, each new hire meets the HRD on their first day. The HRD gives them a guidebook that describes, among other things:

- *the Group business;*
- *the CSR commitments;*
- *the HR policy;*
- *the Ethics commitments;*
- *the communication tools that allow employees to keep up with the life of the company (intranet, internal newsletter, social media, etc.).*

Other documents and items are given to the new hire, which they sign for, including information about the health plan and employee savings plan, the Code of Conduct and Internal Procedures, a drinking bottle and t-shirt, etc.

In the first year after hiring, employees join the training programs.

#### **Ensuring the excellence of our recruiters**

In order to maintain skills and ensure business excellence, 2022 was the opportunity to pursue the initiative launched in 2020 around the constitution of a community of recruiters with three priority lines identified: master existing tools and their developments, practical implementation of the best recruitment techniques and development of business skills. Therefore, in 2023, some fifteen active members from France and abroad pursued their discussions during virtual classes and webinars on subjects such as the study of behavioral skills, structuring recruitment interviews and improving skills, with new features offered by tools such as LinkedIn or TalentSoft.

#### **Objective language testing**

In an international company like Bolloré Logistics, where inter-cultural collaboration is a necessity, the HRD defined in recent years an expected common level in terms of proficiency in English. Based on this shared baseline, and out of concern to enhance the excellence of our processes, General Management has confirmed the deployment of language tests to recruit internationally-exposed executive positions. These tests ensure that the candidate possesses the expected level of English, thereby facilitating objectivity and fairness in decision

making. This will allow the new hire to fit into the company more easily and quickly.

#### **Better understanding of who we are**

In addition to having efficient processes, our external actions to enable others to better understand the Group's diversity and its promise as an employer are also crucial. In 2023, the Bolloré Transport & Logistics Division continued to run several video content creation projects to promote its business, its activities and corporate culture by conducting interviews and job videos in partnership with Jobteaser. A page dedicated to Bolloré Logistics was also created on the Welcome to the Jungle platform. On top of positions to be filled, applicants can find on this platform a wealth of information on the company, along with employee testimonies, sharing their passion for their job (branch manager, Key Accounts salesperson, logistics team manager, charterer, warehouseman/fork lift operator, customs service manager, qualified transit agent, booking and assignment manager, etc.).

It can be noted that 7% of recruitments involved people over the age of 50. Several countries, including France, Japan and Belgium guide employees nearing retirement age: preparation seminars, knowledge sharing with young people etc.

### Bolloré Logistics recruitment monitoring indicators

	UNIT	2023 (as of 09/30/2023)	2022 New scope	2021	2020	2019
External recruitments on permanent and fixed-term contracts	No. of employees	2,495	4,111	3,986	1,840	3,939
Of which external recruits on permanent contracts	No. of employees (% of the total permanent and fixed-term contract workforce recruited)	1,787 (72%)	2,888 (70%)	2,384 (59.8%)	1,119 (60.8%)	2,628 (66.7%)
Of which external managerial recruits on permanent contracts	No. of employees (% of external recruits on permanent contracts)	164 (9%)	320 (8%)	254 (10.7%)	116 (10.4%)	212 (8.1%)
Of which recruits on fixed-term contracts	No. of employees (% of the total permanent and fixed-term contract workforce recruited)	708 (28.4%)	1,223 (30%)	1,603 (40.2%)	721 (39.2%)	1,311 (33.3%)
Of which recruits on fixed-term contracts that turned into permanent contracts	No. of employees (% of recruits with fixed-term contracts)	296 (42%)	368 (30%)	461 (28.8%)	386 (53.5%)	476 (36.3%)

#### Our employees are our best ambassadors

Set up in the Asia-Pacific region at the end of 2019, the co-optation program has since been deployed to the other entities of the group and it attracts increasing interest. In the current context of a strained job market and increased turnover, the co-optation system offers the company strategic time savings, along with the opportunity to call on the network of employees to act as ambassadors, thereby broadening the sourcing spectrum in a cost efficient manner and allowing us to reach out to hand-picked candidates who are more in tune with the company values. In addition to the obvious benefits for the company, it is of course rewarding for the employee to have the pleasure of sponsoring someone, and there is also a significant bonus when the process turns out to be successful.

In 2023, employee commitment surveys were also standardized in all the subsidiaries of the Asia-Pacific region.

Generally speaking, employees are involved in a certain number of decisions. For example, this is the case with improvements to premises. Similarly, when B'talks seminars are held, a satisfaction survey is systematically sent to employees. In 2023, this type of webinar was held for 100% of employees to coincide with World Health Day in April, and International Anti-Corruption Day in December. In 2023, an event that everyone could take part in was organized to coincide with International Women's Day in March and another event was held in June to coincide with World Environment Day.

#### Promoting diversity: a key part of the HR policy

In order to remain a diverse, international and innovative company, we have to mirror the society in which we operate. In 2018, the Bolloré Group adopted a Diversity and Inclusion Charter, in accordance with ILO conventions, and in line with the UN Sustainable Development Goals. This charter, including an update signed in 2022 by the Bolloré Group Human Resources Director, formalizes the goals, approaches and means the Group intends to implement. This charter is applicable within Bolloré Logistics.

By implementing this charter, we commit to the following:

- non-discrimination;
- welcoming and employing people with disabilities;
- promoting gender equality;
- providing professional opportunities for young people, especially in relation to the sponsorship policy.

The charter has been rolled out progressively through action plans that cover every stage in the life cycle of our employees, such as recruitment, promotion, mobility, and training, with measurable results and visible initiatives that reflect our desire to improve in these areas.

#### Raise awareness about and strengthen non-discriminatory practices

An awareness raising program to combat all forms of discrimination was launched in 2020 and pursued in 2021. This program contains different e-learning modules to raise awareness about discrimination criteria within a company, such as physical appearance, disability, health, gender or age, and was initially intended for HR communities. In 2021, the deployment of this program was widened to include managerial staff, with versions both in French and English. The overall completion rate for Bolloré Logistics was 88% at end of 2021.

In early 2023, new modules dealing with two other topics "Act together against subconscious bias" and "Mission Equality" were deployed for all employees. The completion rate was already 91% in June 2023, with a total of almost 13,260 people made aware.

Witnessing the company's commitment to cultivating an inclusive and equitable working environment, reflecting its values which are based on the diversity of its employees, Bolloré Logistics was awarded the title of European Diversity Leader in 2023 by the Financial Times for the second year in a row. This prestigious award highlights the company's ongoing commitment to inclusion and diversity within its teams.

Bolloré Logistics is present in 64 countries. The company remains resolutely committed to cultivating an inclusive workspace, thus providing a breeding ground for the



professional growth and personal development of its employees. The company cares about encouraging knowledge of and respect for the cultures of its different establishments. To do this, several countries hold events. For example, in 2023, Bolloré Logistics Qatar organized a multicultural day: each employee cooked a traditional meal and shared it with their colleagues. The New Zealand teams enthusiastically celebrated the Maori New Year in July 2023, a date which coincided with the French Bastille Day celebration. The French national holiday was also celebrated in other entities of the network, in the United States, the United Arab Emirates, etc. The subsidiary of Bolloré Logistics India also celebrated the 76th anniversary of the country's independence in all its agencies by decorating the offices with diyas (clay lamps), lanterns and balloons. And the employees wore traditional clothing for the occasion. The Dubai and Abu Dhabi agencies celebrate "Black history month" each year, in February. This allows Africans from the diaspora to honor the memory of their ancestors, to celebrate the pioneers who had a strong impact on the emancipation of people from the African continent. In September, they also organized team building events to develop team cohesion.

A workshop on diversity, equity and inclusion (DEI) was organized in 2023 for the COMEX of the regional ASPAC office. Held at the Blue Hub in Singapore, this interactive workshop focusing on the LGBTQ + community, led by a trainer and consultant of the Catalyst NGO, made it possible to analyze behaviors and prejudices, share knowledge and essential skills needed to create more inclusive workplaces, and put them into practice through relevant case studies and a self-assessment of the participants.

At the end of 2021, the Americas region launched the Impact Hiring program. As part of this, it signed a partnership with the International Rescue Committee, which supports refugees around the world, and has begun to integrate refugees into its teams.

At the beginning of 2022, France published a guide to better support employees suffering from long-term illnesses. The guide is intended for the employee, their manager and colleagues, and it covers all the phases from the announcement of the leave of absence to the return to work.

**Structure our initiatives in favor of people with disabilities**

Beyond compliance with regulatory requirements, the conditions for welcoming and integrating people with disabilities are a key driver for social cohesion within the company. Our approach is based on two objectives:

- *adapt job profiles to optimize the recruitment of people with disabilities;*
- *promote a working environment that is adapted to integrating people with disabilities.*

After reporting an increase in the number of disabled employees both in the Group and in France, this figure remained stable in 2023. Furthermore, the initiatives launched in 2021 were maintained in 2023, which was an opportunity to develop numerous actions in favor of people with disabilities in France, including:

- *the appointment and training of a disability officer in each French establishment;*
- *a significant participation at the DuoDay national event on November 17, 2022, with 21 offers proposed*

*by 7 different legal entities, and 11 people recruited further to this event;*

- *the establishment of a partnership with the Arpejeh association, which submits applications from people with disabilities on a monthly basis.*

For the past four years, Bolloré Logistics France has been implementing integration measures that allow people with disabilities (with no age conditions) to learn its trades and access employment with a permanent contract. First of all, a partnership started in 2018 with the AFTRAL training center ("Apprendre et se Former en Transport et Logistique"), an organization specialized in Transport and Logistics training courses from CAP level (vocational training) to Bac +6 (post graduate). These work-study trainees (under permanent contract) were able to prepare for the "Superior Technician in Air and Ocean Goods Transport" diploma (two-year degree) over a duration of 21 months. In 2022, the course changed with the implementation of a vocational course over an 8-month period with a training organization specialized in freight forwarding. This work-study course (under permanent contract) prepares for the Transit Agent position. The work-study pattern is 3 weeks per month within the company and 1 week per month at the training center. At the start, this course included both long-term unemployed young people and disabled people, however it has been refocused around the latter since 2019. Bolloré Logistics helped 92 people, including 59 with disabilities become Transit Agents. In its fourth year, 13 new candidates were welcomed in October 2023.

**The signature of a Disability Agreement in France (2023-2025)**

Since 2018, several disability action plans succeeded each other and made it possible to lay the foundations of a Disability policy as part of a social and societal responsibility approach.

Bolloré Logistics is committed to an inclusive approach to enable all its employees to grow professionally while taking into account their differences. The signature of the first Disability Agreement in December 2022 was a good fit for this social and responsible approach and offered us more means to act.

The main objectives of the Disability Agreement 2023-2025 are distributed across four areas of focus:

- *Favor the recruitment and integration of new disabled employees*
- *Keep employees with disabilities employed*
- *Enable priority access to training under the best conditions*
- *Communicate and raise awareness of disabilities with all employees*

As part of the agreement for people with disabilities, Bolloré Logistics partnered with Prev&Care, a specialized support service to help people made vulnerable through disability or illness. Prev&Care offers to help employees concerned in resolving their issues through the support of a Care Manager, a specialist in the medico-social area, available 6 days out of 7, who advises, offers, plans, coordinates and implements adapted solutions privately. Moreover, in addition to leave donations encouraged by the agreement on professional equality and quality of life at work, in 2023, the agreement in favor of disabled people created a national solidarity leave donations fund for parents caring for a disabled or seriously ill child, or victim of an accident. This fund is supplied by employee



donations funded to the extent of 30% by the company and within a limit of 10 days per year, and enables employees faced with such difficulties to access the donations both efficiently and equitably, while guaranteeing their privacy. Carer parents are thus able to receive 15 days in total per year and per child concerned. Internationally, since 2015, Bolloré Logistics Singapore has established various partnerships with local structures that work to promote the professional integration of people with disabilities. The company thus hired more than 24 people with various disabilities in its warehouses to give them the opportunity to acquire some genuine professional experience and a certain financial autonomy. These members of staff are involved in value-added logistics activities and arrangements have been made to facilitate their integration: a shuttle service is in place to help them get to work every day, ramps and handrails have been installed inside the premises and a dedicated rest and dining area has been set aside for them. They are overseen by supervisors with solid professional experience in working with people with disabilities, who ensure they are trained and educate other employees about their disability in order to ensure a good working relationship between the teams.

As part of a charity conference named "Taking care of the future of students with mental disabilities", Bolloré Logistics China officially committed to offer internships and employment opportunities to students of specialized schools in Shanghai. This initiative is promoted by the

project "iDEALCafe 2022: an inclusive space of the Shanghai Daily, which is based on the "14<sup>th</sup> five-year plan" published by the Ministry for the Education and Federation of disabled persons in China. Created to protect persons with disabilities, this project aims to gather the social resources and companies to offer employment opportunities to these students to enable them to integrate within society and gain autonomy.

#### A company with a growing female workforce

Professional gender equality has been identified as a driver for Transformation. We have set ourselves three goals:

- *more women in jobs with low female representation for equal skills;*
- *promote women's access to positions of responsibility, in particular through the selection of more women in management training programs;*
- *support women in their professional development.*

In 2023, the percentage of women working for Bolloré Logistics reached 51.2% of the total workforce. This progress illustrates the gradual impact of the action plan in all its dimensions.

The percentage of women recruited on permanent contracts is stable, reaching close to 50% of permanent recruitments in 2023. Professional and committed, more and more female employees are turning to professions which they did not necessarily picture for themselves previously. The communications campaigns concerned

#### Bolloré Logistics monitoring indicators for people with disabilities

	UNIT	2023 (as of 09/30/2023)	2022 New scope	2021	2020	2019
People with disabilities	No. of employees (% of total workforce)	234 (1.56%)	227 (1.55%)	232 (1.12%)	216 (1.13%)	217 (1.03%)
People with disabilities in France	No. of employees (% of total workforce)	193 (3.8%)	186 (3.7%)	168 (3.9%)	167 (4.2%)	ND
Employees with a disability recruited	% vs total externally recruited staff on permanent and fixed-term contracts	0.28%	0.56%	1.1%	1.2%	1.4%
Employees with a disability trained	No. of employees (% of the workforce with a disability)	187 (80%)	188 (83%)	189 (81.8%)	81 (37.5%)	141 (65%)

all the regions, and to mark its commitment to this theme, after the Transport and Logistics Division in 2021, the Human Resources Department took part in the Parity Foundation, an event that brings together thousands of decision-makers to discuss this theme, in the name of Bolloré Group, in 2022.

International Women's Rights Day is also an opportunity to raise awareness among company employees of the issues of gender equality, by offering them various workshops throughout the month of March such as the

broadcast of #BEquals video interviews, portraits of inspiring women from around the world on the intranet. Among the activities offered in many countries, in France, the Roissy site carried out an awareness-raising campaign on the issue of "ordinary sexism" through theater. This fun mode of communication allowed nearly 150 employees to address serious subjects in a more light-hearted manner. In Quimper, the site's 20 employees were able to participate in a game on parity in order to raise awareness of the different types of inequalities in the workplace. The Philippines subsidiary, for its part,

**Bolloré Logistics monitoring indicators for professional gender equality**

	UNIT	2023 (as of 09/30/2023)	2022 New scope	2021	2020	2019
Women	No. of employees (% of total workforce)	7,670 (51.2%)	7,602 (51.8%)	8,715 (42.2%)	7,920 (41.2%)	8,354 (39.8%)
Gender Equality Index (France)	Average gender pay gap not adjusted for 2021: 5%	85	85	85	84	85
Women managers	No. of employees (% of total managerial workforce)	1,144 (42.3%)	1,065 (42.2%)	1,327 (36.8%)	1,145 (36.4%)	1,178 (35.9%)
Women recruited externally on permanent contracts	% vs total number of external recruits on permanent contracts	47.8%	50.9%	47.9%	45.6%	43.6%
Women who have received training (excluding HSE) <sup>(1)</sup>	% vs total staff trained	52.3%	53%	47.2%	47.4%	43.1%
Share of women on the Board of Directors	%	40%	40%	40%	40%	ND

launched the first live episode of #GirlBoss, a talk show about the individual experiences of female managers and their advice for reducing gender barriers. In addition, workshops were organized in the United States on diversity and discrimination to raise awareness of gender bias.

These developments also involve training, and in 2023 we noted that the percentage of women trained remained unchanged at 52% compared to 2021, and remains higher than the percentage of women within the workforce. All these actions, whether they concern recruitment, training, promotions or compensation, are reflected in France by a good level of the gender equality index published in France.

**Mobility: a winning approach for the employee and for the organization**

Employee mobility is a priority and a practical reality within Bolloré Logistics. It can be geographical (national or international) or functional with a change of position inside the same same business segment, to another business segment or even by building bridges between the different areas of Group businesses, within Bolloré Logistics or other entities of the Bolloré group. It is an opportunity for employees to continue to improve and strengthen their employability, but also for the organization to capitalize on the experience already acquired and promote cross-functionality.

The main key to the success of our approach to mobility is the closeness and quality of each employee's exchanges with their manager and human resources manager, in order to accompany them in the thought process about their career choices, their feasibility and their implementation.

However, policies and processes are still necessary to boost and facilitate internal mobility. In 2023, in line with the commitments made in 2021, three key actions were carried out that illustrate the company's goal to position

mobility as a driver for employee performance and development.

**A shared mobility policy**

The internal mobility policy drafted in 2019 continues to be rolled out. It is available on the internal job posting site and the annual appraisal support tool and can be seen by all employees. As a reminder, this mobility policy is built on two main principles: it applies to all levels of the organization and to all businesses, and it gives priority to internal candidates within the framework of our recruitment processes. In this way, posting of available positions has been generalized.

**A network of HR career managers to promote cross-functionality**

To facilitate its implementation and continue to improve internal mobility, HR experts have been identified per business segment tasked with providing an overview of job vacancies and mobile employees across the Bolloré Group. These HR mobility experts sit on Career Committees, and also attend the bimonthly meetings of the mobility network. This allows them to get to know employees better, address development issues across all divisions, and make suggestions throughout the year about open positions or prepare successions.

**A responsive, active and geographically broad HR mobility network**

Finally, the mobility network, created in France in 2020, continued its activities in 2023. It brings together all HR players in charge of career management in the different divisions. Highly operational, this network meets every fortnight to cross-reference needs and requirements in a short cycle (open positions and short term development needs). Since 2021, it was extended internationally.

**Bolloré Logistics internal mobility monitoring indicators**

INTERNAL MOBILITY	UNIT	2023 (as of 09/30/2023)	2022 New scope	2021	2020	2019
Internal mobility from another legal company of the Bolloré Group (incoming)	Number of employees	93	104	145	77	117
Internal mobility to another legal company of the Bolloré Group (outgoing)	Number of employees	90	110	84	99	99

**Training policy**

The development of our employees through training is a key driver when it comes to ensuring the excellence of our services and products, and to anticipate the skills required for our businesses in a changing and increasingly competitive context. The company's investment in training is therefore an important point, since by developing their skills, employees can better position themselves in their duties and position, as well as develop their employability.

The training policy is overseen by the Bolloré Group, and its deployment is under the responsibility of the divisions

and business units, including Bolloré Logistics for the business aspects, with pooled resources, in particular for managerial programs. After the Covid-19 crisis in 2021, training activities have stabilized at a high level. Thus, 89% of Bolloré Logistics employees received training in 2023.

In a context of continuous search for performance and with the concern of improving our employees' skills in their daily tasks, a training program specifically developed for Bolloré Logistics has been in operation



**Bolloré Logistics training monitoring indicators**

BOLLORÉ LOGISTICS TRAINING	UNIT	2023 (as of 09/30/2023)	2022 New scope	2021	2020	2019
Employees who received training (excluding HSE)	No. of employees (% of total workforce)	13,366 (89.2%)	13,782	17,394 (84.3%)	10,395 (54.3%)	13,733 (65.4%)
Hours of training delivered (excluding HSE)	No. of hours	160,972	188,198	230,260	121,374	182,013
Average training hours per trained employee	No. of hours	12	13.7	13.2	11.7	13.3
Employees trained in management	No. of employees (% of total workforce)	1,133 (8.5%)	993 (7.2%)	592 (3.4%)	588 (5.7%)	834 (6.1%)

since 2021. This program aims to develop and promote Operational Excellence.

This new training was implemented in the Roissy hub with 93 warehouse and operations managers, 62 of which are now certified. This training course focuses mainly around two levels:

- *Blue Belt course aimed at the proximity management of around 10 people. This course aims to ensure that team leaders are able to lead their teams around performance and deliver a methodology to resolve in-field issues.*
- *Yellow Belt Course aimed at Department Managers and storehouse Operations Managers (REX). Its purpose is to enable managers to resolve recurring and/or complex in-field issues and accompany the Blue Belts in implementing their prerequisites.*

Each validated training course enables the candidate to be certified for a year. Meeting the operations and store managers facilitated communication and reinforced ties and cohesion between the participants. Misunderstandings were resolved and new solutions were found during this meeting.

Innovative training courses serving as a basis for Operational Excellence, these modules bringing together all managers, from the first hierarchical levels up to general management, gathered the support of all the participants who benefited from them. This success encouraged us to deploy this training course to the whole Bolloré Logistics network.

To raise employees' awareness of performance innovations and new tools, the B.Lab Operational Excellence team also offers regular conferences spotlighting internal and external experts, along with authors and academics. The themes broached are varied but always linked to TLSs (TOC Lean and Six Sigma) which are performance improvement methodologies. During these webinars, participants explain how they apply these methodologies on a daily basis, how they worked around difficulties, the good practices to apply and the results they obtained. Major companies played the game and took part in these sessions.

**Bolloré University**

To strengthen its commitment to employee development, the Bolloré Group capitalized in 2023 on the successful launch in 2020 of its own brand to showcase its values and ambitions around the world: B'University. Bolloré

University offers pedagogical expertise, deployment capacity and innovative approaches around the world. It provides services to all employees, and is a vector for the shared foundation of individual, managerial and collective values, commitments and behaviors that make up the Group's DNA. It is also a catalyst for transversal and innovative approaches to shared professions (e.g.: Finance, HR, etc.).

B'University is a brand that is a pledge of quality and it must be able to support our businesses and their transformation, wherever we work, to better meet the needs of our customers. It promotes consistency in education, quality content, cost optimization and also measures the business impact of the solutions deployed. The Paris B'University campus obtained ISO 9001:2015 certification in 2021 for the design, facilitation and deployment of training solutions, as well as the Qualiopi certificate. These certifications, which guarantee quality, were renewed in 2022 and 2023.

**Deployment of the training courses on B'University Online, the Group training platform**

The 2020 health crisis was a driving force for the digitization of the training courses. A majority of internal business line managers and learners now want training programs that are either 100% remote or blended learning. Acculturation to digital training continues, through collective awareness at all levels of the organization that it is possible to learn effectively online. With this in mind, and relying on the B'University brand, the Group continues to accelerate our movement towards more digital training to develop the skills of our employees in the short, medium and long term, This is based on two areas of focus:

- *quality blended learning courses that mix effective and diverse solutions to guarantee efficiency and interest;*
- *a learning experience using enjoyable methods (gamification) that are instantly accessible.*

2021 was a transition year. The interface with the HR database (B'people) made it possible to set up automated enrollment to training courses. 2021 was thus a baseline year for the launch of several great mandatory training campaigns (Compliance, IT Security, CSR, GDPR, etc.). Since 2023, new recruits are now enrolled in a set of mandatory courses as and when they are recruited, included in the employee integration process.

Reminder and awareness campaigns are regularly implemented with managers, human resource managers and learners to reach the completion targets. In 2023, an 80% completion rate was achieved.

Several digital training courses cover topics related to the Bolloré Logistics CSR program:

- *Anti-corruption;*
- *Security of information systems;*
- *Operational excellence;*
- *Diversity and inclusion;*
- *Human rights;*
- *GDPR;*
- *Environment and sustainable supply chain solutions.*

The overall completion rate also highlights an increase in enrollments to courses not part of the mandatory training package. We observed that employees are more inclined to enroll themselves in online courses. This interest of employees in digital courses, outside of mandatory enrollments, confirms our desire to enrich the Group training catalog with free-access softskills and office software modules.

In 2023, out of 74 modules launched in digital formats, the employees expressed an average satisfaction rate of 4.3 out of 5, up 0.3 points compared to 2022.

### **An international local network to support the global training policy**

The training policy led by the head office training department is deployed internationally at B'University campuses and regional HR departments.

The Paris Campus (formerly IFL) in Suresnes (France) – headquarters for internal training at Bolloré Logistics – defines all corporate programs, and training content for the business tools (Transport, Finance, HR, QHSE, etc.). It develops corporate projects at the request of the Head Office Departments and relies on its international network to deploy them to its two centers in London (UK) and Singapore.

### **Accelerated transformation of the catalog**

From the first months of the health crisis, B'University set up an ephemeral worldwide digital catalog designed to help employees and managers organize their work from home. The modules on offer (articles, videos, e-learning, etc.) covered areas ranging from organizing the home workstation and using collaborative tools to maintaining good relations within a team. Since 2021, a sustainable version of this e-catalog was made available that broadly groups together all the available digital programs. In addition to this offer, some training is

tailored to a specific need, internal or external. 2022 saw the growth of the first transversal Academy with the Finance Academy, at the initiative of the Bolloré Transport & Logistics (BTL) Division, which oversees the Bolloré Logistics business unit. This Academy is 100% digital, available both in English and French, and offers business content designed by in-house experts, theoretical content in the areas of finance and soft skills, and interactive modules to explore the professions at Bolloré Transport & Logistics. As well as improving the skills of staff working in finance, the purpose of this platform is to promote the creation of a learning community. More than 400 employees are already taking tailor-made courses created by a team of 10 business experts. Moreover, in 2022, on the occasion of the seventh edition of U-Spring, the Spring of corporate universities, in Paris, B'University also won the silver trophy with the Finance Academy solution.

Financial experts were also involved in the development of an internal online finance program for non-financial staff. Designed to be a genuine voyage of discovery about finance and financial documents, it aims to perfect financial knowledge, the analysis of management tools, and appropriation of basic accounting and finance terminology to improve communication with business experts on a daily basis.

After two classes launched in 2020, the success of this course was confirmed in 2021 with the launch of several more classes. Two digital courses have also been rolled out in the field of sales: a training course lasting about 20 hours per learner aimed at sales managers, to develop their role as a manager-coach and their leadership capacities, as well as a 20-hour course aimed at contract managers, to help them improve efficiency in their daily tasks while remaining customer-focused. These two courses, initially planned to be in-person, were adapted and deployed online while respecting the collaborative and participatory spirit required to establish a community of practices.

Building on the success of the Finance Academy, an HR Academy project was launched at the end of 2022. Targeting the same objectives to develop and unify a learning community, this Academy will be open in 2024 to a pilot population of junior and senior human resources employees, before being deployed to the Group's general HR staff both in France and internationally.

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

Bolloré Logistics considers it essential to prepare its employees for the challenges of changing responsibilities and mindsets. The more prepared they are, the better they will be able to support and educate future generations of managers. That is why the company offers a rich selection of management training courses. These courses are intended to support managers at each of the pivotal stages of their careers: local managers (2-day Proxy training), middle managers (8-day MOST training), man-



agers of managers (16-day MAPS training), and senior management (8-day SMART training).

Very pragmatic, these courses also make it possible to build a community of durable managerial practices along with a strong network of ambassador-managers, within a company increasingly focused on learning. In each course, learners will find common bases, in line with the Group values. In this way, they integrate a virtuous managerial chain, that encourages the sharing of good practices. Through these courses, our aim is to help them improve their skills in their position, at each step of their career. Year groups are mixed, with managers from the different Group entities. In 2023, the number of employees trained in management doubled compared to 2021 and increased 14% compared to 2022. The deployment terms and conditions are adapted to maintain the dynamic and year group spirit, both essential elements for the success and longevity of these programs.

Since 2022, with the perpetuation of teleworking, the Group has established training courses bearing on hybrid management in order to accompany employees in adapting managerial practices and steering a team in a hybrid context.

Moreover, a second academy was created in 2022, the Sales Academy, a training space dedicated to the Bolloré Logistics Front Office community. The ambition was to gather the Bolloré Logistics Front Office teams around a reference frame of methods, tools and practices shared by all, to improve the overall business performance. At each stage of the sales cycle, employees rely on shared good practices and known-how, designed by the Bolloré Logistics Front Office experts. Around 1,200 employees were enrolled in 2022. This course was so popular, that 3,183 employees enrolled in it in 2023. The training course dedicated to contract managers – Bolloré Logistics’ TEKAs, launched in 2021, was also highly successful. A second edition was launched in 2022-2023. This course aims to improve effectiveness in the daily practices while remaining customer-oriented. In 2023, 1,587 employees registered for this contract managers focused course and 37 courses were completed for the TEKAs.

**The B’Tomorrow program to expose and motivate young employees**

In 2018, the HR Department launched the first class of the B’Tomorrow program with 31 participants in Europe, before deploying it in Singapore, then in the Americas region. In 2021, the program was deployed in 40 countries, in all the regions. For its 2023 edition, it gathered 93 young talents selected per region, the Africa region no longer being included in the scope. B’Tomorrow is an advanced development program for young talent which aims to improve their behavioral skills, develop the network at regional level and the Group knowledge, as well as build strong professional relations. Since 2022, a digital space dedicated to the B’Tomorrow community was created in B’University Online. The

participants can find e-learning modules there, a discussion forum and other information needed for the success of the program. B’Tomorrow continued to grow in 2023 with the inclusion of a self-assessment tool (DISC).

The goal of this development program is to create a community of young, active and ready employees to contribute to building a vision for the future of the company. This goal is achieved by developing their spirit of cooperation and encouraging them to build their network, to make it diverse and inclusive. During the program, participants take part in virtual business games and work together on their personal and behavioral skills, strengthening their knowledge about business strategy and interacting with general management.

TYPE OF TRAINING	NUMBER OF PARTICIPANTS				
	2023	2022 New scope	2021	2020	2019
B’Tomorrow	93	140	113	Suspension due to the Covid-19 epidemic	101

129

**Supporting professional development**

**Annual appraisal: a key process for a quality employee/manager dialog**

The annual appraisal is a key process deployed in all countries and with all employees. This meeting is a chance for employees and managers to review the past year and to look forward to the coming year. It also involves discussing the performance and skills of the employee, as well as expectations for the coming year and how to achieve them. It is also a special moment in the collaboration to see how to move forward. The purpose of this discussion is therefore to encourage the development of skills and talent in order to best respond to the motivations and wishes of the employee and to short and medium term organizational issues. The content of this meeting is therefore key to supporting the employee and adding to a number of HR processes, such as mobility, training plans or Career Committees.



Thus, given the importance of this moment of exchange and the involvement of managers on this subject, the annual appraisal completion rate reached 94% in 2023.

TYPE OF TRAINING	2023	2022 NEW SCOPE	2021	2020
Number of employees who had an annual appraisal	12,537	11,948	15,401	13,621
% vs total workforce	94%	94.6%	74.6%	70.8%

### Talking more about development for better performance

Despite the context, and because Bolloré Logistics is convinced of the importance of this discussion, the process has been adapted to strengthen the practice and its impact.

Three main changes have been made:

- 1. The introduction of a common basis of behavioral skills in line with the values of the Bolloré Group;
- 2. Performance and development are tackled simultaneously in a culture of "challenge and support";
- 3. Ongoing dialog, with the opportunity to monitor the objectives during the year in order to match the business dynamics as closely as possible.

To help employees and managers have this dialog, a digital toolkit has been put together with around twenty items that use a variety of educational methods (guides, practical sheets, videos, etc.). These tools are intended to help both with the content of the exchanges and with the postures for active listening, reformulation, feedback, etc. Over the past few years, Bolloré Logistics has committed to an HR transformation plan towards more digital content. The deployment of the digital platform was confirmed in 2022, with the goal of including the ASPAC region by 2024. Among other things, using this platform facilitates the capture and follow-up of discussions over time. Moreover, this development towards a common system is a true driver to improve mobility, training and Career Committee processes through easier access for the HR community, and makes it possible to better monitor campaigns via indicators.

### Career Committees are vectors of cross-functionality and preparedness

Career Committees are widespread within the Bolloré Group. These meetings follow a process ranging from the first to highest levels of management. They aim to anticipate, through a collective discussion between managers and human resources, changes within the organization, to talk about the profiles of the identified talent and establish the appropriate succession plans, as well as the developments to be implemented. The challenge for these committees is to be proactive in

forward-looking management of jobs and skills.

These meetings are organized at division and business unit level, including Bolloré Logistics, as well as at Group level by business line, which extends the scope of mobility for Bolloré Logistics employees to all the divisions and business units of the Bolloré Group.

In 2023, 68% of Bolloré Logistics entities organized Career Committees, showing a progression of seven points compared to 2021.

ORGANIZATION OF CAREER COMMITTEES BY REGION	COVERAGE OF BOLLORÉ LOGISTICS ENTITIES IN 2023
Europe	80%
Americas	38%
Middle East/South Asia	60%
Asia-Pacific	67%

### Salary and compensation policy

Bolloré Logistics has set a clear course for its compensation policy. Its goal is for wages to be aligned with each local market in the countries in which it operates and for the employee benefits it offers its employees to compare favorably with established practices in these markets. The company therefore continues to set up the necessary infrastructure to achieve this goal. A job position weighing system was therefore deployed, on an experimental basis, in Asia and at head office. Bolloré Group divisions and subsidiaries use remuneration policies that comply with local minimum wage legislations. Payment regularity can be an essential issue for employees in certain countries, the subsidiaries therefore make sure wages corresponding to the number of hours effectively worked are paid regularly. The Group has also identified the question of the payment of a living wage, which can be defined as the amount enabling the worker and their family to live decently, as a priority vigilance issue. The living wage issue goes beyond strictly respecting a legal minimum wage. Indeed, in some countries, the legal wage does not necessarily cover fundamental needs. Thus, a task force dedicated to living wage is currently being rolled out since March 2023 with an expert firm, in entities identified within the priority vigilance scope, with the help of the Human Resources Department and the network of human rights experts appointed since early 2023.



### Take action with motivating factors to promote employee loyalty

Bolloré Logistics makes sure it has the right skills in the right place at the right time to support its strategy. The policy deployed makes it possible to act preventively to best meet the challenges that lie ahead. The implementation of combined actions is defined as a factor for success and competitiveness, as well as a driver for preparedness and decision-making. In particular it can:

- *optimize recruitment, training and mobility, and capitalize on key knowledge;*
- *contribute to the implementation of the talent management and skills development strategy for the future.*

These systems can also address:

- *risks related to attractiveness issues: strengthening the employer brand, optimizing recruitment, adapting jobs to environmental changes and corporate strategy, anticipating internal issues related to the age pyramid, and confirming the Group's added value on the market through coherent business development;*
- *risks associated with retention issues: promoting internal mobility, revitalizing and motivating employees by valuing their skills and supporting professional projects, finding new ways to hold onto key skills within our structure, facilitating the sharing of knowledge and know-how to retain key skills.*

The context of gradual resumption of activity after the health crisis had induced greater tensions on the labor market, in many regions of the world, particularly during the end of 2021 and the year 2022 and in certain professions (logistics experts, profiles of IT professions including developers, data scientists, but also certain finance professions). 2023, saw a return to the 2019 level with turnover based on resignations of 10.5% (down six points compared to 2022). Directly linked to the performance of the company, employee retention makes it possible to preserve the skills that have been developed, and therefore the know-how, quality and consistency of the offer delivered to customers. Holding onto talent also contributes to better team cohesion and a positive atmosphere in the workplace. The HR Department is extremely attentive when it comes to good management of human capital throughout the life cycle of employees. This approach is reflected at company level by fair, incentivizing managerial practices, that recognize and value the work of employees, offer career development opportunities, a good working environment, a better work/life balance, and programs that let them get involved, such as the AcTogether challenge, etc.

Other programs may be added depending on the region. As an example, since 2021, our United States subsidiary has been running an innovative program that rewards employee loyalty while generating social, environmental and/or societal impacts. After three or five years of seniority depending on the option chosen, employees can either receive a voucher to spend on an e-commerce site that only sells solidarity products, or opt to take leave offered by the company to achieve a project that is close to their heart: volunteering, their choice of training, a sporting or cultural challenge, family time.

## 2.2.2.2. Promoting social dialog and quality working conditions

### Working conditions and social dialog

Bolloré Logistics operates in many countries where local standards for working conditions and labor relations can be very uneven, and sources of risk to the health and development of employees, as well as for business continuity to deliver services within the time frames and standards expected by customers. As regards employee representation, the company systematically applies at least the legal and conventional rules applicable in each country, and more generally, goes beyond these rules by providing additional means.

#### Policy

Bolloré Logistics is anxious to guarantee and promote a long term, quality social dialog that connects entrepreneurial economic realities with a response to internal expectations in order to ensure the collective performance of companies by preserving the balance in place. This is an integral part of building a corporate social responsibility approach and, as such, is subject to special attention.

This mainly includes:

- *fostering good social dialog;*
- *developing social status, and more specifically working conditions as a driver of company performance;*
- *defending any acts that combat discrimination and promote professional equality.*

The human resources teams in each region of the world deploy these guiding principles and shared values, making sure to adapt them to:

- *the specifics of each country with regard to the legal system in force;*
- *the economic reality and strategy of each company (determining the level of social status that is or is not possible depending on the structure in question);*
- *inter- and intra-entity business diversity;*
- *and human resources management and development priorities (retaining employees in positions and/or attractiveness for candidates through a qualitative level of social status).*

This deployment takes place within the framework of a rich and lively social dialog that includes negotiations with staff representatives. It can also take other forms, depending on the legislation of each country in the network. It should be noted that in countries where the International Labor Organization (ILO) conventions on trade union freedoms have not been ratified, Bolloré Logistics subsidiaries endeavor to facilitate employee expression.

Developing social dialog as a vehicle for building social status is performed in line with our constant concern to maintain a peaceful work climate and ensure permanent dialog with staff representation bodies. Identifying good practices and successful experiences, alongside difficulties encountered in social matters is shared centrally and locally in the framework of direct discussions, as well as over the course of HR seminars and workshops.



Regular communication between local human resources teams and social affairs departments and the Corporate HR department on this subject lead to an evolving social approach with a goal of continuous improvement. Social dialog and social status must therefore equip companies with genuine social engineering to adapt the social norm to the demands of enterprise productivity in terms of organization and adaptation to the ongoing transformations wrought by the globalization of the economy, while ensuring controlled redistribution of employee profits in the form of social benefits and salary increases.

### Action plan and lines of progress

In this context, the actions and objectives for 2023 were as follows:

- *First of all, to pursue and develop the consolidation procedure for the various collective agreements in order to maintain a comprehensive view of social dialog practices and the social status of all the entities within the scope;*
- *Secondly, to promote shared approaches to social dialog, while preserving the specificities of legal entities in relation to the country in which they are established/ their business line/ their economic results/ their human resources management and development priorities;*
- *Finally, to define performance indicators combined with goals to measure progress and schedule corrective actions in the event that there is no progress.*

With regard to operational entities, in terms of social dialog practices and social status, it seems appropriate to present the focus by geographical area (three areas have been selected) rather than by business approach, in order to take account of the specificities of the legislation applicable per country that may, as a result, have an impact on internal corporate standards.

#### • America, Asia Pacific, Middle East and South Asia

These areas, with a few exceptions, have social regulations that are quite national and not very specific to each entity. Many entities establish internal, unilateral arrangements for social regulations in line with their own priorities, in particular in terms of fair treatment and non-discrimination. Another, limited number of entities draft negotiated social statutes that give rise to a collective agreement.

The following can be noted as significant:

- *In 2021, Bolloré Logistics set up a week of well-being for the benefit of employees in the Emirates, Qatar, Oman and Pakistan (doctor, nutritionist, sports, motivation, etc.). Due to the absence of staff representatives, a Social Committee was set up to work on company life and propose social projects based on employee surveys;*
- *Since 2022, Bolloré Logistics has developed actions throughout the ASPAC region on quality of life at work (new offices, renovated offices, flexible hours, as*

*well as on environmental protection, health and well-being (sporting events, first aid training, etc.), and solidarity and volunteering (voluntary reforestation, recruitment of people with disabilities, etc.).*

#### • Europe

In 2020, the Bolloré Group and its European staff representatives agreed to set up a European Social Dialog Committee, called the "Joint Committee of European Companies of the Bolloré Group" (CCSEB).

The goal is to make the CCSEB a forum to enrich the vision and understanding of union representatives in each of the European countries of the Group's strategy, economic situation and common policies on human resources and training in Europe. The social dialog established within the CCSEB at European level is not intended to replace national social dialog. However, it does aim to contribute to enriching national discussions through a better understanding on the part of representatives of how the strategies and projects defined in each country are inspired by and contribute to the Group's overall strategy and projects in Europe.

In 2023, the CCSEB met eight times. These sessions were the opportunity for discussions about the Bolloré Group CSR strategy, as well as the strategy of the Transport and Logistics division in Europe and above all the proposed sale of Bolloré Logistics. In addition, in 2022, CCSEB representatives benefited from financial, linguistic and legal training, to engage in deeper discussions within this body.

In 2023, a new "Social Relations" space was opened in the company intranet to enable employees to access various documents in a single click, such as:

- *The Collective Bargaining Agreement on Road Transports and Ancillary Transport Activities;*
- *the company collective bargaining agreements;*
- *central CSR reports.*

To be noted as other significant elements, the following agreements:

- *the Bolloré Logistics incentive agreement, June 16, 2021;*
- *signing of agreements further to mandatory annual negotiations held in 2022, in all of the main subsidiaries of Bolloré Group in France, including Bolloré Logistics.*
- *agreement in favor of people with disabilities within Bolloré Logistics, December 22, 2022.*



**Bolloré Logistics social dialog monitoring indicators**

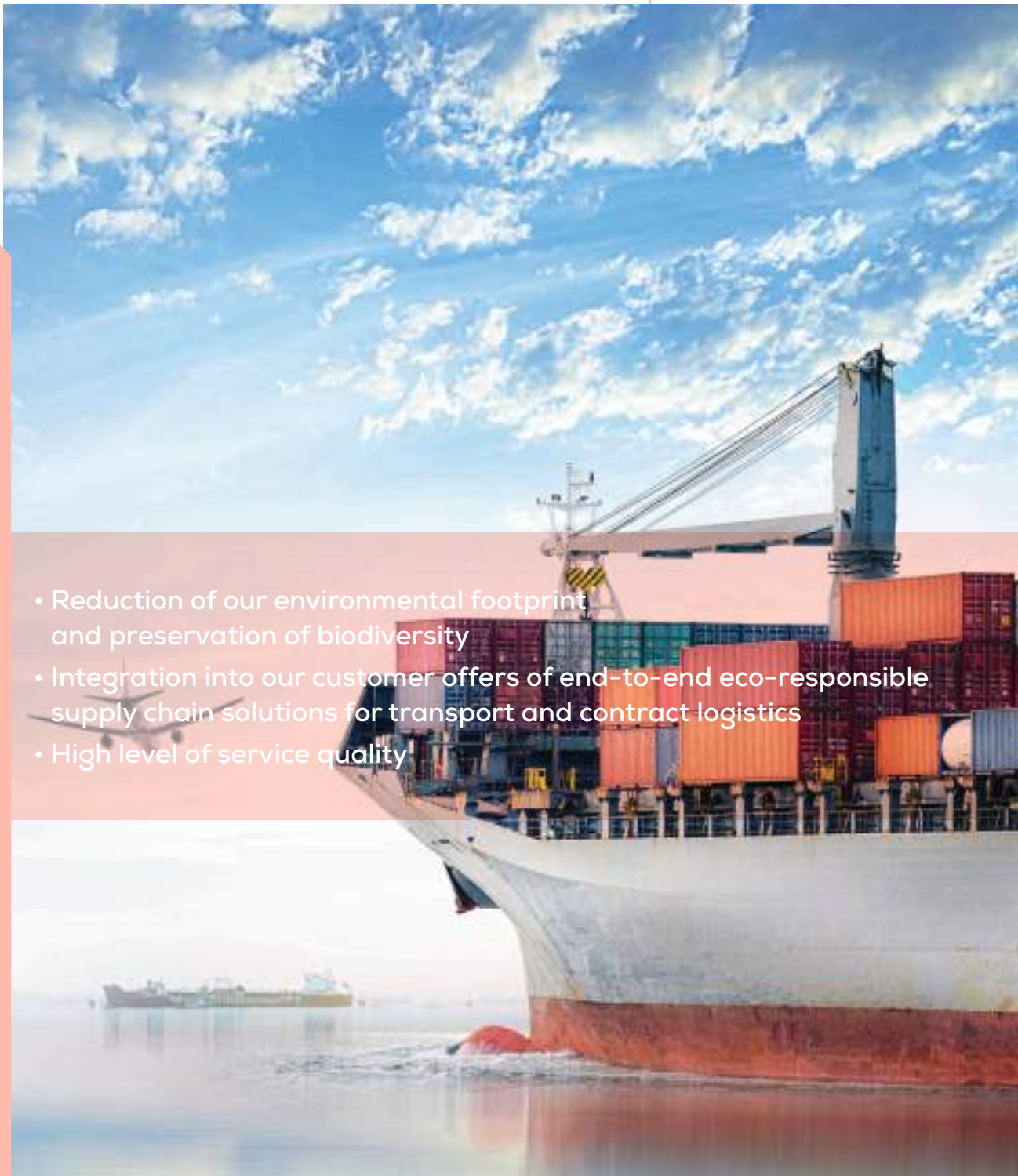
SOCIAL DIALOG	UNIT	2023 (As of 09/30/2023)	2022 New scope	2021	2020	2019
Entities in which employees benefit from trade union representation and/or employee representation	% of entities	63%	60%	54.5%	57.6%	56.4%
Collective agreements signed or renewed within the year (France only)	No. of agreements	42	84	23	25	35
Collective agreements signed or renewed within the year (rest of world excluding France)	No. of agreements	16	15	46	39	37
SOCIAL BENEFITS	UNIT	2023 (As of 09/30/2023)	2022 New scope	2021	2020	2019
Entities in which employees are entitled to death insurance	% of entities	67%	63%	56.6%	53.4%	50.0%
Entities in which employees are entitled to incapacity/disability insurance	% of entities	51%	47%	39.3%	39%	46.6%
Entities in which employees are entitled to a pension scheme that goes beyond legal obligations	% of entities	20%	19%	28.7%	27.1%	28.4%
Entities in which employees enjoy at least one of these three benefits	% of entities	67%	68%	68.9%	69.5%	71.6%
Entities in which employees enjoy all three of these benefits	% of entities	14.5%	12%	15.6%	12.7%	13.8%
Entities in which employees benefit from death insurance and incapacity/disability insurance	% of entities	48.7%	41.3%	34.4%	33.1%	37.1%





2.3

## OFFER our customers sustainable supply chain solutions



- Reduction of our environmental footprint and preservation of biodiversity
- Integration into our customer offers of end-to-end eco-responsible supply chain solutions for transport and contract logistics
- High level of service quality



3.9.3.d



8.2.8.4



11.6 11.b 11.c



12.2 12.4



13.1 13.2 13.3 13.b



17.7 17.8 17.9 17.16

2.3

## 1 ISSUES: MAJOR CHALLENGES INTEGRATED INTO THE BOLLORÉ LOGISTICS STRATEGY

Bolloré Logistics operates its transport and logistics services in 64 countries. Nevertheless, the business model is not based on the possession of assets, the company is considered a “non-asset based company”. Its core business consists in organizing the transport of goods internationally – thus acting as an intermediary, obtaining transport capacity from major operators or by using subcontracting – and offering global supply chain management solutions, as well as value-added contract logistics services in warehouses. The company has a limited fleet of company-owned or long-term leased trucks representing less than 0.5% of the total GHG emitted by the transport handled.

With regard to climate issues and the consequences of GHGs due to human activity, the IPCC has highlighted the acceleration of global warming in its 6<sup>th</sup> and latest report. The second part, published in early 2022, described the increasingly devastating, widespread and now often irreversible impacts of climate change on people and ecosystems, and how adapting to it has become increasingly costly and difficult. According to another UN report, the number of natural disasters could leap by 40% between 2015 and 2030. The direct and indirect effects are already clearly noticeable in agriculture, health and biodiversity in particular. 127 major risks were identified.

In the overview of its 6<sup>th</sup> assessment report published in March 2023, the IPCC warned that a drastic reduction of emission by 2030 is essential. The commitments made by the countries before the COP26 (in 2021) would lead to global warming of about 2.8°C by 2100. The policies implemented in 2020 would lead us to global warming of 3.2°C.

Due to its core business, the fight against global warming is a major environmental issue for Bolloré Logistics, transport being a major emitter of greenhouse gases.

The International Transport Forum (ITF) of the OECD in its Transport Outlook (2023), highlighted that emissions due to the transport activity are diminishing too slowly, as the demand for transport will continue to increase over the years to come. In 2050, transport demand will have increased by 79% for passengers, and more or less doubled for goods in the unchanged targets scenario, against 65% and 59% respectively in the high targets scenario. Both scenarios forecast an increase of freight demand expressed in tons-kilometer, in which the international segment represents the largest portion. The transport sector represents 23% of global CO<sub>2</sub> emissions linked to energy consumption. CO<sub>2</sub> emissions related to the transport of goods represent more than 40% of total emissions in the transport sector, 65% of which are attributable to road transport.

As regards goods transport, the report indicates that authorities and managers can unite their efforts to avoid unnecessary travel both within and outside of cities. Large capacity vehicles, smart transport systems and the pooling of assets can render goods transport operations more efficient and help limit the growth of traffic in vehicles-kilometers by 2050.

In comparison, the urban deliveries segment can easily be decarbonized. The use of non-motorized modes (such as cargo bicycles) or more energy-efficient vehicles would reduce the motorized vehicles-kilometers traffic. The establishment of pickup/drop-off points will limit



travel related to the distribution of packages in cities. The transfer to more sustainable modes is more difficult to achieve in the case of long-distance freight transport. Consistent pricing can favor efficiency gains and the use of rail and river solutions in multimodal distribution. The report highlights that air and sea transport are difficult to decarbonize. In these sectors, reducing CO<sub>2</sub> emissions is expensive and technological breakthroughs are slow. Alternative fuels will need to become more widely available in these sectors and have better cost competitiveness than traditional fuels, which requires a targeted public action. Fuel tax exemptions which the air and sea transport sectors benefit from hamper the achievement of their decarbonization targets, according to this same report. Carbon pricing is essential to overcome these structural obstacles and eliminate them. Similarly, the leveling of traditional, low carbon and zero emissions fuel prices could lead to new sources of income making it possible to fund the deployment of the infrastructures needed to decarbonize.

The report highlights that air and sea transport decarbonization will take time. To maximize avoided emissions throughout the economy, policy-makers must give priority to alternative fuels as soon as the solutions used elsewhere (in particular full electrification) are not feasible, given the competition between the sectors around alternative fuels.

Another major transport issue is atmospheric pollutants (NO<sub>x</sub>, SO<sub>x</sub>) and fine particles, which have harmful consequences for the health of human populations and biodiversity, especially marine biodiversity.

The issue of climate change is a major issue facing our society, and companies have a crucial role to play. It has been fully incorporated into Bolloré Logistics' strategy in a transverse manner, leading to the implementation of commitment policies and action plans, reflecting mitigation and adaptation measures for its operations. This systemic set is regularly reviewed and challenged in order to include scientific elements that are updated or collected gradually, as well as alternative technologies and solutions that have recently arrived on our business markets.

The improvement of air quality, via the reduction of atmospheric pollutants and fine particles, is also an environmental impact incorporated into the strategy, in the same way as the preservation of natural capital through an active policy of biodiversity preservation and packaging management (cardboard, plastic, wood) used in transport and contract logistics, as well as through the development of day-to-day circular economy projects and actions.

These major challenges also represent opportunities for Bolloré Logistics, allowing the company to establish its advisory role with industrial customers, importers and exporters, with the aim of reducing the environmental impact of their supply chain and thus contributing to their

own climate strategy. This approach also makes it possible to meet the expectations in terms of sustainable logistics of Bolloré Logistics customers, more and more of whom are committing to reducing the environmental footprint of their products.

To contribute effectively to the energy transition of its ecosystem and the emergence of new eco-responsible solutions, Bolloré Logistics is a member of sector-based initiatives aimed at reducing the sector's ecological impacts: the Sustainable Development Commission of the TLF Union (Union of Transport and Logistics Companies in France), Lab Supplychain4Good of Supply Chain France by Aslog, the Global Logistics Emissions Council (GLEC), the EcoTransIT® World Initiative (EWI), the Clean Cargo Working Group (CCWG), the Sustainable Air Freight Alliance (SAFA) and Getting to Zero Coalition, etc. (see the main partnerships in Section 1.3.2 Dialog with stakeholders).

By nature, freight forwarding and contract logistics create other environmental impacts in relation to the risks associated with the transport and storage of hazardous materials, the management of which is controlled within the organization. These risks are included in the risk management framework of the QHSE policy, and ISO 14001 certification.

Preserving the environment within Bolloré Logistics' business is an established commitment. Governing environmental aspects has been extended over the years to be included in a transversal and matrix manner within the organization and supported by the different levels – Bolloré Group – Bolloré Transport & Logistics Division – Bolloré Logistics Operational Unit – and the business lines (CSR, QHSE, Ethics, Legal, Purchasing, Operations, Innovation, Information Systems, Sales).

All environmental indicators are monitored in particular through annual CSR reporting supported by a dedicated collection tool. The data collected are consolidated by the CSR department of the Bolloré Group holding company in order to be included in the Extra Financial Performance Statement. These data are audited on an annual basis by an independent third party company.



Through its CSR program, Powering Sustainable Logistics, launched in 2018 and revised each year, Bolloré Logistics has structured and strengthened its roadmap for environmental issues. The environmental pillar “Offering our customers sustainable supply chain solutions” includes the following commitments with the related quantitative and qualitative objectives:

- reduction of our environmental footprint and preservation of biodiversity;
- integration into our customer offers of end-to-end eco-responsible supply chain solutions for transport and contract logistics;
- high level of service quality.

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>SDG13</b> Measures relating to the fight against climate change	11.6 11.b 11.c
<b>SDG 17</b> Partnership for achieving goals	17.7 17.8 17.9 17.16






For more details on Bolloré Logistics' contribution to SDG, see Chapter 1, paragraph 1.3.3.5.




KPIs of the Powering Sustainable Logistics program

OBJECTIVES	DEADLINE	2023 RESULTS	2022 RESULTS New Bolloré Logistics scope (sale of operations in Africa)	2021 RESULTS	2020 RESULTS
				Old Bolloré Logistics scope (operations in Africa included)	

REDUCTION OF OUR ENVIRONMENTAL FOOTPRINT, PRESERVATION OF BIODIVERSITY

<p> Short term commitment: - 42% in absolute terms of GHG emissions in scopes 1 and 2 by 2030 (baseline 2022, market-based)</p>	2030	<p>Adjustment to the climate plan for the whole geographic scope.</p> <p>Definition of the new scope 1 and 2 carbon reduction objective in 2023, submission to the Science Based Targets initiative in October.</p> <p>Alignment on the 1.5°C trajectory, ACA methodology</p> <p>Changes to GHG scopes 1 and 2, 2022-2023: -1% in absolute terms, -12% per m<sup>2</sup>. Total surface area increase +7%</p>	<p>Changes to GHG scopes 1 and 2: +11%, +8% per m<sup>2</sup>. Total surface area increase +6.6%. Very significant change in the GHG/M<sup>2</sup> ratio following the sale of operations in Africa.</p> <p>Analysis of the new geographical scope.</p>	<p>Former target of 43% reduction in absolute terms of direct and indirect Co2e emissions, scopes 1 and 2 (2017 basis): 2021 Results: -10.8% compared to 2017, the baseline for the goals of this scope. The emissions ratio per 100 m<sup>2</sup> decreased by -34% over this same period.</p> <p>Flagship actions: continuation of action plans in priority countries and in parallel, deployment beyond that across the entire area with inclusion of environmental objectives into overall CAPEX/OPEX expenditure, 2<sup>nd</sup> AcTogether edition, multiple awareness-raising campaigns, pilot project for indexing compensation based on CSR criteria.</p>	<p>2020 Results: - 3.4% reduction in absolute terms compared to 2017.</p> <p>Compared to a surface area indicator of 100 m<sup>2</sup>, the change in CO<sub>2</sub>e for scopes 1 and 2 fell by -12.9%. The strict surface area trend increased by 10.9% over this same period.</p>
<p> Short term commitment: - 21% in absolute terms of GHG emissions in scope 3 downstream by 2030 (baseline 2022)</p>	2030	<p>Definition of the new downstream scope 3 carbon reduction objective. Alignment on the WB2C trajectory. Submission to the Science Based Targets initiative in October.</p> <p>Scope 3 downstream corresponds to GHG emissions linked to carrying out transport services, i.e. 98% of the carbon footprint.</p> <p>Changes to GHG scope 3 downstream: -27%. Continuation of work to overhaul the roadmap and strengthen the offering of low-carbon solutions, training and involvement of stakeholders.</p>	<p>Change to GHG scope 3 downstream 2021-2022: +12% by recalculating the 2021 data with the same methodology as applied to 2022</p>	<p>Former target of 30% reduction in absolute terms of indirect CO<sub>2</sub>e emissions, scope 3 downstream (2019 basis): Stable in absolute terms compared to 2019, up compared to 2020 due to the post-pandemic recovery.</p> <p>- 3.4% reduction in intensity compared to 2019.</p> <p>Flagship actions: continued development of the sustainable offer (AIRsaf, SeaAlternative, road partnerships for low carbon service), B'Sustainable Supply worldwide program for sales representatives.</p>	<p>New goal defined in 2020. Target aligned with "well below 2 degrees" trajectory by applying SBT industry methodologies. Scope 3 downstream represents the indirect emissions linked to carrying out our transport services, i.e. 96% of the carbon footprint.</p> <p>2020 Results: -9.8% reduction in absolute terms compared to the 2019 reference year.</p>
<p> 80% of sites ISO 14001 certified.</p>	Goal achieved	<p>Continued extension of its triple IMS certification on multiple sites (ISO 45001, ISO 9001, ISO 14001). 300 sites, 84% of all sites covered by the triple certification</p>	<p>Continued extension of its triple IMS certification on multiple sites (ISO 45001, ISO 9001, ISO 14001). 298 sites, 83% of all sites covered by the triple certification</p>	<p>"Extension in 2021: IMS certification including ISO 14001 in 69.4% of countries (70% of sites, 64.7% of workforce, 92.9% of electricity consumption)."</p>	<p>Global IMS certification for the Bolloré Logistics entities located in the Americas, Europe, Middle East and Asia-Pacific regions, making a rate of coverage of 84%. Overall, 50.5% of legal entities are IMS certified on the five continents, representing 63.8% of electrical consumption.</p>

 Audited by a third party company.



OBJECTIVES	DEADLINE	2023 RESULTS	2022 RESULTS	2021 RESULTS	2020 RESULTS
			New Bolloré Logistics scope (sale of operations in Africa)	Old Bolloré Logistics scope (operations in Africa included)	

**REDUCTION OF OUR ENVIRONMENTAL FOOTPRINT, PRESERVATION OF BIODIVERSITY**

100% of our strategic hubs assessed for risks related to climate change	Goal achieved	New study conducted end of 2022, beginning of 2023 on the new scope: analysis of the exposure to 12 chronic and acute climatic hazards, classified by the European taxonomy, was deployed on 88.8% of the total number of sites.	New study conducted end of 2022, beginning of 2023 on the new scope: analysis of the exposure to 12 chronic and acute climatic contingencies, classified by the European taxonomy, was deployed over a panel of 318 Bolloré Logistics sites, i.e. 88.8% of the total number of sites.	Study carried out in 2020 for our entire coverage area	Completion of the physical risks in the face of climate change study for 100% of our sites. Actions aimed at increasing the resilience of buildings continued to be deployed.
"Green Warehouse" action plan for the 20 warehouses representing more than 50% of the company's electricity consumption (2022 base)	2030	Implementation of a dedicated action plan displaying 10 commitments including: annual reduction in electricity consumption by 5% per year, 100% green electricity by 2030, zero buried waste, GTB, AI, biodiversity commitment, recycling, circularity and optimization of water	-	-	-
Revised objective: implementation of a biodiversity action plan on 92 priority sites taken from the ecological analysis of the international network by 2030	2030	39 priority sites have obtained their internal "Acting for nature office" label since 2021, with 52% of the green spaces on sites with high biodiversity issues managed ecologically and without pesticides (i.e. 95,500 sqm)	Renewal of the Biodiversity Commitment Certification by Ecocert for the Singapore Blue Hub and the 4 French pilot sites. 27 "Acting for nature office" sites deploying a biodiversity action plan at the end of 2022.	Renewal of the Biodiversity Commitment Certification by Ecocert for the Singapore Blue Hub and the 4 French pilot sites. 15 "Acting for nature office" sites deploying a biodiversity action plan at the end of 2021.	Renewal of the Biodiversity Commitment Certification by Ecocert for the Singapore Blue Hub and the 4 French pilot sites. 10 sites deploying a biodiversity action plan in June 2021.
Commitment to double office space with biophilic design by 2025 (2019 baseline)	2025 Goal achieved	At end of 2023, 401,000 sqm benefited from the interior design charter integrating quality of life at work and the greening of the premises	At end of 2022, 233,870 sqm benefited from the interior design charter integrating quality of life at work and the greening of the premises, i.e. 77% of the target already reached	150,000sqm	135,000sqm
New objective: monitoring the impacts on biodiversity of actions implemented on 100% of priority sites with a dedicated ecological potential calculation tool by 2030	2030	59% of priority sites monitor the impact of their actions on local biodiversity with this dedicated tool in 2023	-	-	-
New objective: move towards zero plastic and zero paper on sites and optimization of consumables for transport and logistics activities with a target of 20 tons of plastic avoided by 2025	2025	5 tons of plastic avoided since 2022 due to the REcycle offer	-	-	-



**KPIs for the Powering Sustainable Logistics program (cont'd)**

OBJECTIVES	DEADLINE	2023 RESULTS	2022 RESULTS New Bolloré Logistics scope (sale of operations in Africa)	2021 RESULTS	2020 RESULTS
				Old Bolloré Logistics scope (operations in Africa included)	

**ECO-RESPONSIBLE CRITERIA INCLUDED IN OUR CUSTOMER OFFERS AT THE DESIGN STAGE OF THE SOLUTION**

Train 100% of sales teams on the environmental issues of the supply chain and in existing tools	Annual	Second edition of the global training program based on gamification in 4 phases: B' Sustainable Supply. Target: 100% of freight salespeople and buyers, as well as road and contractual logistics managers. Program integrating awareness modules, 50 live webinars (+ replay), an e-learning module on the green supply chain. Participation rate: 73%	Update of the e-learning training launched at the end of 2020 (4 modules: impact of transport and climate change, commitments and customer needs, eco-responsible solutions, approach and tools). Completion rate at end of 2021: 85%. End of 2022. Launch and conduct of the world challenge to increase the skills of salespeople (1.400 employees enrolled). B'Sustainable Supply (climate frescoes, 45 live webinars, experience sharing webinar): 71% participation rate, 230 participants at the climate frescoes workshops	Continuation of the deployment of the e-learning training launched at the end of 2020 (4 modules: impact of transport and climate change, commitments and customer needs, eco-responsible solutions, approach and tools). Completion rate at end of 2021: 85%. Creation of a new world challenge to increase the skills of salespeople. B'Sustainable Supply (climate frescoes, 45 live webinars, etc.), launch in early 2022 (participation rate at the end of April: 63%).	79% of the targeted workforce as of 11/30/2020 followed a customized corporate certification training course that was launched in October 2020. Asia Pacific: deployment since mid-2020 of video training on sustainable supply chain solutions, in the second quarter of 2021. 70% of salespeople took this training. Awareness campaign in relation to the ACTogether challenge. (target date revised due to covid reasons)
All employees trained on the environment	2025	In 2023, 64% of the workforce took part in either face-to-face or remote awareness sessions on sustainable development, including environmental issues.	In 2022, 68% of the workforce took part in either face-to-face or remote awareness sessions on sustainable development, including environmental issues.	In 2021, 73% of the workforce took part in either face-to-face or remote awareness sessions on sustainable development, including environmental issues.	
100% of major suppliers, shipping companies and airlines undergo an annual CSR assessment	Annual	Annual CSR assessment (environment, social, ethics, human rights, responsible purchasing and sustainable offers) on 100% of the target, representing 70% of the total amounts of purchases and due diligence every 3 years (permanent monitoring). Number of respondents = 77% of the maritime volume and 90% of the air volume. Revision of the CSR questionnaire for Air-Sea suppliers to align it with the latest sectoral commitments and emerging environmental issues. Increase in 2023 of the weight of the score obtained in the Supplier CSR questionnaire in the SLA.	Annual CSR assessment (environment, social, ethics, human rights, responsible purchasing and sustainable offers) on 100% of the target, representing 70% of the total amounts of purchases and due diligence every 3 years (permanent monitoring). Number of respondents = 77% of the maritime volume and 90% of the air volume. Revision of the questionnaire to align with the latest sectoral commitments and emerging environmental issues.	Annual CSR assessment (environment, social, ethics and human rights) on 100% of the target, representing 70% of the total amounts of purchases and due diligence every 3 years (permanent monitoring).	Annual CSR assessment (environment, social, ethics and human rights) on 100% of the target, representing 70% of the total amounts of purchases and due diligence every 3 years (permanent monitoring).



KPIs for the Powering Sustainable Logistics program (cont'd)

OBJECTIVES	DEADLINE	2023 RESULTS	2022 RESULTS	2021 RESULTS	2020 RESULTS
			New Bolloré Logistics scope (sale of operations in Africa)	Old Bolloré Logistics scope (operations in Africa included)	

ECO-RESPONSIBLE CRITERIA INCLUDED IN OUR CUSTOMER OFFERS AT THE DESIGN STAGE OF THE SOLUTION

100% of freight buyers trained in the eco-responsible supply chain	Annual	The previous training course on the eco-responsible supply chain was not renewed in 2023. On the other hand, 100% of the freight purchasing team is included in the B'Sustainable Supply decarbonization training program.	The previous training course on the eco-responsible supply chain was not renewed in 2022. However, 100% of the freight purchasing team followed the human rights and Code of Conduct modules.	85%	82% of freight buyers have completed certification training on the eco-responsible supply chain
Increase the rate of employee participation by 20% per year in the global AcTogether CSR challenge which gets employees involved in environmental action	Annual	Fourth AcTogether edition: 1684 actions completed (including 56% on the environment), +26% in terms of actions carried out compared to 2022, 50 participating countries	Third AcTogether edition: 1336 actions completed (including 65% on the environment), +66% in terms of actions carried out compared to 2021, +10 participating countries	Second AcTogether edition: 807 actions completed (including 60% on the environment), +62% in terms of actions carried out compared to 2020, +17% in terms of participating countries	First edition of the CSR challenge deployed in January 2020 for all employees As of 12/31/2020: 497 actions completed New objective set in 2020

HIGH LEVEL OF SERVICE QUALITY

Customer satisfaction rate, measured through the rating (score/5) of shipments in the LINK tracking tool	Annual	4.09	4.6	4.2	4.3
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## 2 CONTROLLING INDUSTRIAL, ENVIRONMENTAL AND HEALTH & SAFETY RISKS THROUGH A SUSTAINED QHSE POLICY DEPLOYED THROUGHOUT THE NETWORK

### 2.3.2.1. Policy and governance

Bolloré Logistics' QHSE policy, signed by its Chairman and CEO, provides a framework for environmental and health & safety management. It stipulates in particular the need to "plan, implement, review and continuously improve" the health, safety and environment management system, in accordance with ISO 14001 and 45001 standards, and the rules, laws and regulations in force in the countries where the entity operates. The company has a health, safety & environment management system deployed in sites which are not yet certified.

Bolloré Logistics is continuing to roll out the certification of its integrated Quality, Hygiene/Health, Safety and Environment (QHSE) Management System within its network.

In 2023, Bolloré Logistics maintained its triple, multi-site IMS certification, which brings together the set of standards relating to workplace health and safety (ISO 45001 vs 2018), quality management (ISO 9001 vs 2015) and the environment (ISO 14001 vs 2015). 300 sites are certified, that is 84% of all sites certified.

The QHSE policy is steered by the corporate QHSE Department of Bolloré Logistics and is deployed in all countries via the network of regional and local QHSE liaison officers bringing together around 100 delegates. Bolloré Logistics Management establishes QHSE objectives and targets that are measurable and consistent with the QHSE policy. Achieving targets is monitored during Executive Committee meetings and the annual QHSE management review. Specific QHSE goals and targets can be defined for a given geographical region, country or establishment, annually, during the management review.

### 2.3.2.2. Risk Management Framework

#### 2.3.2.2.1. Risk analysis and management

Thus, the management of risks and their control linked to the environmental impact of sites involves the deployment of environmental management systems (EMS), specific measures and controls according to recognized standards such as the ISO 14001 standard on managing the environment or complying with strict regulations such as those relating to Installations Classified for the Protection of the Environment (ICPE). All the sites are subject to industrial and environmental risk analyses, which make it possible to list the preventive



or corrective actions to be put in place and constitute a de facto decision-making tool for any actions to be implemented. The multi-site IMS triple certification (including ISO 14001, ISO 9001 and ISO 45001 certifications) in all the Americas, Europe, Middle East, Asia-Pacific and Africa regions covers 84% of sites.

The transport and logistics operations of Bolloré Logistics are exposed to the risks of local pollution and the transport and storage of dangerous products and therefore constitute a priority in terms of prevention. These risks are taken into account by the environmental management systems in place. Thus, in accordance with these systems, following the assessment of the impact of their operations on the environment, the entities are required to develop action plans to reduce these impacts and pollution risks, including, for example, prevention in the event of the transport or storage of hazardous materials, the inventory of sources of hazardous waste or the measurement and analysis of emissions into the air, water and soil. The operations are subject to internal and external audits carried out each year within the framework of regulations and certifications. This continuous improvement approach is at the heart of the environmental vigilance cycle implemented within the company.

All employees and stakeholders working on the sites are subject to good practices and reliable procedures.

These defined processes ensure the reporting, analysis, recording and correction of incidents, accidents and non-compliances that could lead to pollution.

Two environmental incidents were recorded in 2023, compared to four in 2022.

### 2.3.2.2.2. Audits and inspections

Audits and inspections are carried out very regularly by the QHSE network: in 2023, 18,230 HSE audits and inspections were carried out in all countries. A 3% decrease was observed compared to the previous period. The environmental performance of each entity is regularly monitored by Management Committees at head office and locally.

#### HSE proactive indicators

	HSE AUDITS AND INSPECTIONS (NO.) 2023	% CHANGE VS 2022	HSE AUDITS AND INSPECTIONS (NO.) 2022
Permanent personnel	17,788	- 2.6%	18,267
Temporary personnel and subcontractors	442	- 19%	546



### 2.3.2.2.3. QHSE and safety standards for the construction of warehouses and yards

In addition, Bolloré Logistics has formalized its fundamental requirements in terms of QHSE for the design of warehouses and yards: a manual lists the standards required in the areas of QHSE and safety, which must be respected during the construction or extension of new warehouses, the modification of premises or when renting a warehouse. It also applies to yards (which adjoin warehouses).

The warehouses and yards operated by Bolloré Logistics have internal means of prevention, protection and intervention, comprising in particular:

- means of protection against fires (fire extinguishers, reinforced fire hoses, smoke extraction, etc.) based on the level of risk presented by the operations;
- procedures aimed at ensuring good general performance and a level of maintenance of the facilities;
- regular internal inspections to check the good condition and accessibility of fire-fighting means and emergency devices, compliance with safety rules, etc.;
- specific procedures such as the issuance of work permits before carrying out certain risky operations (e.g. working in hot spots);
- devices aimed at securing installations against the risk of malicious acts;
- specific certifications deployed for the transport of chemical products.

### 2.3.2.2.4 Health, safety & environment in our warehouses, sites and yards

In 2017, to prevent and reduce the risks linked to its operations, Bolloré Logistics created: the Health, Safety & Environment in Warehouses, Sites and Yards Operational Manual

143

This manual was updated in 2022 and lists all the methods and practical tools to have an overall HSE management system that performs well on a daily basis. This common tool for all countries ensures the protection of Health, Safety and the Environment, along with the Security of goods and people.

An indispensable operational tool to:

- Identify actions to be implemented;
- Define the prevention and protection measures for high-risk activities;
- Apply work methods to ensure the health and safety of goods and people.

Showcase Good Practices:

- Promote and develop an HSE culture;
- Involve employees in the decision-making process as regards HSE aspects.
- Deploy resources to incite all employees to adopt good health and safety practices and a respectful attitude towards the environment.

Prepare for emergency situations:

- Apply a methodology to effectively manage undesirable events;
- Identify the resources to be mobilized (human, material, etc.);
- Establish a suitable organization and simulations of actual situations;
- Integrate feedback to take corrective and preventive actions.

### 2.3.2.2.5. Emergency plans

Bolloré Logistics also puts in place emergency response plans, based on the results of risk assessments (mapping)

carried out by the entity with the aim of minimizing the possible effects of an accident or health, safety and environmental emergency. Emergency response plans are established in accordance with the guidelines from General Management. Performance monitoring processes, as well as corrective monitoring processes and objectives are put in place and the entity ensures that employees, including subcontractor staff working on the site, are correctly informed of the emergency response procedure.

**2.3.2.2.6. Training**

The sites continued to adapt their working and operating methods throughout the year, which may have played on the organization of professional risk prevention actions, especially as regards training sessions.

**2.3.2.3. Prevention of risks related to the transport and storage of dangerous goods**

Bolloré Logistics' QHSE Department specifically oversees safety and pollution risk management issues related to the transport and storage of goods classified as dangerous. Environmental management is therefore governed by the QHSE policy, in accordance with the ISO 14001 standard. The triple multi-site IMS certification (including ISO 14001, ISO 9001 and ISO 45001 certifications) was maintained in all regions in 2022, thus reinforcing its commitment (see Chapter 1, paragraph 1.2.1.4. Integrated Management System).

**Indicateurs proactifs HSE**

	HOURS OF HSE TRAINING 2023	% CHANGE VS 2022	HOURS OF HSE TRAINING 2022
Permanent personnel	60,000	- 4.6%	62,899
Temporary personnel and subcontractors	9,294	- 18.3%	11,386

Due to the challenges associated with local pollution risks, Bolloré Logistics is especially attentive to preventing industrial accidents and scrupulously supervises its storage and transport of hazardous materials operations throughout its supply chain. The management of dangerous goods is strictly governed by the division's policies and the QHSE operational manual, which includes risk assessment, prevention and control strategies, regulatory authorizations, acceptance terms and conditions, segregation, goods inspections, handling, as well as instructions and personnel training. In addition, Bolloré Logistics has implemented spill control and prevention measures, during all chemical product handling operations (loading/unloading, storage, transfer, etc.), in order to minimize the effects of chemical product spills on health and the environment, both on and off site.

Depending on the operations, the country of establishment or the specificities of the site, specific measures are introduced. For example, chemical product storage areas have spill containment means in order to control accidental spills and kits comprising absorbent products (granules, plates, absorbent booms) are made available. Contaminated materials are treated safely and adequately by a service provider specializing in the treatment of hazardous waste. Drip trays are available to hold leaking containers.

As indicated in the previous paragraph, the warehouses and yards operated by Bolloré Logistics have internal means of prevention, protection and intervention (see paragraphs 2.3.2.2.3., 2.3.2.2.4. and 2.3.2.2.5.).

Training dedicated to the handling and transport of dangerous goods is also provided to staff (IMDG, IATA, ADR, CFR49, etc.).

Intervention exercises are carried out by the entities in order to test the effectiveness of the procedures, as well as the emergency equipment available, but also to check that staff are aware of the rules to be followed.

With regard to the subcontractors responsible for transporting dangerous goods, they are selected from a list of qualified suppliers registered in the LINK Partner platform, the selection of which is based on several criteria according to the Vendor Management procedure (compliance with regulations, quality of service, qualification of staff, equipment made available in good condition, appropriate, properly maintained, etc.). Depending on the sensitivity of the dangerous goods to be transported, a pre-qualification audit may be carried out to check the information provided by the subcontractor (see Chapter 2 paragraphs 2.1.4.2.3. Road Freight Purchasing and 2.1.4.2.4. Purchases of Warehousing Services).



Emergency exercises are also carried out, especially on World Safety Day. (see Chapter 2.2, paragraph 2.2.1.1.4).

### 2.3.2.4. Optimization of Waste Management

Waste management is included into the QHSE policy. As such, the waste produced by the sites is treated in accordance with local regulations and the waste management procedures established by the entity, based on the guidelines set by the Corporate QHSE Department.

Thus, the Warehouse-Site-Yard Manager and local (O) HSE Coordinator establish, implement and maintain a waste management plan compliant with the regulation and procedures, and include the requirements below. Waste is recycled whenever possible. It is therefore crucial for waste to be placed in the right containers. Insofar as possible, the following types of waste are managed separately: Wood; Paper; Cardboard; Plastic; Metal. All waste items are placed in the corresponding container. Each container indicates which type of waste it can receive. If there is no indication on the container, it is considered as an OIW (Ordinary Industrial Waste) container and may receive any type of non-dangerous waste. The W-S-Y Manager ensures all debris and waste from the work zones are placed in the dedicated waste storage zone(s). The collection, transport, processing and elimination of waste is entrusted to specialized companies. The W-S-Y Manager ensures waste items are correctly processed and keeps the documentation pertaining to the waste produced by the W-S-Y according to its characteristics. Along with the local (O) HSE Coordinator, they both coordinate the collection, transport and monitoring of dangerous waste until its final elimination. The records are provided to local (O) HSE Coordinators for auditing and monitoring purposes. The local (O) HSE Coordinator supervises all the activities linked to waste management.

It must also be noted that 84% of Bolloré Logistics sites are ISO 14001 certified (see Chapter 1, paragraph 1.2.1.4. Integrated Management System). Each entity implements and maintains a waste management plan. The waste is entrusted to specialized companies in charge of transport and treatment (recovery, disposal, etc.). While awaiting collection, the waste is placed in appropriate packaging and stored in storage areas provided for this purpose.

In France, for example, the decree relating to the sorting and inventory of the 5 waste streams, as well as the traceability of hazardous waste via the government platform TrackDéchets apply in particular to simplify management and secure the channels.

In 2023, in a continuous improvement logic, a new project for a more refined analysis of waste flows at local level was initiated for all warehouses in France and Singapore, to start with. The aim is to reinforce local action plans in order to reduce the volume of non-recyclable waste

(analyze waste granularity to improve its recyclability, site audits and verify contracts with local service providers, raise the awareness of branches).

Accounting for waste is an integral part of extra-financial reporting. The results of the reporting make it possible to monitor the accounting of hazardous and non-hazardous waste at each site, to control its management in order to reduce production and increase the portion recovered or recycled. The waste reporting process has been strengthened in recent years, in particular by refining the analysis by waste sub-categories (more than 30 categories of waste identified), thus ensuring more detailed traceability of the waste reported, and by improving the coverage rate of the indicator.

This monitoring applies to "hazardous" waste (waste which, due to its reactivity, flammability, toxicity or other hazardous properties, cannot be eliminated by the same means as other waste without posing a risk to people or the environment) and "non-hazardous" waste (which poses no direct risk to people and the environment).

Details of the waste indicator reporting is provided in Chapter 3, paragraph 3.1.2. Given the change in business scope with the sale of the operations in Africa, the volume of waste dropped by 46% since 2022 for the current Bolloré Logistics scope.

Within the Bolloré Logistics network, some countries are more advanced and have already set targets, such as Singapore, which aims to reduce its waste tonnage by 10% and hopes to recycle 90% of its waste by 2025, or France, which aims to recycle 100% of its plastic waste by 2027. Targets which were achieved for the Bolloré Logistics France, BSL and Sogetra entities by 2023. And targets already partially achieved for the Singaporean teams who managed to reduce their volume of waste by 4% and achieve a recycling rate of 100% by the end of 2023. Also in order to harmonize commitments and involve all countries, the central teams are still working on setting waste goals for the entire company, in particular relating to the packaging used in transport and contract logistics operations, with the following targets:

- *reduction of packaging;*
- *sourcing of ecological materials;*
- *reuse of the packaging received with flows of incoming goods for outgoing flows*
- *increase the recovery of end-of-life packaging within the value chain;*
- *increase the recycling rate;*
- *develop products and customer services to combat single-use plastic.*

#### 2.3.2.4.1. Hazardous waste

Hazardous waste represents 6% of the total quantity of waste generated on site (stable percentage compared to 2022), or more than 571 tons out of the total weight of nearly 9,459 tons of waste in 2023.

The percentage of recycled or recovered hazardous waste reached 97%, including for example 12% infectious infirmity materials (syringes, dressings) and 7% contaminated water either recycled or recovered.



The percentage of certain categories of recycled or recovered hazardous waste has increased since last year thanks to initiatives led by the entities (selection of service providers, etc.).

For example, at global level, there was an increase in the recycling of WEEE waste, going from 3 to 14 tons of WEEE recycled. Thus, in France, the company has established a long-term partnership with the adapted company Recyclea, which offers services related to the end-of-life of computer equipment while allowing the inclusion of people with disabilities, and has made it possible to recycle 72.2 tons of WEEE since 2015, with the reuse of more than 10,000 IT hardware units for Bolloré Logistics France and the head office ITD. A circular economy specialist for more than ten years, Recyclea obtained the Committed CSR label at Exemplary level issued by Afnor Certification in March 2022, for a period of three years (see paragraph 2.3.3.3.1.2. Overall management of the reduction plan, Green IT point).

More innovative actions are also being rolled out. Since late 2022, a pilot project has brought together customers from the hospital sector based in French overseas territories, as well as pharmaceutical laboratories and packagers to find a solution to the problematic situation of Healthcare waste packaging used to keep medical products cool. In Reunion Island, for example, 27 tons need to be incinerated every six months due to the lack of recovery infrastructures for this type of waste. Bolloré Logistics is currently working on developing a process combining transport offering, warehousing and management of customs formalities, the aim of which is to make it possible to reuse this specific type of packaging and give packagers the option to re-qualify them by organizing their reintegration into the circuit for a new use. This innovative project should be operational during 2024.

#### 2.3.2.4.2. Non-hazardous waste

Non-hazardous waste represents the great majority of the total quantity of waste managed on the sites, namely 94%. It should be noted that a large proportion of the non-hazardous waste accounted for in warehouses concerns packaging (particularly plastic and cardboard) related to the on-site reception of customer goods. 64% of non-hazardous waste is recycled or recovered.

Overall for 2023, there was an increase in the recycling or recovery of non-hazardous waste compared to 2022 (comparison based on the same scope): cardboard (from 2,371 tons in 2022 to 2,495 tons of cardboard recycled or recovered in 2023, five additional entities having carried out this type of recycling for the first time that year), paper (from 252 tons in 2022 to 282 tons of paper recycled or recovered in 2023, five additional entities having also started this type of recycling for the first time that year) and even plastic (from 205 tons in 2022 to 216 tons in 2023). Bolloré Logistics has also rolled out processes to recycle or recover food scraps: 257 tons of this type of waste was recycled or recovered in 2023.

At local level, the entities are multiplying actions to increase the recycling rate.

Similarly, in Malaysia, the entity developed a process in 2022 which has allowed it to achieve a non-hazardous waste recycling rate of 58% in 2023, going from 114 tons to 153 tons in one year.

On the Roissy-CDG site in France, for example, metal recycling increased from 73% in 2022 to 100% in 2023, and that of cardboard and paper from 72% to 100%. Similarly, 77% of the plastic waste generated on the site is now recycled, compared to 73% in 2022.

In France, due to the actions undertaken in the field, the objective to increase the recycling of waste generated by the activities on French sites by 2% per year set by Bolloré Logistics as part of its commitments for the Act4nature France initiative was reached over this scope with a 30% increase in waste recycling or recovery over two years. This initiative by the French teams made it possible to strengthen this commitment with the objective of increasing the recycling or recovery of waste generated by the activities of French sites by 10% by 2025.



#### 2.3.2.4.3. Immediate recovery within buildings and circular services

At the same time as improving waste monitoring, sorting and recycling processes within the entities, the approach to optimize waste management at Bolloré Logistics is reflected through other levers:

- **fight against waste:** *the reuse of consumables, thus avoiding wasting them, has increased within warehouses. In Vietnam, Taiwan, China, Singapore, Canada, the United States, Australia, New Zealand, the United Arab Emirates, Austria and Thailand, there are more than 3,000 tons of wooden pallets used for incoming flows which are reused for other outgoing flows. Other actions concerning the reuse of used cardboard boxes by shredding them (internally, using dedicated machines) to cushion products in packages. In a warehouse operated by Bolloré Logistics in Delhi, used paper is crushed by a machine, then reused to pack products in packages to replace plastic bubble wrap (200 kg of plastic avoided since January 2023). In Singapore, the thermal covers used for a customer of the healthcare sector are reused from incoming shipments for outgoing shipments. Only thermal covers that pass the quality test are reused to avoid any contamination risk. For a luxury customer, the plastic film used to protect packages during local transport within the same country was replaced with reusable covers, which make it possible to avoid 600 kg of plastic. Other existing solutions concern the repair of wood pallets, and even their reuse to produce new products and uses. For example, in Malaysia, old pallets were used to build a packaging station in the Shah Alam warehouse, thus avoiding 35 kg of wood destined for landfill. Awareness workshops around upcycling are also organized with the employees, such as in Singapore. In Shanghai, China, the teams assisted their customer in the luxury fashion sector to identify a service provider with specific technology to recycle unsold items (nearly 1,200 pieces in 2023), allowing textile waste to be turned into fabric storage boxes.*
- **promote circularity:** *in France, for the local flows of a leader in the luxury sector, reusable pallet covers specially designed for this customer were developed by B.Lab and deployed via the REcycle digital platform, thus helping to put an end to single-use plastic. In 2023, over 6,600 circular services were thus recorded through the REcycle digital platform, which made it possible to avoid the use of 5.5 tons of plastic since 2022 (see paragraph Packaging optimization and development of circular economy projects in section 2.3.3.3.5.2.2. Design of low carbon logistics networks and eco-responsible supply chain solutions). Note that for recyclable consumables, Bolloré Logistics aims to constantly increase the recycling rate via suitable channels, whenever there is no circular solution implemented. For example, on the Roissy-CDG site in France, a partnership with Valopteam makes it possible to recover and recycle 100% of plastic films.*

#### 2.3.2.4.4. Getting employees and customers involved in waste issues

In addition to regulatory obligations and compliance with ISO standards, Bolloré Logistics has developed systems to ensure all employees are involved as regards waste issues.

Moreover, through conducting the global AcTogether challenge steered by the head office CSR Department, and led locally by the regional CSR managers and ambassadors, employees were encouraged to launch initiatives throughout the year (for more details on AcTogether, see Chapter 1, CSR Program of Bolloré Logistics 1.3.3., paragraph 1.3.3.6.. The AcTogether challenge).

In the context of AcTogether, 204 actions linked to waste management, facilitating the implementation of the 4R policy (reduce, reuse, repair, recycle), or centered around eco-responsible packaging, were finalized in 2023. With heavy employee involvement, these actions allowed us to avoid 51 tons of CO<sub>2</sub>e. Concretely over the whole network, Bolloré Logistics entities have multiplied their actions on the packaging used in warehouses for contractual transport and logistics activities (reusable containers, reuse of consumables, reference optimization, environmental criteria in the procurement process). The teams have also worked on the processes, including in offices (accelerated digitization, improvement of sorting, second life through donations, awareness of eco-gestures). Overall in 2023, significant gains were recorded such as 21 tons of plastic, 7 tons of cardboard and 9 tons of paper avoided and 86 tons of waste collected for the purposes of circular economies.

Finally, on sites where the contractual logistics activity dominates, sustainable development roadmaps were defined for key account customers to optimize and reduce packaging (see paragraph Packaging optimization and development of circular economy projects in section 2.3.3.3.5.2.2. Design of low carbon logistics networks and eco-responsible supply chain solutions).



### 3 CONTRIBUTING TO THE FIGHT AGAINST CLIMATE CHANGE, IMPROVING AIR QUALITY AND PRESERVING NATURAL CAPITAL

#### Carbon footprint Bolloré Logistics 2023

##### 2023 report on Bolloré Logistics' greenhouse gas emissions

2.6 MILLION TONS OF CO<sub>2</sub>e

Less than 1%

#### SCOPE 1

Direct emissions  
11,417 tons of CO<sub>2</sub>e

- 68% Consumption of owned vehicles and company cars
- 16% Other direct fossil fuel emissions
- 16% Fugitive emissions

Less than 1%

#### SCOPE 2

Indirect emissions related to electricity consumption (*market based*) and heat networks  
18,438 tons of CO<sub>2</sub>e

Less than 1%

#### SCOPE 3 - UPSTREAM

Indirect emissions  
14,021 tons of CO<sub>2</sub>e

- 37% Business trips
- 49% Upstream energy
- 14% Waste generated by the sites

98%

#### SCOPE 3 - DOWNSTREAM

Indirect emissions related to transport services  
2,625,595 tons of CO<sub>2</sub>e

- 58% Air transport services
- 28% Ocean transport services
- 14% Road transport services

For the methodological aspects, details are provided in Chapter 3 paragraph 3.1.2. All environmental indicators are described in Chapter 3 paragraph 3.2.

The methodology to calculate GHG emissions for scope 3 linked to transport subcontracted by Bolloré Logistics was reviewed in 2022 (see section 3.1.2. Environmental reporting methodology note). The carbon footprint items and environmental indicators are checked by an independent third-party organization as part of the annual CSR reporting campaign, including scope 3 downstream.

#### 2.3.3.1. Climate Strategy Policy and Governance

Bolloré Logistics develops its operations based on the policies of its parent company, the Bolloré Group. At subsidiary level, the climate strategy is managed by the Corporate CSR department of Bolloré Logistics with its Chairman and CEO as sponsor. It is integrated into the company's strategy defined and led by its Executive Committee.

**• At parent company level**

At Bolloré Group level, CSR issues, including those related to the climate, are governed by 4 components: the Executive Committee, the Ethics, CSR and Anti-Corruption Committee, the Group CSR Department and the CSR network, including that of Bolloré Logistics (central corporate CSR Department and regional and local CSR network) (See section Governance matrix 1.1.2).

Reporting to the Finance Department, the Bolloré Group CSR Department coordinates the CSR strategy with the support of dedicated bodies, by the presence of the CSR Director within the Executive Committee, Risk Committee, and the Ethics, CSR and Anti-Corruption Committee, along with the extra-financial performance declaration to the Board of Directors. In terms of corporate governance, Bolloré Group refers to the Corporate Governance Code for Listed Companies, drawn up by Afep and Medef.

The in-depth analysis of the physical risks associated with climatic issues which was completed at the end of 2022, beginning of 2023, was taken into account in the global Bolloré Group risk management processes in order to meet the requirements of the new European regulation concerning the classification of "sustainable" economic activities within the meaning of the taxonomy. The performance of projects led as part of the CSR policy, including climate-related issues, is monitored weekly by the Financial and CSR Departments.

Monitoring of extra-financial performance is carried out throughout the year through the coordination of different Group priority projects (for example: preliminary work to establishing the Group climate strategy, the mapping of human rights risks and the application of the taxonomy regulation, etc.). Risk management interviews are led by the CSR Department at the head office with the business line representatives in charge of managing priority risks, and, locally targeted themed questionnaires also provide information on the Group's performance and of its divisions. The annual results are consolidated during the extra-financial reporting campaign deployed within the Group entities throughout the world. The list of questions and performance monitoring indicators updated in 2019 to best illustrate the control of priority CSR and social risks of the Bolloré Group was stabilized in 2020 and is subject to dedicated analysis to keep reinforcing their reliability. Whenever relevant, these indicators are applied within the whole Group and/or are adapted specifically to the divisions according to their own issues. As per the reporting and publication requirements concerning information on the company's CSR performance, the compliance of Bolloré Group's extra-financial performance declaration as regards the identified priority CSR risks and the sincerity of the information presented is subject to verification (quantitative audits and qualitative interviews) conducted by a certified independent third-party organization.

**• At Bolloré Logistics business unit level**

The Bolloré Logistics Central Executive Committees and the regional Bolloré Logistics Executive Committees assess and steer the climate strategy.

At Bolloré Logistics, it is therefore the Chairman and CEO who is the leader and sponsor of the Powering Sustainable Logistics CSR program. Together with the Executive Committee, he approves and promotes the CSR strategy defined by the CSR Department internally. The CSR Department of Bolloré Logistics, headed by the CSR, Organization and Methods Director who reports to the Chairman and CEO, defines and recommends the climate strategy on the basis of the dialog established with its internal and external stakeholders.

In a participatory manner, the climate strategy is the subject of exchanges, consultation, internal workshops with central and local management, expert central departments (purchasing, operations, real estate, sales, QHSE, etc.), regional CSR managers, working groups dedicated to offering eco-responsible supply chain solutions and the business unit's CSR Committee.

The CSR Committee is made up of internal experts from all geographic areas and all business lines of the company (ethics and compliance, QHSE, marketing and sales, freight purchases and non-production purchases, supply chain, real estate, HR, legal, etc.). The Committee meets once a year and forms a large network of ambassadors.

At the same time, multi-expertise international working groups focused on sustainable transport and logistics solutions make it possible to develop the product and service offer more specifically. Workshops are regularly organized to bring together both local operational and CSR teams and central department teams from the Purchasing and Operations Department in charge of designing and implementing solutions, as well as the Sales, Marketing-Innovation, Supply Chain and CSR Departments.

Externally, the relationships established on a very regular basis with, on the one hand, the suppliers, either directly or through participation in the sectoral initiatives undertaken on these issues and, on the other hand, the customers, throughout the life cycle of the contract, especially through innovations aimed at reducing carbon emissions, feeds into the climate strategy.

The climate strategy is submitted to the Central Executive Committee of Bolloré Logistics for approval, of which the CSR, Organization and Methods Director is a member, as well as the general managers of the regions. Bolloré Logistics' Executive Committees (Headquarters and Regions) are consulted and take key decisions related to the strategy, major action plans, risk management policies, annual budgets and business plans, as well as capital and operating expenses relevant to climate-related issues. Consequently, the Executive Committees have direct control over these issues. The monitoring of climate strategy issues is systematically addressed at each Executive Committee meeting, both at Bolloré Logistics headquarters and in the regions. The performance, especially environmental, is reviewed during these meetings over both the global scope and regional results. Note that all the members of the COMEX took part in a Climate Fresk workshop in December 2021.

The roadmaps and achievements in terms of the objectives defined, are systematically addressed at each Executive Committee meeting, both at Bolloré Logistics headquarters and in the regions.

The next step consists in integrating sustainable development criteria (already included in the ethical aspect, see Chapter 2.1) and in particular contribution to the climate strategy in the remuneration of local managers. This is why, as a first step, a pilot project was set up in late 2021 across the entire Asia-Pacific region, impacting the compensation of top management in the region, including country directors and top agency, sales, operations managers, based on several criteria: commitment of the entity's teams in terms of achievement in dedicated programs (AcTogether, specific training) and individual KPIs on sustainable development. In 2022, the criteria were strengthened by requiring the addition of an ambitious commitment to sustainable development in the budget presentation for each country entity, in line with the overall objectives defined by Bolloré Logistics, including the reduction targets set for its 3 scopes.

Moreover, apart from regular regional performance reviews – in particular carbon on scopes 1, 2 and 3, each region must present a climate performance section in its annual budget report.

## 2.3.3.2. Identification of risks, opportunities and impacts relating to climate issues

### 2.3.3.2.1. Description of climate risks included in the strategy and the organization and opportunities

Global warming and atmospheric pollution are major risks in the transport and logistics sector, requiring a profound transformation to move towards decarbonization, a source of opportunities.

At the Bolloré Group level, risk mapping has been the subject of several studies both in terms of vigilance risks and the Group's CSR risks and opportunities, including those related to climate change. Bolloré Logistics representatives (management, support functions, operations) are included in the identification and analysis process. These items are described in the "Mapping of extra-financial risks" section, Chapter 1, paragraph 1.3.3.2.

In connection with this approach, Bolloré Logistics has identified risks and opportunities linked to climate change in the short, medium and long term:

### Stronger commitments to face environmental issues

Bolloré Logistics has included climate issues and those related to natural resources in its strategy. The company is engaged in a global race, involving all players in the supply chain. Supporting its customers in the transformation of the supply chain, which is definitely geared towards CO<sub>2</sub> efficiency, is a daily challenge for its teams, who are highly involved.

Bolloré Logistics has been publicly committed for several years to fighting against climate change through carbon reducing targets set for all its GHG emissions scopes and in line with the trajectories recommended by the Science Based Targets initiative. To reinforce its policy, Bolloré Logistics has officially committed towards the SBTi by submitting its letter of commitment in July 2022.

As part of the sale of its operations in Africa which were closed in 2022, Bolloré Logistics drew up its new reduction targets in 2023, based on its total carbon footprint, calculated over its new scope. With the support of a firm specialized in carbon strategy and by adopting the tools and latest sectoral recommendations of the SBTi, Bolloré Logistics has set itself short-term reduction targets. The submission of the targets to the SBTi was carried out

in October 2023 and follows the validation process planned for finalization at the end of the 1st quarter of 2024.

- Scopes 1 and 2: reduction target aligned with the 1.5° trajectory, which sets a GHG emissions reduction target of 44% for its scopes 1 and 2 in absolute terms by 2030 (baseline: 2022).
- Scopes 3 downstream (GHG emissions linked to carrying out our transport services): reduction target aligned with the WB2C trajectory, which sets a GHG emissions reduction target of 21% for its scope 3 in absolute terms by 2030 (baseline: 2022).

At the same time, Bolloré Logistics is continuing its work to define global targets for the packaging used in transport and contract logistics operations in order to focus its actions on quantified objectives relating to reducing waste, ecological materials for the sourcing of packaging, systematic recycling and/or recovery, and the fight against single-use packaging, especially plastic.

- *short-term risks (e.g. reputation risk: decline in revenue linked to a drop in demand for services) and opportunities (e.g. reduced operating costs due to optimization, marked differentiation due to sustainable service offerings);*
- *medium-term risks (e.g. increased investment costs, increased operating costs);*
- *long-term risks leading to structural changes within the organization and the business model.*

To better understand the impact of climate change on its operations, Bolloré Logistics carried out a first study in early 2020 to analyze the physical risks for its sites in the face of climate change. This study was conducted at all of its GPS coordinates worldwide, for owned and leased sites. Carried out by a research firm, an expert on these issues, these analyzes and projections made it possible to identify the risks and levels of exposure of the sites faced with the following elements: rise in temperatures by 2035 based on the RCP8.5 climate model, risk of marine submersion, risk of flooding by rivers overflowing or increase in rainfall by 2030-2035 and current risk of cyclones.

At the end of 2022, beginning of 2023, in the context of assignments steered by the Bolloré Logistics parent company's CSR Department, a second physical risk analysis was conducted. The aim was similar, namely: identify the physical risks linked to climate change that may have a significant impact on its operations and build, simultaneously to its approach to reduce the environmental impact of its activities, an adaptation strategy in order to work towards protecting its facilities, reducing the impact of natural disasters on its operations and protecting its employees.

Thus, an analysis of the exposure to 12 chronic and acute climatic contingencies, classified by the European taxonomy, was deployed over a panel of 318 Bolloré Logistics sites, i.e. 88.8% of the total number of sites. The study was conducted on the RCP8.5 and RCP2.6 scenarios of the IPCC, at the 2030 and 2050 horizons (see focus on next page).

These studies showing globally similar results, are in line with the 4<sup>th</sup> point of the Bolloré Logistics Responsible Building Charter: "Adapt real estate to climate risks by strengthening its resilience". This has led to targeted adaptation projects according to site vulnerabilities, and action plans, which are gradually taking shape. Directly linked to the risk of rising temperatures, the climate plan to reduce GHG emissions for scopes 1 and 2 is an example of an action plan. For more details on the sustainable real estate policy, see paragraph 2.3.3.3.

In addition, in order to adapt operational activities in the face of external events affecting the supply chain, including natural disasters, the Upwind digital platform, linked to the system for tracing and tracking goods shipment flows, offers an alert and monitoring service which includes business continuity plans. For more details on the Upwind solution, see paragraph 2.3.4.2.



## Bolloré Logistics locations: analysis of physical, chronic and acute risks in the face of climate change

At the end of 2022, beginning of 2023, in the context of assignments steered by the Bolloré Logistics parent company's CSR Department, a second physical risk analysis was conducted. The analysis of the exposure to 12 chronic and acute climatic hazards, classified by the European taxonomy, was deployed at Bolloré Logistics sites. The study was conducted based on the RCP8.5 and RCP2.6 scenarios of the IPCC, at the 2030 and 2050 horizons. The RCP8.5 scenario was chosen, i.e. the most pessimistic scenario for the concentration of greenhouses gases in the atmosphere on the scale of possibles, to identify the main exposure risks on the 2050 horizon. The exposure was not assessed for contingencies identified as not posing any perceived significant risk. These hazards were modeled on all types of sites (offices and branches, warehouses and logistics sites) with the help of an expert firm.

For each of these contingencies, the exposure of each site was determined by associating two components:

- 1. *absolute exposure: comparison of the site's exposure on the different time horizons compared to physical risk thresholds,*
- 2. *relative exposure: variation in the site's exposure on the different time horizons compared to the historic period,*

For example: the "heatwave" hazard corresponds to the number of days per year with a "wet bulb temperature" above 30 °C, that is a temperature that makes working outside unbearable. It was thus considered that from 90 days per year exceeding this threshold, the risk exposure level would be "very high".

As regards the results of the exposure to physical risks in 2050 (RCP8.5), the exposures were determined both for each hazard (12) and for each site (318 targeted in total in the study, i.e. 88.8% of the total number of sites), that is 3,826 exposures in total for each type (absolute and relative). 17% of absolute exposures obtained are classified as "High" or "Very high" (709 exposures),

distributed across 306 sites.

Among the 233 sites with a "Very high" exposure for at least one contingency on the 2050 horizon, this is due to:

- *heatwave contingencies and thermal stress in 46% of cases;*
- *drought contingencies and water stress in 33% of cases, which Bolloré Logistics operations are not very vulnerable to;*
- *cyclone, forest fire, flood and tornado contingencies in all other cases (21%)*

This site exposure analysis work is a first step in analyzing physical climate risks. It will be completed by an analysis of site vulnerability to these risks in order to assess whether the high exposure levels observed translate into actual risks for working conditions, safety and/or business continuity. This vulnerability analysis work will also aim to quantify the financial impacts of the risks mentioned, by taking into account the accounting value of the assets and the impact on operational loads. Finally, the last step will consist in defining the dedicated adaptation plans by exploring all the measures to be established on the sites in order to reduce their vulnerability to physical climate risks. The mitigation of the environmental impacts of the activities continued through the climate action plans in place.

It should be noted that this type of study is already carried out for new construction by the Real Estate and Infrastructure Department. In addition, the information and alert system developed by Bolloré Logistics, called Upwind, makes it possible to identify these hazards as early as possible, and to prevent and anticipate them with business continuity plans.

*For more details on Upwind, see paragraph 2.3.4.2.*

**Climate risks included in the strategy and the organization**

TYPES OF RISKS RELATED TO GLOBAL WARMING	CHARACTERISTICS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>TRANSITION RISKS</b></p> <p><b>Current and looming regulations</b></p>	<p>At Bolloré Group level, and therefore at Bolloré Logistics level, the management of environmental risks related to operations takes full account of the laws and regulations in force. Bolloré Group actually operates in a strict regulatory environment, in particular through the duty of vigilance and the European directive on the reporting and publication of information on the company's CSR performance, including climate issues. In terms of extra financial reporting, the latter is changing with the European directive on the publication of sustainability information (Corporate Sustainability Reporting Directive – CSRD) Moreover, the duty of vigilance at European level will also influence the implementation of strategies.</p> <p>As regards the transport activities of Bolloré Logistics, regulatory changes, in particular in Europe, in favor of combating climate change have an impact on the operations, with on one hand the transport capacity providers, and on the other hand with the customers.</p> <p><b>"Fit for 55. Fit-for-55"</b>: European climate law which sets a new target to reduce greenhouse gas (GHG) emissions by at least 55%, by 2030. The European green pact covers several initiatives:</p> <ul style="list-style-type: none"> <li>• REFuelEU Aviation: minimum SAF (sustainable aviation fuel) incorporation rate in kerosene of 2% in 2025, 20% in 2035, 34% in 2040, 42% in 2045 and 70% in 2050. Moreover, a specific proportion of the fuel mix must include synthetic fuels such as e-kerosene (1.2% in 2030, 2% in 2032, 5% in 2035, to gradually reach 35% by 2050).</li> <li>• FuelEU Maritime: still under discussion, aims to define mandatory targets to reduce emissions for ships: 2% in 2025 to reach an 85% reduction by 2050. This measure will apply to ships with over 5,000 tons gross tonnage, representing 55% of ships, which are theoretically responsible for 90% of CO<sub>2</sub> emissions, and all the energy used onboard the ships in or in between European Union ports. It will also concern 50% of the energy used during journeys from ports located outside of the European Union bound for the latter or the outermost regions. Within this general rule, the fuel mix will need to contain at least 2% e-fuels by 2034.</li> <li>• Border Adjustment Mechanism (CBAM).</li> <li>• Tertiary buildings: the "Fit for 55" package will contribute to improve the energy efficiency of buildings located within the EU.</li> </ul> <p><b>Quota trading system for greenhouse gas emissions within the Union</b></p> <ul style="list-style-type: none"> <li>• Maritime: inclusion of all journeys, including extra-community, within the EU-ETS</li> <li>• Air: intra-European transport, gradual removal of free quotas starting in 2024</li> <li>• Road: future creation of an "ETS-Bis" carbon market for road transport (EQTS II as of 2027)</li> <li>• New, future European Commission proposals to modernize and better secure maritime transport, as well as limit ship pollution</li> <li>• Revision of EU CO<sub>2</sub> norms for heavy vehicles</li> </ul> <p>Apart from the regional regulation, such as the European regulation described above, some states are speeding up the process. This is the case for France, where 1% SAF is mandatory since 2022. On top of the regional and national regulatory changes, the international sea and air sectoral organizations have also committed to the path to decarbonization by setting targets for the sector.</p> <p><b>IMO commitment</b>: two intermediate targets. The first is to reduce CO<sub>2</sub> emissions per transport activity by at least 40% by 2030, by continuing the efforts to reach a 70% reduction by 2050, compared to 2008. The second is to reduce the total volume of annual GHG emissions by at least 50% by 2050, compared to 2008.</p> <ul style="list-style-type: none"> <li>• Since January 1, 2023, it has become mandatory for all ships to calculate their energy efficiency index for existing ships (EEXI), so as to measure their energy efficiency and start gathering data to declare their operational, annual carbon intensity indicator (CII) and obtain their CII rating.</li> <li>• Air Emissions Control Areas established by the International Maritime Organization to reduce air pollution in specific maritime areas (ECA).</li> </ul> <p><b>ICAO Commitment</b>: in late 2022, the International Civil Aviation Organization (ICAO) adopted the zero net emissions by 2050 as the climate target for international civil aviation.</p> <ul style="list-style-type: none"> <li>• technological development of devices, operational improvement, integration of alternative energies</li> <li>• CORSIA program: voluntary system for reducing and offsetting increases in CO<sub>2</sub> emissions from international civil aviation compared to 2020 levels. This process will become mandatory by 2027.</li> </ul> <p><b>Service sector (buildings)</b></p> <p>Regulations aiming to reduce the carbon footprint of buildings are multiplying and affect the sites operated by the company. As an example in France:</p> <ul style="list-style-type: none"> <li>• Energy regulation: French Decree No. 2017-918 on energy performance gains; Article 173-VI of the Law on Energy Transition for property asset managers; Environmental Law "Grenelle II" No. 2010-788, Article 3 on energy efficiency renovation; European Directive 2012/27/EU on energy efficiency audits.</li> <li>• French regulations on the thermal efficiency of buildings: the 2012 regulations identify three main risks (global warming, energy supply and shortage of resources).</li> <li>• Elan law and Tertiary Decree: obligations to reduce the energy consumption of buildings for tertiary use. In this context, the Tertiary Decree of July 23, 2019 (or tertiary green energy system) obliges owners and operators of tertiary buildings with more than 1,000 sqm of floor area, to reduce the final energy consumption of their fleet by 40% by 2030, 50% by 2040 and 60% by 2050. The "absolute terms III" draft Decree completes the energy consumption reduction targets by 2030 for new building categories subject to the Tertiary Decree.</li> <li>• Installation of Building Management Systems (BMS) in the context of the Bacs Decree.</li> </ul> <p>At company level, regulatory changes are part of the regulatory watch carried out. They are duly taken into account in the risk mapping so that the impacts can be assessed and included in the strategy where required.</p>

TYPES OF RISKS RELATED TO GLOBAL WARMING		CHARACTERISTICS
TRANSITION RISKS	Technology	<p>Technological innovation is crucial to ensure the energy transition of the transport and logistics sector towards decarbonization. Among Bolloré Logistics customers, some are increasingly demanding with regard to the CO<sub>2</sub>e efficiency of transport services, also in terms of atmospheric pollutants. It is therefore essential for Bolloré Logistics to support the promotion of technological innovations. However, these innovations are still not widely available on the markets, meaning the risk linked to the competitive environment increases.</p> <p>In the transport sector, innovations, making it possible to offer low carbon solutions, are being developed for all modes of transport: SAF for air transport, alternative energies for sea transport, various solutions including electric for urban delivery – aka last kilometer deliveries. The increasing private and regulatory demand for some alternatives, such as SAF, will have a growing impact on price fluctuations.</p> <p>The local context must be studied in depth. For example, although electric may prove to be the most beneficial, it should be reviewed based on the energy mix of the country. The same is true for hydrogen if the electricity does not come from a renewable source. In addition, the extraction of rare metals and the end of life of the materials used generate other issues in terms of sustainable development.</p> <p>On the whole, for national road transport and international sea and air transport, alternative solutions to traditional fuels are emerging but are still very limited, especially as regards availability.</p>
	Market	<p>Changes in industrial strategies to address climate change and their commitments to reduce their carbon footprint, including those on scope 3, have a direct impact on Bolloré Logistics' operations in terms of designing solutions.</p> <p>By organizing the international transport of goods, which includes the common variables of cost and deadlines, Bolloré Logistics is now becoming a supply chain organizer, which must be efficient from operational, service quality and carbon reduction points of view. The environmental variable has also been added to the standard variables, and in some cases has even replaced them. In a very competitive market, the environmental variable and more specifically the carbon variable is a differentiation point.</p>
	Reputation	<p>Including climate issues in industrial strategies has changed the expectations of Bolloré Logistics customers with regard to responsibility and the role of the company to create a lower carbon economy. In addition to the transport solutions offered, Bolloré Logistics customers are also very sensitive to the company's general CSR policy, concerning its own resources and the management of its stakeholders. Anticipating and responding to these new customer expectations, particularly in the fight against climate change and the preservation of natural capital, makes it possible to create environmental and social value, sources of business opportunities.</p>
PHYSICAL RISKS	Acute	<p>Physical risks related to external events resulting from climate change may have financial implications for Bolloré Logistics. The two physical risk analyses of its sites in the face of climate change, conducted in 2020 and 2023, showed, among other things, a very high exposure to heat waves and heat stress contingencies for 46% of sites on the 2050 horizon, as well as cyclone, forest fire, flood and tornado contingencies in all other cases (21% of sites).</p>
	Chronic	<p>A chronic increase in temperatures may lead to increased energy and capital expenditures necessary to ensure employee comfort and maintain product integrity.</p>

**2.3.3.2.2. Different impacts depending on the nature of the risks, with profound changes for all**

Whether related to transition risks or physical risks, the impacts are likely to change in an increasing manner for the short and medium term. For example, a chronic increase in temperatures may lead to increased energy and capital expenditures necessary to ensure employee comfort and maintain product integrity.

In addition, changes to national and international regulations as well as to sectoral regulations regarding GHG emissions and atmospheric pollutants linked to transport, with in particular additional taxes, will have a direct impact on the company's margins and competitiveness.

On the other hand, taking into account the environmental issues of the supply chain, included in the Bolloré Logistics strategy, represents a definite competitive advantage. Industrial customers are, in fact, increasingly involved with climate issues and are becoming particularly aware

of the company's low carbon solutions offer, as well as its support during the design and execution of a logistics system with sustainable characteristics, reducing the impact on the environment. Similarly, investing in a sustainable real estate policy since 2012, which was strengthened in 2019 with the creation of the "Bolloré Logistics Responsible Building" Charter, is likely to increase the future value of its assets, in particular with the inclusion of environmental standards and labels for all new construction (for more details on the sustainable real estate policy, see paragraph 2.3.3.3.3.). Thus, the negative implications as well as the opportunities induced by climate change are thus increasingly intertwined in the daily operations of Bolloré Logistics.



### 2.3.3.3. Adaptation and mitigation measures to increase our resilience: climate action plan and development of the low carbon supply chain solutions offer

#### 2.3.3.3.1. CO<sub>2</sub>e reduction target aligned with the 1.5 degree trajectory for scopes 1 and 2

In the context of deploying the CSR program Powering Sustainable Logistics, Bolloré Logistics has been publicly committed for several years to fighting against climate change through carbon reducing targets set since 2018. To reinforce its policy, Bolloré Logistics officially committed to the Science Based Targets initiative by submitting its letter of commitment in July 2022.

As part of the sale of its operations in Africa which were closed in 2022, Bolloré Logistics drew up its new reduction targets in 2023, based on its total carbon footprint, calculated over its new scope. With the support of a firm specialized in carbon strategy and by adopting the tools and latest sectoral recommendations of the SBTi, Bolloré Logistics has set itself short-term reduction targets respecting the 1.5° trajectory. The submission of the targets to the SBTi was carried out in October 2023 and follows the validation process planned for finalization at the end of the 1st quarter of 2024. As regards scopes 1 and 2 of its GHG emissions, Bolloré Logistics has once again set a reduction target in line with the 1.5° trajectory. The target sets a GHG emissions reduction goal of 42% for its scopes 1 and 2, in absolute by 2030 (baseline: 2022).

Scopes 1 and 2 represent:

- *scope 1: emissions related to fuel from owned vehicles, machinery and equipment, fuel consumed by company vehicles (including long-term rental contracts) and refrigerants from cold rooms and air conditioning systems;*
- *scope 2: emissions related to the purchase of electricity for buildings (owned and leased), machinery and equipment and produced by heat networks.*

#### 2.3.3.3.1.1. General roadmap: including CO<sub>2</sub>e efficiency in capital and operating expenditure

To achieve its initial reduction target already aligned on the 1.5° trajectory, Bolloré Logistics established in 2018 a global roadmap presented and approved by the Executive Committee. It combines solutions focused on human behavior along with technological solutions:

- *for all Bolloré Logistics sites: annual eco-friendly gesture campaigns, "Green IT" actions, annual inter-country AcTogether CSR challenge, reinforcement of the sustainable real estate policy, guidelines on the replacement of vehicle fleets (for transport, handling, service, function) through more environmentally efficient solutions, optimization of air-conditioning systems, low carbon equipment, insulation, budget guidelines for investments and*

*expenses contributing to carbon reduction targets;*

- *additionally, for countries with the highest scope 1 and 2 emissions: specific action plans with defined objectives, energy analysis of key sites, control and optimization of electricity consumption in warehouses and offices via technical management and artificial intelligence solutions, installation of renewable energy equipment, purchase of green electricity (EAC and REC/GO).*

#### 2.3.3.3.1.2. Overall management of the carbon reduction plan and collective dynamics

The climate plan has been applied since 2018 within the Bolloré Logistics network, following the formalization of its first commitments. First of all, in order to help the priority countries with their scopes 1 and 2, representing respectively 86 % and 74 % of the GHG emissions produced by Bolloré Logistics operations (percentage of the first carbon reduction target over the baseline year), personalized support was provided by the head office teams for the benefit of the local entities. Thus, in 2019 and 2020, with the help of a firm specializing in carbon strategies, a carbon and energy analysis was carried out with local teams, along with the drafting of carbon reduction action plans, adapted to the country profiles and operations.

- *Three central themes are integrated in the approach which focuses around buildings, heating and/or air-conditioning systems, as well as the fleet of company-owned and long-term lease vehicles and machinery.*
- *Three cross-functional and complementary areas of focus are activated: sobriety, energy efficiency and renewable energy.*

This approach was then generalized to all countries in the network.

In the first half of 2023, a detailed analysis on the previous year made it possible to revise the list of priority countries as regards scopes 1 and 2 emissions across the new Bolloré Logistics scope, taking into account the sale of operations in Africa. Thirteen priority countries were thus identified, distributed across all the regions (including 6 in Asia-Pacific), and representing 85% of the total CO<sub>2</sub>e emissions for scopes 1 and 2. The carbon footprint of the Asia-Pacific region activities is the largest, representing 48% of the total scope 1 and 2 in 2022. An analysis of the electricity consumption per site also made it possible to orient the climate action plan in a new additional direction focused on the 20 most energy-intensive warehouses.

In addition, energy audits were carried out in several countries, either in accordance with local regulations or voluntarily, notably in 2023 in the United Kingdom, Canada and Reunion Island, France. In France, the operational application of the Tertiary Decree reinforces the climate action plan undertaken and extends it to all sites. Note that France is in second place in terms of electricity consumption, due to the density of the network.

Overall, the management of the climate action plan, covering the entire network, can be seen in particular in:

- *At regional level: monitoring by regional CSR managers of the progress of projects together with local CSR managers at country level, when the function exists, and with local country directors. Furthermore, energy efficiency and carbon reduction are key themes in the AcTogether challenge hosted locally.*
- *At central level: quarterly meetings led by the corporate CSR department with regional CSR managers on the level of progress of action plans, planning and results with regard to the target trajectory. This trajectory management system makes it possible to monitor the carbon reduction performance and exchange on good practices.*
- *A centralized tool built internally and connecting the CSR community, makes it possible to:*
  - *monitor the actual carbon footprint trend as regards the set 1.5° trajectory;*
  - *record the projects (CAPEX, OPEX) implemented, currently being implemented, scheduled or undergoing management validation, along with the estimated carbon emissions avoided and the associated investment/operation cost;*
  - *have a visualization tool per category of projects and/or per geographic scope (global, regional, national)*

#### **Diversity of action for better carbon efficiency across the network**

Throughout the reported period, the actions aimed at reducing GHG emissions multiplied with a great diversity throughout the network. Over 100 actions involving an investment were recorded in the centralized management tool, through different levers:

##### **• Improve equipment and building performance**

In 2023, energy efficiency actions were once again developed within the network's buildings in line with previous years.

Around fifteen actions to replace lighting with LED technology were led over the period, mainly in Asia-Pacific and particularly in China, saving around 100 tons of CO<sub>2</sub> per year. Motion detectors were also installed inside and outside sites. On some sites, outdoor lighting was rationalized, in particular through reducing the lighting period. Automatic detectors have been installed in Malaysia and Indonesia, coupled in China with an application allowing air conditioning equipment to be automatically turned off. New generation switches integrating building maps have been installed in China and Malaysia, allowing management by zone to adapt to operational needs.

As regards the air-conditioning aspect, actions were implemented, integrating frugal and/or technological efficiency. In Martinique, Guadeloupe and several Asia-Pacific countries, solar protection equipment has been installed on windows to limit heat gain. Larger devices were also installed such as wall insulation in the

value-added services warehouse in Hainan, China, to optimize the energy used for surface conditioning. Air conditioning equipment has also been replaced by more efficient models from an energy point of view or by changes in refrigerant fluids as in French Guiana.

In addition to device maintenance, work was also carried out on optimization. This is the case for example in Singapore at the "Green hub" site, where with the support of external experts, a new solution was introduced for the building's air handling unit in order to minimize energy consumption, associated with resolving the humidity problem. This project saved an estimated 327 tons of CO<sub>2</sub>e compared to the traditional dehumidification system. At the same time, investments were made to improve the systems for measuring electricity consumption. Earlier in 2022, at the Blue Hub site, Singapore, standard operating procedures (SOPs) were implemented along with a monitoring system to analyze the energy used in the buildings, especially as regards air-conditioning, which made it possible to identify inappropriate uses. Moreover, works were conducted on the harmonic filter to reduce wasted energy caused by harmonic distortions, thus saving over 160 tons eq. of CO<sub>2</sub> per year. In China, optimization work was also carried out combining a new air conditioning control SOP. BMS devices are also being deployed at sites in several regions of the network. Intelligent solutions are also being studied, like the Akila solution selected in 2022 for the Songjiang warehouse (Shanghai, China), with an area of 18,000 sqm. On top of optimizing its energy consumption, the platform improves the air quality throughout the site by precisely monitoring the HVAC (heating, ventilation and air conditioning) installations. In Singapore, another intelligent solution will be implemented, based on technological bricks and IOT, to adaptively optimize the control of air conditioning.

Overall, electricity consumption increased by 2% in 2023 compared to 2022 over a constant scope of reporting entities, while over the same period, the surface area of warehouses and offices used increased by 7%, still over a constant scope.



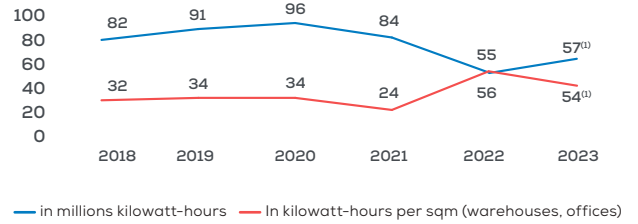
In the graph opposite, the change for 2022 reflects the sale of the operations in Africa. The kilowatt-hour per sqm ratio drastically increased during this period, showing a very different site profile over the current Bolloré Logistics scope, which uses a lot more electricity.

• Deploy the use of renewable energies

In terms of renewable energies, several investments have taken place since 2020, initiated by the "Green Hub" warehouse in Singapore (2,400 solar panels on the roof). In 2022, projects to install solar panels in Melbourne, Brisbane, Sydney and Perth in Australia, as well as in Peking and Shanghai in China were completed. New projects came to fruition during the period, notably in Thailand, Singapore and Malaysia. New installations are also planned for 2024.

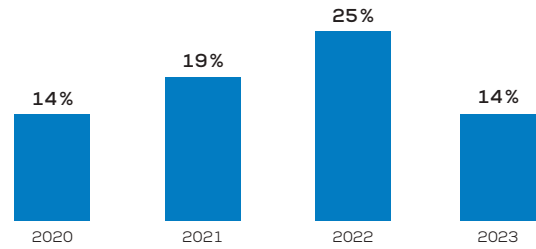
In addition to the production of renewable energy onsite and in parallel to the actions led on sobriety and efficiency, some sites opted for a supply of renewable energy through the purchase of Energy Attribute Certificates (EACs such as REC, iREC, GO). This was the case in 2023 in 10 country entities of the network itself. In 2023, the percentage of renewable energies in electricity consumption nevertheless decreased, from 25% to 14%. A contractualization problem in France did not make it possible to use EACs for the 2023 period; EAC supply will be used again in 2024. Also due to an administrative problem, the supply of EAC to the United Kingdom was not renewed for 2023. The percentage of renewable energies in electricity consumption is greater than 70% in the following countries: Malaysia, Vietnam, Italy and 69% in Spain. To ensure best practices are applied within the company's network to use Energy Attribute Certificates (EACs), Bolloré Logistics joined forces with a consulting firm to draw up an internal guide in 2022 establishing guidelines, particularly in terms of the rules and selection of Energy Attribute Certificates (EACs). This guide defines the rules and quality criteria for selecting EACs and the associated accounting; it was deployed within the internal CSR community.

ELECTRICITY CONSUMPTION OF ALL SITES



(1): new scope, sale of operations in Africa.

Overall in 2023, the percentage of renewable energies was 14%.



20 warehouses representing over 50% of the company's electricity consumption

Taking into account the new scope after the sale of the operations in Africa, and consequently the change in site profile (greater electrical consumption over the total m<sup>2</sup> surface area, truck fleet divided by 10, different warehouse activities – especially contractual logistics, consolidation, automation, electrical equipment, etc.), Bolloré Logistics is planning to launch an action plan specifically dedicated to the most energy-intensive warehouses, in parallel to its general climate roadmap aimed at all the entities. 20 warehouses were identified. They are distributed across all the operational regions, and had an annual electrical consumption of over 675,000 Kwh in 2022. They represent over 50% of the company's total electricity consumption.

Action plan presented to the regional CSR managers:

- Annual reduction of the electricity consumption of at least 5% per year;

- 100% electricity from renewable sources by 2030 (priority to onsite production if suitable, specific recommendations for the supply and purchase of Energy Attribute Certificates);
- Deployment of internal labels: Energy Saving Office and Site Committed to Nature labels;
- Installation of a building management system;
- Increase investments in low carbon equipment;
- Opportunity study of AI solutions to optimize energy consumption (including HVAC);
- Zero waste in landfills, increase recycling and circular solutions (REcycle);
- Biodiversity audit by 2025;
- Reduce water consumption, recover rain water and monitor potential leaks;
- Raise the awareness of internal and external stakeholders as regards these challenges and solutions.



## Renewable Energy Certificate (EAC), usage and reporting guidelines

To ensure best practices within the company's network and Bolloré Logistics for the purchase of green electricity, the latter joined forces with a consulting firm to draw up an internal guide in 2022, establishing guidelines, particularly in terms of processes, rules and the selection of Energy Attribute Certificates (EACs). This guide defines the rules for EAC purchasing and accounting.

It should also be noted that the certificates must cover the energy produced in the same physical network as the consumer site and that they must be issued in the same year as that to be covered in the CSR report. It also defines what Bolloré Logistics intends to buy, in order of priority. Lastly, there is an explanation of additional environmental labels in order to encourage their selection.

This guide was deployed to the regional and local CSR managers internally in the 2nd half of 2022.



## Investing in company-owned, low carbon road vehicles

Road freight transport operated by company-owned vehicles impacting scope 1 represents less than 0.5% of the total transport processed in terms of CO<sub>2</sub> emissions. However, Bolloré Logistics continued to invest in more carbon-efficient vehicles. For two years, Bolloré Logistics Le Havre, in France, has had trucks equipped with biofuel. Its fleet of trucks was expanded at the end of 2022 and 2023, reaching 16 container tractors powered exclusively with biofuel, supplied by a storage tank installed onsite. Today, more than third of the fleet in Le Havre uses biofuel to ensure the pre- and post-shipping of its customers' shipments. The replacement of diesel-powered handling equipment with electric equipment in several countries should also be noted, notably in Austria and the United States. In Singapore, the four diesel vans used for last-kilometer deliveries were replaced with electric vans. Based on the 110,000 kilometers driven each year by these vehicles, this represents a saving of over 14 tons of CO<sub>2e</sub>. Moreover, eco-driving training for drivers of company-owned vehicles, company cars and service cars has been rolled out in several regions of the world (Indonesia, Australia and Portugal).

## Improve the teams' awareness and commitment

Throughout the period, information, awareness and training actions were conducted within the network. Through the annual AcTogether challenge, an inter-country competition led through a digital platform and based on gamification, inviting employees to carry out CSR actions locally that contribute to reducing the environmental impact of Bolloré Logistics. The energy efficiency of buildings and equipment, along with the reduction of GHG emissions play a major part in this project. Through AcTogether, the fourth edition of which was held in 2023 (fifth to be launched at the start of 2024), over 175 actions worldwide were recorded over the period concerning employee environmental awareness (excluding QHSE actions) (see Section 1 paragraph 1.3.3.6) Late 2022, and in order to involve the teams more in energy efficiency, a specific communication, led by the Bolloré Logistics CSR Department and presented by the Chairman and CEO to the COMEX, presented the golden rules of energy efficiency. The comprehensiveness of these recommendations is reflected by obtaining an internal label and showcased within the AcTogether challenge: the Energy Saving Office label.

As part of the climate plan, environmental indicators linked to investments and operational expenditure having an impact on scopes 1 and 2 were included for the first time in 2021, and then since 2022, for all Bolloré Logistics geographical areas as a component to be included in the annual budget making-process.

## Internal Energy Saving label for energy efficiency

In mid-2022, faced with energy supply tensions, the French government called for French companies to reduce their energy consumption by 10%, by 2024 compared to 2019, by adopting an energy efficiency plan on a voluntary basis. All the French Bolloré Group entities have thus formalized energy efficiency plans to ensure their business and service continuity, while controlling their consumption. These entities have thus reinforced their efforts in establishing solutions to improve the management of their energy consumption, and thus reduce their CO<sub>2</sub> emissions. A task force was established and met weekly at the head office during the second half of 2022. Led by the Purchasing Department and the Group CSR Department, its aim was to consolidate the good practices of all Bolloré Logistics business units and compile the different energy plans and commitments associated with business continuity.

Bolloré Logistics extended the French energy efficiency plan to its world entities, and, through the AcTogether challenge, initiated an internal challenge to be implemented on a daily basis by the teams to reduce the carbon footprint associated with warehouse and office energy consumption. This initiative was launched at the end of 2022, and is in line with the “energy efficiency” section of Bolloré Logistics’ climate plan. The entities are invited to apply different measures in order to obtain the internal Energy Saving Office label. A help webinar was organized by the head office CSR Department in the 2<sup>nd</sup> quarter of 2023, a communications kit was transmitted locally and specific communications were issued to the regional CSR managers and AcTogether ambassadors.



**THE 5 GOLDEN RULES OF ENERGY SOBRIETY**

**1 Heating & Air Conditioning**  
Ensure proper adjustment of building heating and cooling systems.

**2 Optimize lighting**  
Optimize lighting in your workplace.

**3 Heat Loss or Heat Gain**  
Use blinds to avoid heat loss or gain.

**4 Turn off Electronic Devices**  
Be sure to turn off computers, screens at night and unused equipment and do not leave them on standby.

**5 Opt for the stairs**  
Use the stairs instead of elevators.

**5 Golden Rules respected + 1 Ambassador\* = 1 Label Energy Saving for the site**

\* CONTACT YOUR SITE MANAGER TO BECOME AN AMBASSADOR

POWERING SUSTAINABLE LOGISTICS

BOLLORÉ LOGISTICS

### Combine growing digitization with a "Green IT" approach

Since 2013, Bolloré Logistics has implemented a responsible IT approach for several areas of its information system (workstation, printing, network, servers, electronic waste management), which was reinforced in 2020 to optimize the management of its IT footprint and to meet the challenges of massive remote working situations due to the covid health crisis affecting its entire network. In addition to its more than 84 video conferencing rooms made available to teams around the world, the Teams collaborative tool and a secure VPN platform have been deployed in all countries and are automatically accessible from all individual computers in order to facilitate videoconference meetings for as many employees as possible. The cooperation between IT teams and employees thus made it possible to sustain the periodic use of remote working in 2022.

In order to accelerate its digital transformation, the Information Systems Department has been pursuing a virtualization policy for several years, resulting in a global virtualization rate of 87% of virtual servers since 2022 for 13% of new generation physical servers requiring less need for air conditioning. Groupware tools such as Sharepoint, Teams, Onedrive, Yammer, Outlook are accessible throughout the network, resulting in less duplication of documents and thus a gain in terms of data storage. In 2021, a server infrastructure modernization process reduced the number of servers required for Bolloré Logistics by 35%, going from 60 traditional servers to 40 shared consumption servers, while reducing the hosting surface of data centers and their cooling needs.

The company also deployed, from 2015 on its computer equipment in France and Singapore, software intended to optimize the energy consumption of computers in order to test the performance of an automatic control solution for 3,650 PCs. Following the success of this approach, which has saved more than 733,000 kWh per year, a solution for monitoring energy indicators and managing computer equipment at a global level is being reviewed, accompanied by an annual eco-gestures campaign. With regard to document printing, the ISD's policy is to replace individual printers with shared multi-function printers: since 2022, the ratio of shared printers reached 89% worldwide. These multifunction printers are also set to print in black and white and double-sided by default.

According to the ISD's IT hardware renewal policy, all replacements are made by selecting latest-generation equipment labeled Energy Star or equivalent, which is more efficient from an environmental point of view. Since the end of 2021, all new IT contracts have included CSR clauses and a specific compliance tool was put in place for Information Systems Department suppliers in order for them to certify they have taken Bolloré Group's Responsible Purchasing Charter into account. Bolloré

Logistics is also looking at recycling WEEE waste within its network. In 2023, 13 tons of WEEE could thus be recycled, a sharp increase compared to the weight of 3 tons recycled in 2022. In total, 9 countries have recycled or recovered WEEE waste, including five for the first time this year. In France, the company has established a long-term partnership with the adapted company Recyclea, which offers services related to the end-of-life of computer equipment while allowing the inclusion of people with disabilities and has made it possible to recycle 72.2 tons of WEEE since 2015 with the reuse of more than 10,000 IT hardware units for Bolloré Logistics France and B'IS. A circular economy specialist for more than ten years, in March 2022, Recyclea obtained the Committed CSR label at Exemplary level issued by Afnor Certification for a period of three years.

In 2021, a Green IT assessment carried out by the external consulting firm Green IT.fr, the only expert to carry out this type of specific LCA study at European level, made it possible to assess the digital footprint of the user environment and computer centers of Bolloré Logistics in France based on four criteria: greenhouse gas emissions, tensions over water, depletion of energy and resources. This study highlighted the good practices at Bolloré Logistics, allowing it to rank among the best performing companies in the benchmark, notably being below average with regard to energy depletion, climate change or even paper consumption for printing. Areas for improvement were recommended, such as limiting the rate of computer center equipment by decommissioning unused applications, services or software and cleaning data through the company's data center transformation plan. First objective: rationalize storage services with ultimately a 70% reduction in storage bays. Currently ongoing, this optimization of the automatic data backup procedure will contribute to a reduction in the electricity consumption for this location.



**2.3.3.3.2. Measures taken to reduce scope 3 upstream**

For 2023, 37% of scope 3 upstream GHG emissions were due to business travel. Bollore Logistics' travel policy encourages the use of trains rather than planes. This policy will be reviewed not only to restrict the use of air travel even more but also to take advantage of the possibilities of remote collaboration and thus reduce CO<sub>2</sub>e emissions related to travel.

In 2023, waste accounted for 14% of total scope 3 upstream emissions. (Reduction actions are described in paragraphs 2.3.2.4.3. and 2.3.3.5.2.2., packaging optimization point).

**Business trips**

UNIT	2023	2022	2021	2020	2019
		new scope	old scope		
Tons of CO <sub>2</sub> e	5,239.64	3,914.29	3,247.5	3,076.7	9,805

Purchases of boxes, pallets and paper favor recycling and reuse. Reliance on these solutions is improving year after year:

**Purchases of consumables: percentage of recycled and labeled products**

	UNIT	2023	2022 new scope	2021	2020	2019
Total quantity of boxes purchased	Tons	3,809.55	3,674.45	3,657.62	3,513.99	5,744.45
Of which recycled and labeled boxes	%	78%	29%	62%	41%	16%
Of which reused cardboard boxes	%	10%	27%	29%	9%	ND
Total quantity of wood pallets bought	Tons	6,668.71	13,823.55	9,158.58	19,037.21	8,022.52
Of which recycled and labeled pallets	%	52%	50%	76%	10%	21%
Of which reused pallets	%	51%	15%	21%	25%	ND
Total quantity of office paper bought	Tons	383.43	464.6	1,064.4	1,516.73	1,770.85
Of which recycled and labeled paper	%	66%	41%	36%	31%	32%

161

Moreover, the "REcycle" circular economy project helped several customers by replacing disposable plastic film with reusable solutions: aircraft pallet covers, eco-wraps for pallets and isothermal kits for containers. A dedicated digital application allows these consumables to be tracked and managed.

Since May 2019, diesel vehicles have gradually disappeared from the grids of company vehicles. They have now been completely phased out and replaced by petrol, electric and hybrid vehicles. Charging stations were installed in the various entity car parks. Similarly, several countries including France, Belgium and Germany set up spaces for bicycles and scooters and organized bicycle rental systems.

**2.3.3.3.3. Sustainable real estate policy initiated since 2012**

In terms of real estate, Bollore Logistics has been committed to a sustainable real estate policy since 2012 with buildings with strong environmental characteristics.

**Bollore Logistics' real estate portfolio whose environmental construction performance is certified**

- Singapore (2012) : 42,000 sqm LEED® Gold and BCA Green Mark Platinum certified logistics platform + 20,000 sqm operational in 2017;
- Nantes (2015): 2,700 sqm tertiary building certified HQE® Exceptional and labeled BiodiverCity®, Biodiversity Commitment certified by Ecocert, and named "Site committed to nature";
- Roissy (2015): 30,000 sqm air freight logistics platform certified HQE® Exceptional, LEED® Gold and Bio-sourced Building, and 7,500 sqm tertiary building certified HQE® Excellent and Bio-sourced Building, labeled BiodiverCity®, Biodiversity Commitment certified by Ecocert and named "Acting for nature office";



- *Le Havre (2016): 24,000 sqm logistics platform LEED® 4 Silver and labeled BiodiverCity®, Biodiversity Commitment certified by Ecocert, and named "Acting for nature office";*
- *Melbourne (2016): 10,000 sqm logistics platform certified 5 Star Green – Australian excellence and named "Acting for nature office";*
- *Heathrow (2017): 6,400 sqm air freight logistics platform with an EPC A-Energy performance certification and ranked in the top 25 of the BREEAM® environmental standard;*
- *Miami (2018): 25,000 sqm logistics platform, LEED® Gold;*
- *Singapore (2019): 50 000 sqm BlueHub logistics platform certified LEED® Gold, BCA Green Mark and labeled BiodiverCity® (first site labeled in Asia-Pacific), Biodiversity Commitment certified by Ecocert, and named "Acting for nature office". Multiple environmental efficiency systems were integrated into this warehouse: advanced energy management system based on the Internet of Things (IoT) for predictive building analysis, intelligent light control system, rainwater recycling system, control of energy and water consumption, photoelectric sensor to collect daylight, food grinder for a waste-free canteen;*
- *Lyon (2021): 1,400 sqm BREEAM® Good certified tertiary building and named "Acting for nature office";*
- *Fos-sur-Mer (2021): 4,680 sqm BREEAM® certified Green Hub, warehouse under controlled temperature and certified organic products, site benefiting from the Bolloré Logistics Interior Design Charter;*
- *Mexico (2021): 800 sqm tertiary building certified LEED Gold, autonomous and sustainable building with state-of-the-art technology including HVAC (heating, ventilation and air conditioning) installations and wastewater treatment, and named "Acting for nature office";*
- *Strasbourg (2022): 10,000 sqm Green Hub and 400 sqm tertiary building certified BREEAM® Very Good, temperature-controlled warehouse, site benefiting from the Bolloré Logistics Interior Design Charter and named "Acting for nature office";*

- *Thailand, Bangplee (2022): Smile Hub, 11,000 sqm, LEED Gold certification ongoing, due to be obtained in the 2nd quarter of 2024, smart lighting system, solar panels and water saving equipment.*

This policy was boosted through a "Bolloré Logistics Responsible Building" Charter signed in 2019 by the Chairman and Chief Executive Officer and the Real Estate-Infrastructure Director. This document invites local management to align their investment and operating cost objectives with a reduction in the environmental footprint, by working on four main inseparable aspects:

- *reduce the carbon footprint of the building during construction and in operation;*
- *include biodiversity and its ecosystem services from the design stage;*
- *create quality of life at work to promote well-being, creativity and performance;*
- *"adapt real estate to climate risks by strengthening resilience.*

In order to demonstrate this alignment, Bolloré Logistics has formalized a systematic commitment to obtaining environmental certification during the construction phase, regardless of the size and location of the new building. For example, in the case of the construction of a large logistics hub, the construction will systematically be subject to dual LEED® and BiodiverCity® certification. With regard to the last point in the Charter, the physical impact analyses for all the sites in the Bolloré Logistics network faced with risks caused by climate change were carried out in 2020 and 2023, with the support of two specialized firms. For more details, see "Bolloré Logistics locations: analysis of physical, chronic and acute risks in the face of climate change", paragraph 2.3.3.2.1.

An overhaul of the Charter was started in the second quarter of 2023, in order to include the additional recommendations for new building rentals and the supply of electricity from renewable sources.

#### **2.3.3.3.4. Strengthening our commitment to preserve biodiversity**

##### **2.3.3.3.4.1. Biodiversity policy**

Bolloré Logistics is a service company that does not directly depend on living resources. However, its network of agencies and logistics hubs at the crossroads of international trade represent many points of contact with biodiversity. The major environmental issue for the network concerns the fight against climate change, improving air quality and preserving natural capital. Founding member and administrator of CIBI Living and the city, for 10 years, the company has been committed to taking global biodiversity into account at the scale of its businesses, while relying on a local variation at the scale of its locations around the world, with the desire to involve all of its employees. Building on this experience in its international network, it has renewed its commitment by strengthening its goals, anchored in the Powering Sustainable Logistics CSR program. Its new Biodiversity Charter is the result of collaborative work

by all Bolloré Logistics departments supported by the expertise of a biodiversity consulting firm which supports the teams over the long term. The objective is for the company to deploy its commitment to biodiversity throughout its value chain in order to respond to its priority challenges along four axes:

##### **→ Mobilize our global network and manage the deployment of our commitments in favor of biodiversity**

- Bring commitment at all hierarchical levels from the global scale to the local scale via a network of CSR coordinators and biodiversity ambassadors
- Train teams, encourage their initiatives and promote their good practices thanks to internal labelling "Acting for nature office"
- Strengthen external partnerships to find solutions adapted to the operational needs of our customers by relying on our B.Lab innovation centers and environmentally conscious service providers
- Evaluate our commitment through indicators monitored annually and have it recognized by external audits carried out by third-party organizations

##### **→ Model the impacts and dependencies of our activities on biodiversity across our entire value chain and identify room for progress**

- Evaluate the ecological potential of our high-stakes sites and define local actions with ecologists to gradually improve it
- Calculate the biodiversity footprint of our activity in accordance with new methodologies adapted to our sector (Science-Based Targets for Nature, Taskforce on Nature-related Financial Disclosure, Global Biodiversity Score, the flagship tool of CDC Biodiversité, etc.)
- Monitor innovations and regulations by participating in sectoral working groups

##### **→ Reduce the pressures of our activities on the 5 causes of biodiversity degradation according to IPBES**

- Act against the change in land use by favoring the renovation of buildings and the labeling of all our real estate projects
- Fight against climate change by reducing GHG emissions from our operations, the interdependence being strong between climatic and ecological balances, while taking into account the impacts on biodiversity of the solutions deployed
- Prevent pollution by promoting management without phytosanitary products for all our green spaces, developing waste recovery and reducing plastic consumption at our sites
- Avoid overexploitation of natural resources by optimizing our consumption of water, paper, cardboard, wood and by strengthening the fight against illegal wildlife trafficking
- Limit the spread of invasive exotic species by raising awareness among employees and green space management service providers of these issues

##### **→ Strengthen the benefits of biodiversity for all our stakeholders**

- Implement nature-based solutions adapted to each context to improve the ecological potential on our agencies.

- Develop nature experiences for our employees and customers all over the world by encouraging their interactions with living beings in and around our agencies
- Engage in collective actions to protect and restore natural ecosystems around the world

To do this, a Biodiversity Policy Steering Committee meeting, bringing together more than a hundred representatives of the company's key functions, including 40 Biodiversity experts and ambassadors, and led by an ecologist, is held every six months in order to implement the 15 Biodiversity Management System actions, certified Biodiversity Commitment by Ecocert since 2015 and to track the evolution of indicators as closely as possible. Bolloré Logistics has been working on an ecological database of its property assets around the world in order to establish appropriate local action plans in partnership with ecologists. The land footprint of all the sites in the network was studied by an ecologist who established a biodiversity issue rating for each of them using a common spatial and ecological analysis method. As a result, 92 Bolloré Logistics sites are recognized as priority sites, that is to say sites with high biodiversity issues and strategic warehouses for the Climate Plan, which represents 52% total land footprint and 54% of the green spaces. The purpose is manifold: inform employees on local biodiversity issues around their workplace; prioritize support for sites with the highest biodiversity stakes by defining suitable local action plans with them to promote biodiversity, with recommendations from the ecologist; measure the potential ecological score of the sites with the "Bolloré Logistics Biodiversity Toolbox" to know the impact of their actions on the local biodiversity, year after year.

It is possible to promote biodiversity in several ways:

- by deploying employee awareness actions on sites, through dedicated workshops, actions promoting soft mobility or local and organic food, reforestation actions around our locations, and also protecting ecosystems with beach cleaning, but also planting corals to preserve the health of the oceans;
- by optimizing the use of plastic, cardboard, wood and paper consumables in the warehouses, the purchase of environmentally-friendly products, reducing the consumption of paper and single use plastic items in offices, as well as reducing and recycling waste;
- and naturally, by deploying local flora and fauna friendly facilities, by implementing a differentiated and ecological management of green spaces. The enrichment of biodiversity on any given site is developing through solutions to be adapted locally (for example: flower meadows, nest boxes, insect hotels, compost bins, plant palette, climbing plants, differentiated management of green spaces, water savings and reuse of rainwater, reasoned fight against invasive species and pests, etc.). This continuous improvement approach enables us to deploy the Biodiversity policy at our priority sites but also during construction and renovation projects for tertiary buildings, in order to help them obtain the internal label "Acting for nature office" awarded by the CSR Department and its ecological partners. Since 2020,

one of the specific commitments of the company within its Powering Sustainable Logistics CSR Program is to deploy an action plan to promote biodiversity in 35 sites worldwide by 2025. This target has now been exceeded, with 39 sites having obtained their "Acting for nature office" label, and with 52% of the green spaces on sites with high biodiversity issues managed ecologically and without pesticides (i.e. 95,500 sqm). A new commitment has been added to be achieved by 2030: the 53 other priority sites around the world will receive ecological recommendations to help teams implement local action plans to promote biodiversity.

A commitment to double the interior spaces with biophilic design in 2025 vs 2019 to promote the well-being of employees at work was also exceeded in 2023 with more than 401,000 sqm benefiting from the Interior Design Charter which promotes quality of life at work and the greening of premises.

The target "50% of employees made aware of biodiversity and climate change by the end of 2022" was also reached with close to 19,000 employees made aware of biodiversity and climate change in 2021 and 2022. Regular events planned in the agencies, including 30 organized with customers (Climate and Biodiversity Frescoes, tree planting, beach cleaning, coral restoration, awareness of the preserving water resources challenge, etc.) throughout 2023 allowed us to continue raising awareness among employees.

As part of the fourth edition of the AcTogether challenge, in 2023, 546 actions promoting biodiversity were carried out in 48 countries, which enabled the planting of 6,782 trees and plants, numerous drives to purchase environmentally friendly products, a reduction in the consumption of paper, of single-use plastic items in offices, the reduction and recycling of waste, and the optimization of cardboard, plastic and wood consumables in the supply chain, etc. In total, in 2023, 343 tons of cardboard were reused and 78% of the cardboard purchased was recycled and labeled from a total of 3,809 tons. Nearly 3,000 tons of wooden pallets were repaired and reused in Bolloré Logistics warehouses, which made it possible to reduce purchases of wooden pallets by 52%, reaching nearly 6,669 tons in 2023. The percentage of labeled and recycled paper purchased in 2023 in agencies increased from 41 to 63%, on a volume of 353 tons, down 24% compared to 2022.

The company publicly committed itself in 2018 to the act4nature approach supported by the EPE (Enterprises for the Environment) association. Bolloré Logistics also decided in 2020 to join the act4nature France initiative led by the French Biodiversity Office (OFB). Since 2021, Bolloré Logistics has been a member of the Companies Committed to Nature following the approval of its voluntary action plan to be completed by 2025 specific to the French territory. In 2023, after the OFB review of the results of its action plan after two years, Bolloré Logistics is one of the companies recognized as "In Progress".

Since the end of 2023, biodiversity commitments under the Powering Sustainable Logistics CSR program have been strengthened:

- The implementation of a biodiversity action plan at 92 priority sites selected based on the ecological analysis of the international network by 2030 (39 sites have already obtained the internal label "Acting for nature office" since 2021\*).
- Monitoring of the impact on biodiversity of actions implemented at 100% of the priority sites with a dedicated ecological potential calculation tool by 2025 (59% of priority sites monitored the impact of their actions on local biodiversity with this dedicated tool in 2023).
- 100% of new logistics hubs constructions certified with a sustainable construction standard and BiodiverCity@ label with a fauna-flora inventory every 5 years.

- A strengthening of the fight against the illegal trafficking of CITES-protected species and rare timber (FLEGT measures) with the signing of the Buckingham Palace Declaration in 2020 and the implementation of an action plan to be completed by 2025. Since 2023, Bolloré Logistics has participated in the TLF working group, the objective of which is to raise awareness and educate stakeholders in the transport and logistics sector about wildlife trafficking by promoting the dissemination of information, by identifying potential areas of vulnerability, particularly legal ones, by formulating recommendations in order to mitigate this risk for stakeholders.
- Move towards zero plastic and zero paper on sites and optimization of consumables for transport and logistics activities with a target of 20 tons of plastic avoided by 2025 (5 tons of plastic avoided since 2022 due to the Recycle offer).



**2.3.3.3.4.2. Internal label,  
39 Acting for nature offices**

Bolloré Logistics is one of the companies that includes biodiversity in its strategy, operations and value chain. It is a pioneer in the transport and logistics sector for its commitment to preserve urban biodiversity. Bolloré Logistics sites implementing an action plan covering the three areas of the Biodiversity Charter now receive an internal "Acting for nature office" certificate.

At the end of 2023, 39 Bolloré Logistics sites received the internal label "Acting for nature office" for their local action plans promoting biodiversity awarded by the CSR Department and ecologists with 52% of the green spaces of the sites with high biodiversity issues managed ecologically and without pesticides.

EUROPE		
39 ACTING FOR NATURE OFFICES	COUNTRY	EXAMPLE OF ACTIONS
Roissy-CDG Logistics Hub	France	<ul style="list-style-type: none"> <li>Landscaping with 50 trees, 7,000 sqm of flower beds, meadows for bees and lawns, 1,460 sqm of vegetated terraces, biophilic office layout</li> <li>4 beehives, 6 birdhouses, 4 wildlife shelters, rainwater retention basin</li> <li>Green outdoor areas for relaxation for employees and reception for customers</li> <li>Partnership with an association (R'Pro'Mobilité): loan of electric bikes for interested employees</li> </ul>
Nantes office	France	<ul style="list-style-type: none"> <li>Landscaping over 10,740 sqm with 78 trees, biophilic office layout</li> <li>Green spaces managed without phytosanitary products, vegetable pallets, composter, rainwater collector, ornamental and water retention pond</li> <li>2 beehives, birdhouses, 3 wildlife shelters, insect hotel</li> <li>Recycling cigarette ashes to transform them into school supplies</li> </ul>
PLPN2 Le Havre logistics hub	France	<ul style="list-style-type: none"> <li>Management of the 10,000 sqm green spaces without phytosanitary products, landscaping with trees, groves, hedges, hardy marsh grasslands</li> <li>Landscaped valley with helophytes to manage rainwater, 3 beehives, birdhouses, wildlife shelters, micro-dune with pebbles</li> <li>Biophilic layout of offices and common areas. Management of air quality plan</li> </ul>
PLPN1 Le Havre logistics hub	France	<ul style="list-style-type: none"> <li>Planting of shrubs, herbaceous beds of perennials, biophilic layout of offices and patio</li> <li>3 beehives, birdhouses, wildlife shelters</li> <li>Methanization or organic waste, composter</li> </ul>
Puteaux office	France	<ul style="list-style-type: none"> <li>Planted terrace with direct access to the canteen</li> <li>Birdhouses</li> <li>Greening of offices and composter for food waste</li> </ul>
Bordeaux / Bruges office	France	<ul style="list-style-type: none"> <li>Creation of an 8 sqm community vegetable garden with explanatory panels for the varieties planted: 50% of the vegetables are donated to a local association</li> <li>Indoor plants in open spaces</li> </ul>
BSL Strasbourg	France	<ul style="list-style-type: none"> <li>Insects hotel and birdhouses</li> <li>Green roof</li> <li>Wood pallets reused in the supply chain</li> </ul>
Le Mans Arnage office	France	<ul style="list-style-type: none"> <li>Wildlife Habitats</li> <li>Landscaped valleys with phytoremediating plants</li> <li>2 green terraces</li> </ul>
Lyon office	France	<ul style="list-style-type: none"> <li>Floral garden, biophilic layout of offices, green outdoor relaxation areas</li> <li>Composter, rainwater reuse</li> </ul>
Quimper office	France	<ul style="list-style-type: none"> <li>Installation of 2 beehives and honey donated to employees</li> <li>Plantation of apple trees with the goal of making apple juice on site</li> <li>Greening of offices and potting workshop with employees</li> </ul>
Rennes office	France	<ul style="list-style-type: none"> <li>Installation of a composter</li> <li>Creation of a vegetable garden to harvest vegetables for employees</li> <li>Installation of a beehive and honey donated to employees</li> </ul>



EUROPE		
39 ACTING FOR NATURE OFFICES	COUNTRY	EXAMPLE OF ACTIONS
Montoir-de-Bretagne office	France	<ul style="list-style-type: none"> <li>• Installation of a composter</li> <li>• Greening of offices</li> <li>• Employees made aware of biodiversity</li> </ul>
Marignane agency	France	<ul style="list-style-type: none"> <li>• Development of outdoor spaces: planting of 30 trees, creation of a pétanque area and a green terrace</li> <li>• Implementation of carpooling for employees</li> <li>• Installation of office bicycles, greening of offices</li> </ul>
Baie Mahault office	Guadeloupe	<ul style="list-style-type: none"> <li>• Implementation of an “environmental challenge” to encourage employees to implement local actions</li> <li>• Greening of offices</li> <li>• Raising awareness of the risks of rising water levels for the region</li> </ul>
Remire-Montjoly office	Guyana	<ul style="list-style-type: none"> <li>• Installation of a water fountain plugged into the mains power to turn air into drinking water</li> <li>• Greening of offices</li> <li>• Distribution of edible coffee cups and composter for food waste</li> </ul>
Hamburg warehouse	Germany	<ul style="list-style-type: none"> <li>• 2 beehives and wildlife habitats</li> <li>• Installation of flower baskets to encourage pollination by bees</li> </ul>
Frankfurt HQ office	Germany	<ul style="list-style-type: none"> <li>• Insect hotels</li> <li>• Tree planting in partnership with an association</li> <li>• Reuse of pallets to create a picnic table</li> </ul>
Vescès office	Hungary	<ul style="list-style-type: none"> <li>• Financial incentive to encourage employees to use public transport instead of their car</li> <li>• Greening of offices</li> <li>• Zero plastic policy: no purchase of plastic bottles at the site</li> </ul>
Vienna office	Austria	<ul style="list-style-type: none"> <li>• 22 trees planted</li> <li>• Green indoor spaces and purchase of eco-friendly cleaning products</li> <li>• Wood pallets repaired and reused in the supply chain</li> </ul>
ASIA (ASPAC AND MESA)		
Blue Hub	Singapore	<ul style="list-style-type: none"> <li>• Green terraces and rooftop with vegetable garden and ornamental pond, lighting management so as not to disturb nocturnal fauna, rainwater recycling</li> <li>• Biophilic office layout, food grinder for a waste-free canteen</li> <li>• Cleaning of the lake in Jurong Lake Gardens using kayak trash collection</li> </ul>
Green Hub	Singapore	<ul style="list-style-type: none"> <li>• Greening of exterior balconies with gardening workshops</li> <li>• Removal and optimization of plastic films for pallets</li> <li>• Greening of the canteen with bamboo</li> </ul>
Hong Kong office	China	<ul style="list-style-type: none"> <li>• “Bee Adoption Program” for employee awareness, weekly newsletter on the environment</li> <li>• Greening of offices</li> <li>• 4149 trees planted with customers via the Tree Nation Association</li> <li>• LEED certification Gold level obtained.</li> </ul>
Parañaque City office	Philippines	<ul style="list-style-type: none"> <li>• Restoration of corals in the Manila bay</li> <li>• Green roof with vegetable garden, greening of offices</li> <li>• Reuse of materials for decoration and events.</li> <li>• 30 trees planted</li> </ul>
Ho Chi Minh office	Vietnam	<ul style="list-style-type: none"> <li>• Distribution of 100 indoor plants to employees in exchange for 300 kg of paper and plastic collected</li> <li>• 220 forest mangroves planted and 400 trees planted with customers to restore ecosystems</li> <li>• Fashion show workshop: 10 garments made with recovered fabrics</li> </ul>
Seoul office	South Korea	<ul style="list-style-type: none"> <li>• Greening of offices and site surrounds</li> <li>• Zero paper, Zero plastic site</li> <li>• Planting of 345 trees with employees, their families and customers</li> <li>• Employee participation in a participatory science program with “Naturing App”</li> </ul>

ASIA (ASPAC AND MESA)		
39 ACTING FOR NATURE OFFICES	COUNTRY	EXAMPLE OF ACTIONS
Phnom Penh office	Cambodia	<ul style="list-style-type: none"> <li>Planting of flowers and vegetables for employees</li> <li>Creation of a composter and a birdhouse</li> <li>Planting of more than 50 trees by employees in a neighboring school</li> </ul>
Kuala Lumpur office	Malaysia	<ul style="list-style-type: none"> <li>Eco-garden set up in a break and discussion room</li> <li>Composter</li> <li>345 trees planted to protect local ecosystems</li> </ul>
Smile Hub	Thailand	<ul style="list-style-type: none"> <li>Employee awareness of the 3 R policy (Reduce, Reuse, Recycle)</li> <li>Reuse and optimization of plastic consumables in the supply chain</li> <li>Greening of offices</li> </ul>
Sydney Banksmeadow warehouse	Australia	<ul style="list-style-type: none"> <li>Cleaning beaches with the teams to preserve ecosystems</li> <li>Greening of interior spaces</li> <li>Wood pallets repaired and reused in the supply chain</li> </ul>
Melbourne office	Australia	<ul style="list-style-type: none"> <li>Vegetable garden, greening of offices and purchase of eco-responsible cleaning products</li> <li>Cleaning beaches with the teams to preserve ecosystems</li> <li>25 trees planted</li> </ul>
Gurgaon office	India	<ul style="list-style-type: none"> <li>40 trees planted and garden for employees</li> <li>Greening of offices</li> <li>Installation of birdhouses</li> </ul>
Dubai office	United Arab Emirates	<ul style="list-style-type: none"> <li>Beaches cleaned for Earth Day</li> <li>Reuse of water in dehumidifiers</li> <li>Gardening workshop</li> <li>Greening of offices and site surrounds</li> </ul>
Dhaka office	Bangladesh	<ul style="list-style-type: none"> <li>Cleaning beaches with the teams to preserve ecosystems</li> <li>Greening of offices</li> <li>Wood pallets repaired and reused in the supply chain</li> <li>Zero plastic policy: no purchase of plastic bottles at the site</li> </ul>
AMERICAS		
Mexico City office	Mexico	<ul style="list-style-type: none"> <li>Restoration of corals in the Bahamas, in partnership with customers</li> <li>Trees planted and rivers cleaned</li> <li>Greening of offices</li> <li>Compost given to employees for their own gardens</li> </ul>
Bogotá office	Columbia	<ul style="list-style-type: none"> <li>Awareness raising through a "Explore biodiversity" photo shoot</li> <li>20 trees planted</li> <li>Greening of offices</li> </ul>
Mississauga office	Canada	<ul style="list-style-type: none"> <li>300 trees planted</li> <li>2 beehives, donation of bee products to customers</li> <li>Installation of electrical terminals on site</li> </ul>
Montreal office	Canada	<ul style="list-style-type: none"> <li>2 beehives, donation of bee products to customers</li> <li>Creation of a vegetable garden.</li> <li>Wood pallets reused in the supply chain</li> <li>Planting of 300 trees around Montréal with employees</li> </ul>
Sao Paulo office	Brazil	<ul style="list-style-type: none"> <li>"Ecological welcome kit" handed out with water bottle and tote bag</li> <li>Greening of offices and installation of indoor bicycles</li> <li>Reduction of paper consumption with the implementation of electronic business cards</li> </ul>
Dallas – Coppell warehouse	United States	<ul style="list-style-type: none"> <li>Creation of a vegetable garden to harvest vegetables for employees</li> <li>Installation of 2 beehives and bee awareness sessions</li> <li>Reduction of plastic consumption and reuse of consumables in the warehouse</li> </ul>



## Sites labeled BiodiverCity®

### The Blue Hub in Singapore, first BiodiverCity® labeled site in Asia, in 2019

Inaugurated in December 2019, the 50,000 m<sup>2</sup> Blue Hub in Singapore is a new benchmark in the design of logistics platforms with a particular focus on sustainability and biodiversity. It is equipped with state-of-the-art supply chain technology, an advanced energy management system that leverages the Internet of Things (IoT) for predictive building analytics and an intelligent light control system. Other initiatives include vegetated and landscaped terraces and a roof, a vegetable garden, a rainwater recycling system, control of energy and water consumption, a photoelectric sensor to collect daylight and a food grinder for a waste-free canteen. Events are carried out throughout the year, led by a Biodiversity expert. Bolloré Logistics received the Green Mark Platinum certificate for this innovative site in 2019, which was issued by "the Building & Construction Authority (BCA)" of Singapore, LEED



Gold and BiodiverCity® labels as well as the SEAA (Singapore Environmental Achievement Award) awarded by the Singapore Environment Council (SEC) for the Transport and Logistics Sector.

### Roissy Green hub, labeled BiodiverCity® in 2015

The Roissy Green hub, with 36,000m<sup>2</sup> of warehouses and 7,500m<sup>2</sup> of tertiary buildings, over 8 hectares, bringing together more than 870 employees, is one of the first sites to obtain the BiodiverCity® label and Ecocert "Biodiversity Commitment" certificate for its achievements in promoting biodiversity. Objective: have a state-of-the-art air cargo platform equipped with the latest technologies and meeting the highest standards in terms of environmental and operational performance. The complex project required the dismantling of buildings and reconstruction on the same site, with the main objective of limiting the



impact of operations on biodiversity (fauna-flora inventory, conservation of existing trees, planting of fruit trees and local plants, setting up beehives, birdhouses and wildlife shelters, differentiated and zero phyto management of green spaces, optimization of water and energy management, reduction of paper, cardboard, plastic purchases, reuse of consumables for the supply chain, etc.). With its biophilic work and relaxation areas, this building improves the quality of life of employees. A Biodiversity expert also organizes activities for the Biodivers'actors Club. Bolloré Logistics Roissy's achievements are manifested by the HQE certifications for the tertiary building and warehouses at "Exceptional" level, LEED at "Gold" level as well as being appointed a "Bio-sourced building", the construction materials having been chosen for their minimum ecological impact, labeled A+. The Roissy green hub has received three awards:

- Special Mention in the Best Investment Strategy category at the 2016 Infrastructure, Land Use Planning and Real Estate Summit (SIATI);
- Logistics Strategies Award for Sustainable Innovation 2016 in the Infrastructure Category for Roissy;
- Certivéa & Cerway prize for the best overall performance for a non-residential building for Roissy in 2017.



## Sites labeled BiodiverCity®

### Headquarters of Bolloré Logistics Nantes, labeled BiodiverCity® in 2016

The headquarters of the Nantes agency, a 2,700 m<sup>2</sup> office building on three levels, on a plot of more than 10,000 m<sup>2</sup> in Saint-Aignan de Grandlieu, has taken into account the needs of its 150 employees for efficient management operations and a good quality of life with biophilic work and relaxation areas, a discovery trail and a terrace facing the wooded park and the body of water. The environmental aspect was at the heart of the project from the initial phase of its construction (optimization of water and energy management, recycling of waste, reduction of purchases of paper, cardboard, plastic). The outdoor facilities have been designed to preserve and enrich the biodiversity of the site: zero phyto management of green spaces, reasoned control against invasive or harmful species, local shrubs and plants, fruit trees, landscaped valley, flowered borders, reservoir of water, beehives, wildlife shelters, birdhouses, evergreen parking.

A Biodiversity expert, responsible for the fauna-flora

inventories, maintaining zero-phyto presence and the differentiated management of green spaces, vegetable gardens, indoor plants, organizes events on the topic of biodiversity within a nature club: Biodiversity on a daily basis. And provides employees with newsletters on achievements and amenities, a library of books on biodiversity and a grain library. The site is also certified as "Exceptional" HQE®.



### Green hub in Le Havre, labeled BiodiverCity® in 2019

The multimodal Bolloré Logistics Le Havre PLPN2 (Parc Logistique du Pont de Normandie 2) 36,000 m<sup>2</sup> platform is an eco-responsible site whose green spaces, close to an eco-pasture, occupy 10,000 m<sup>2</sup>. The building project, which selected construction materials based on their minimum ecological impact and used local companies, is integrated into the estuarine environment that surrounds it. The objective is to create biotopes that contribute to the ecological framework of the industrial and port area.



The outdoor facilities have been designed to preserve and enrich the site's biodiversity: planting of local species (sea-buckthorn), rustic marsh grasslands, ecological corridors and wildlife habitats, bird nesting boxes, landscaped valley with helophytes to manage rainwater, creation of a microdune with pebbles (natterjack toad pond). The focal points of this green hub are the enhancement of biodiversity and landscape integration, the preservation of water resources, the controlled management of the building's energy consumption, air conditioning and lighting, the installation of solar panels, encouraging the use of soft transport, quality of life at work with concierge services for more than 370 employees, organic fruit baskets, yoga classes, a reduction in paper, cardboard and plastic purchases, the reuse of consumables for the supply chain, the recycling and recovery of waste and the prevention of environmental incidents. A Biodiversity expert, responsible for the fauna-flora inventories, maintaining a zero-phyto policy and the differentiated management of green spaces, the vegetable garden, beehives, indoor plants, also carries out activities on the site. This green hub, LEED® 4 "Silver" certified, has been given the 6PL Sustainable Logistics Performance Label, issued by the LSN association, Logistics Seine Normandy.



#### 2.3.3.3.4.3. Optimized water management

For Bolloré Logistics operations, a study on the water risk, based on the use but also the location of the sites, carried out in 2016, showed that the operations of Bolloré Logistics presented limited risks, the use of water being mainly related to sanitary facilities and cleaning. Water consumption is nevertheless included in the monitoring of the indicators of the consolidated annual CSR reporting at Bolloré Group level and verified by an independent audit body. Water consumption is monitored in all entities using meters on the network or bills. A water consumption reduction policy has been put in place, in particular through the installation of rainwater collection tanks on network sites. The optimization of water consumption is also taken into account in new buildings, and daily use is the subject of eco-gesture campaigns with employees. All critical facilities must also be equipped to ensure wastewater treatment in accordance with local regulations.

In 2023, the Calcutta agency in India won the trophy for the best action in the AcTogether challenge, awarded by all the company's employees, thanks to an ingenious idea to preserve and reuse wastewater recovered from the air conditioning system. A successful endeavor with a total of 36,000 liters of water reused per year for watering indoor plants or cleaning the premises. This action, already copied at the Lahore agency, in Pakistan, is in addition to the installation of innovative devices for transforming air humidity into drinking water in the Remire-Montjoly agency, in Guyana, and at the logistics hub of Samut Prakam, in Thailand. The new Smile Hub warehouse, built in 2022, is one of the first in Thailand to aim for the LEED Gold certification (due to be obtained at the end of 2023), and uses a molecular H<sub>2</sub>O Air water generator to supply the personnel with cold water, with ultimately 25% water saved, i.e. 60 m<sup>3</sup> per year.

Beyond actions to optimize water consumption, the entities have also been running awareness-raising campaigns on the issues of preserving water resources for two years. Thus, in 2022, two awareness campaigns on preserving the oceans were also led by the employees. Countries in the Americas region organized an adoption campaign for 339 corals by Bolloré Logistics customers on the occasion of Earth Day, including a visit to the coral farm in the Bahamas conducted by their partner Coral Vita. In Indonesia, corals were restored in the Manila bay by the Paranaque teams, in partnership with voluntary divers of Phil Coast Guard, through 33 installations of 100 blocs to enable these reefs to grow. In June 2023, to celebrate World Oceans Day, Bolloré Logistics France committed to the fight against water pollution by actively collaborating in an initiative of the Swim for change association with the aim of raising awareness among the population about pollution of the Mediterranean Sea by cigarette butts. As part of this initiative, 5 swimmers left Marseille on June 3, 2023 and took turns day and night over 12 or 13 days depending on the weather conditions to cover the 500 km that separate them from Barcelona, their final destination. The teams from the Marseille agency also organized a cigarette butt collection on one

of the coastal beaches. Bolloré Logistics Fiji, Oman, Australia, Sri Lanka and Singapore also organized a marine pollution prevention operation: in total, more than 1 ton of waste was collected on the beaches.

#### 2.3.3.3.5. Downstream scope 3 reduction target and offer of sustainable supply chain solutions and end-to-end low carbon services

Being able to offer its customers eco-responsible solutions, has been a firmly rooted approach at Bolloré Logistics for several years. Initially aimed at key account customers, Bolloré Logistics' offer is gradually becoming more widespread and standardized. Bolloré Logistics has established a commitment on its total scope 3 downstream carbon emissions related to the provision of transport services. Bolloré Logistics has been publicly committed for several years to combating climate change through carbon reduction targets, including scope 3 downstream emissions linked to the performance of transport services, with a target validated in 2020 by the COMEX, and in line with the "well-below 2 degrees" trajectory, based on the SBTi methodologies. To reinforce its policy, Bolloré Logistics has officially committed towards the SBTi by submitting its letter of commitment in July 2022.

As part of the sale of its operations in Africa which were closed in 2022, Bolloré Logistics drew up its new reduction targets in 2023, based on its total carbon footprint, calculated over its new scope. With the support of a firm specialized in carbon strategy and by adopting the tools and latest sectoral recommendations of the SBTi, Bolloré Logistics has set itself short-term scope 3 downstream targets aligned with the WB2C trajectory. Targets were submitted to the SBTi in October 2023 as per the validation process scheduled for completion at the end of the 1st quarter of 2024. Concerning GHG emissions from its downstream scope 3, Bolloré Logistics has set a reduction target with the objective of reducing GHG emissions by 21% in absolute value on downstream scope 3 by 2030 (baseline: 2022).

##### 2.3.3.3.5.1. Active participation in environmental initiatives in the international transport and logistics sector

Since the end of 2018, Bolloré Logistics has joined several major sector initiatives to strengthen its eco-responsible offers to customers, as well as to help improve the environmental performance of the transport and logistics industry as a whole, as a global supply chain player. Bolloré Logistics is a member of the following international initiatives:

- Smart Freight Center (SFC), GLEC (Global Logistics Emissions Council);
- EcoTransIT® World Initiative (EWI). EWI is developing a GHG and pollutant emissions calculation tool called EcoTransIT World (ETW), an industry benchmark, compliant with the European standard EN 16258 for calculating GHG emissions from transport services (as per the new ISO 14083 standards in many areas, full compliance is planned by the end of 2023),



the GHG Protocol and the framework of the Global Logistics Emissions Council (GLEC);

- Clean Cargo Working Group (CCWG). CCWG brings together major shipowners in the maritime sector (85% of global volumes are covered), freight forwarders and shippers, who work to advance the sector in the face of climate and marine pollution issues. CCWG has in particular come up with a methodology specific to the maritime sector for CO<sub>2</sub>e and SO<sub>x</sub> emissions (methodology taken into account by the ETW);
- Sustainable Air Freight Alliance (SAFA). SAFA is a collaboration between shippers, freight forwarders and airlines, to track and reduce carbon dioxide emissions from air freight and promote more responsible freight transport;
- Getting to Zero Coalition: coalition created to support the decarbonization of the maritime industry. It brings together companies from the maritime transport, energy, infrastructure and finance sectors. The goal is to contribute to the objective set by the International Maritime Organization for maritime transport, to reduce greenhouse gas emissions by at least 50% by 2050 compared to 2008 levels.
- Association Shipper coalition for low carbon maritime transport, working to deploy wind power propulsion.

Simultaneously, at national level, the entities participate in national initiatives and groups.

For example, in France, Bolloré Logistics participates in the sustainable development commission of TLF (French Federation of the transport and logistics sector), 6PL label, in the SupplyChain4Good lab of Supply Chain France by Aslog (French network of supply chain professionals), in the French Business Climate Pledge, and La Fabrique Circul'R (POS program).

In Singapore, Bolloré Logistics Singapore participates in the Energy Efficiency National Partnership (EENP) and in the Packaging Partnership Programme (PPP). The company is also a member of PRAS - Plastic Recycling Association of Singapore, in order to build partnerships with the best recycling solutions in Singapore.

In the Americas region, Bolloré Logistics USA has joined the EPA's SMART WAY program, which aims to improve energy efficiency, as well as reduce greenhouse gases and air pollution from the transport industry. Similarly in Mexico, the company has joined the national program "Programa de Transporte Limpio".

Network entities also participate locally in initiatives or working groups external to the company, aimed at improving the performance of the transport and logistics sector on climate issues and those related to natural resources.

#### **2.3.3.3.5.2. Reduce the supply chain's carbon footprint through constantly changing low carbon services and optimization**

Through its core business, the role of Bolloré Logistics is to support its customers in reducing the environmental

impact of their supply chain.

Two parallel and complementary points drive the teams on a daily basis:

- the standardization of a range of transport solutions with better CO<sub>2</sub> efficiency and air quality for all customers;
- the optimization of packaging used in transport and logistics (more ecological size and materials), and the development of solutions based on the circular economy.

This approach reinforces our ambition for an end-to-end eco-responsible offer: sustainable real estate policy, packaging optimization, CO<sub>2</sub> dashboard, evaluation of suppliers and subcontractors, low carbon transport plans and optimization of the logistics plan.

At the heart of Bolloré Logistics' innovation strategy, managed through its B'Labs, the solutions offer for a sustainable supply chain is part of the two flagship innovation areas. Three scopes are deployed there: transport, consumables and warehousing. Multi-geographic and multi-disciplinary teams gather on one hand, through customer workshops to help them reduce the carbon footprint of their supply chain in a tailored approach, and on the other hand, to cooperate on the standardization of the low carbon offer and identify new areas to explore.

#### **2.3.3.3.5.2.1. Measure GHG emissions and air pollutants related to transport as accurately as possible**

In order to provide more details in the information transmitted to customers on GHG emissions and atmospheric pollutants linked to transport, Bolloré Logistics has endeavored to improve the precision and accuracy of the automated CO<sub>2</sub>e dashboard. The company is a member of industry initiatives on calculation methodologies, including EcoTransIT World (compliant with the EN 16258 and ISO 14083 standards) and Clean Cargo Working Group, which makes it possible to constantly increase the relevance of the data provided. Linked directly to the transport management computer system and available on request, this dashboard is a decision-making support tool for customers, allowing them to obtain both an analytical overview of key components with performance indicators, and a detailed view of each shipment of goods (CO<sub>2</sub>e emissions by segment and mode of transport, by origin/destination, as well as the main air pollutants). Continuous improvement works continued over the period (see 3.1.2 Methodological note on environmental reporting). In 2022, more than 8,000 automated CO<sub>2</sub>e dashboards were generated for customers and the same amount in 2023 with also around 100 personalized reports per month.



### 2.3.3.3.5.2.2. Design low carbon logistics networks and eco-responsible supply chain services

#### • Systematically integrate environmental performance criteria in the referencing, selection and assessment of its transport suppliers and subcontractors

Bolloré Logistics has continued over the reporting period to strengthen its referencing, selection and evaluation processes for its freight transport suppliers and subcontractors. These elements are governed by a "vendor management" procedure.

The processes differ and are adapted to the types of suppliers and subcontractors: major suppliers of sea and air transport capacity and subcontractors of road transport services. The purposes of these Due Diligence assessments and processes are to ensure compliance with the applicable laws, especially Sapin II and the Duty of Vigilance. Maritime and aviation companies are also subject to an annual ESG assessment, the scope of which has a direct impact on the Service Level Agreement, and thus the purchasing policy integrated in the internal service design help tools. The weight of the CSR questionnaire score in the SLA significantly increased in early 2023. The environmental aspect is also integrated in regular business reviews. Road freight companies must reference themselves on a digital platform, including in particular compliance, safety and environmental criteria. Only subcontractors declared as being active are operational, resulting from a prior internal validation system according to a clearly established circuit. QHSE audits of road freight companies complete the system. These processes and criteria are described in more detail in Chapter 2.1.4. Responsible Purchasing.

#### • Development of low carbon partnerships with maritime and airline companies

For air transport, through its partnerships, Bolloré Logistics offers its customers the use of a more sustainable fuel, called "Sustainable Aviation Fuel" (SAF). Produced from used cooking oil, and agricultural waste and residue, it allows a reduction in greenhouse gas emissions of 70 to 95%.

Bolloré Logistics provides its AIRsaf offer on all commercial lines, for all shipping methods, regardless of the airline using the "book and claim" system. The framework of this offer respects the guidelines of the Smart Freight Center and the GHG Protocol, and adopts restrictive selection criteria to promote a second generation alternative fuel, which does not compete with food production. Its traceability and the associated carbon accounting are ensured through a certification issued by an independent third-party firm. In 2023, six partnerships with strategic airlines were concluded in the context of the AIRSaf offer which made it possible to avoid over 24,000 tons of CO<sub>2</sub>e.

For maritime transport, Bolloré Logistics launched a dedicated SEAalternative offer at the end of 2021, giving its customers the opportunity to opt for sustainable maritime fuel, following the "mass balance" concept. This offer was structured around two shipowners,

### LINK Partners: assessment of road subcontractors and global mapping of solutions with better carbon efficiency

The LINK Partners digital platform is the internal database of road service providers directly supplied by carriers and analyzed internally by Transport Road Managers. Specifically, LINK Partners allows carriers to be referenced by providing various information related to their operations, their financial health, their policies in terms of quality, sustainable development, ethics, etc. CSR aspects are now mandatory in the referencing process. The environmental criteria relate in particular to the fleet composition, specific low carbon equipment and eco-driving training for drivers.

strategic partners, on several commercial axes and made it possible in 2023 to avoid more than 4,800 tonnes of CO<sub>2</sub>e. Building on this success, the offer evolved at the end of 2023 based on the same principle of "book and claim" as used for aviation in order to facilitate the use of biofuel to decarbonize maritime freight by up to 84%.

Other specific initiatives were notable in 2022: In May 2022, Bolloré Logistics participated in the Sustainable Flight Challenge organized by SkyTeam together with Air France KLM Martinair Cargo (AFKLM). The objective was to operate an air freight transport service in the most eco-responsible way possible. Thus, on the flight selected between Paris CDG and Montreal, a co-designed reusable cover made it possible to reduce the use of plastic on air pallets and the supply of SAF to the aircraft through a partnership with AFKLM, also enabled carbon efficiency gains. In the last quarter of 2022, Bolloré Logistics became the first customer of Air Canada Cargo to join its LEAVE LESS TRAVEL PROGRAM, which offers corporate and freight services customers efficient options to reduce their greenhouse gas emissions (GHG) linked to business travel and freight shipments, and thus reduce their carbon footprints. Bolloré Logistics has thus invested in sustainable aviation fuel as part of this partnership.



**• Continued investment in low carbon vehicles for own land transport.**

Road freight transport operated by company-owned vehicles impacting scope 1 represents less than 0.5% of the total transport processed in terms of CO2 emissions. However, Bolloré Logistics has continued to invest in more carbon-efficient vehicles. For two years, Bolloré Logistics Le Havre, in France, has had trucks equipped with biofuel. Its fleet of trucks was expanded at the end of 2022 and 2023, reaching 16 container tractors powered exclusively with biofuel, supplied by a storage tank installed onsite. Today, a third of the fleet in Le Havre uses biofuel to ensure the pre- and post-shipping of its customers' shipments. Since 2019, Bolloré Logistics France has reduced its greenhouse gas emissions due to fuel consumption by 15% through the renewal of its freight truck fleet.

In Singapore, the four diesel vans used for last-kilometer deliveries have already been replaced with electric vans. At the "Green Hub", the charging stations will be renewed; they will also be open to customers and subcontractors providing deliveries.

More recently in Germany, Bolloré Logistics deployed a pilot project at its Hamburg site, in early 2023: Mocci cargo bicycles in partnership with the Munich-based company, CIP Mobility GmbH. These innovative electric bikes (made of 95 % recyclable plastic as materials are not mixed) are aimed at replacing vans and trucks used every day to travel to the company's customer sites, its logistics center and the spaces dedicated to customs authorities, to exchange a large number of spare parts, tools and documents.

Moreover, eco-driving training for drivers of company-owned vehicles, company cars and service cars has been rolled out in several other regions of the world, particularly in Indonesia, Australia and Portugal, following on from the eco-driving training courses carried out in 2022, notably in France, the United Arab Emirates, the Netherlands and the Philippines.

**Fleet of goods transport vehicles**

At December 31, 2023, company-owned trucks and vans and on long-term lease.

	ELECTRIC	BIOFUEL	EURO 6	EURO 5	EURO 4	OTHER
Asia	6	-	1	12	-	-
France	-	19	46	11	-	-
Rest of the world	-	-	3	6	1	7

**• Development of exclusive shuttles using alternative energy to diesel with its road partners**

Throughout the 2022-2023 period, Bolloré Logistics entities have multiplied partnerships with their subcontractors to replace transport services exclusively fueled by diesel:

- in China the diesel alternative fleet is continuing to grow with 130 electric vehicles providing urban delivery services,
- in Singapore, a road transport service for a leader in the beauty industry uses B20 biodiesel produced from used cooking oil. Bolloré Logistics Singapore purchases only biofuel produced from waste, byproducts and residues in order to truly contribute to a circular economy. Moreover, 100% of the last-kilometer deliveries are now conducted by electric vehicles,
- in India, a fleet of compressed natural gas (CNG) fueled trucks was deployed in the Mumbai, Bangalore and Chennai facilities. Four CNG trucks conduct intra-urban distribution operations, which avoids 5% to 16% CO<sub>2</sub>e according to studies and NOx and particle emissions rates way below that,

- in Canada, a locally-manufactured electric truck has also been launched for daily rotation. This alternative technology with a favorable national energy mix is combined with a pooling of loads from several customers from the cosmetics sector.
- in Belgium, a truck fueled with biofuel drives daily to manage the pre- and post-delivery flows of its customers from the cargo area to its Machelen warehouse
- in the United States, in the New York region, a compressed natural gas truck travels 300 km requiring several recharging stops
- in the United Kingdom, two electric vans provide a shuttle between London and Heathrow airport.

In parallel with these initiatives, each region continues to update their local maps of transporters with a fleet of low carbon vehicles and are investing in low carbon road vehicles for the company-owned fleet. This work is constantly improved by the Link Partner road transport companies referencing tool.



#### • Development of traditional transport means integrating cutting-edge technologies

As part of its different explorations, Bolloré Logistics takes part in developing innovative transport means. Thus, Bolloré Logistics has organized the door-to-door transport of a satellite and its different components from its customer's site in Toulouse, France, to the Kourou Space Center in Kourou, Guyana, onboard a next generation sail cargo ship. Depending on the speed, the wind-powered mode makes it possible to reduce carbon emissions by 20% to 30% compared to an equivalent ship using traditional propulsion. Moreover, in June 2023, Bolloré Logistics signed an MoU (Memorandum of Understanding) with FLYING WHALES to agree on the transport of exceptional loads using the FLYING WHALES solution: the LCA60T. The LCA60T model is an airship that Bolloré Logistics wishes to use to lift and/or transport exceptional loads weighing up to 60 tons, as part of its logistics projects. The inaugural flight of the first LCA60T is scheduled for the end of 2025, and will be used to make deliveries in remote locations or those difficult to access with traditional transport means.

#### • Deployment of regular service lines by river and rail

Bolloré Logistics is working on a return to the river and rail channels, as well as the deployment of regular service lines, especially between China and Europe. In the French territory, in order to accelerate the use of multimodal transports, the company has set itself a target to reduce the emissions generated by road transport by 25%, by 2025. Moreover, a digital solution was developed at the end of 2022 to promote the available river and rail solutions, by displaying the carbon indicator. In China, a new rail service offering was launched in 2022, including a wide coverage of point of origin cities, multiple rail stops and port connections.

#### • Develop digital decision support solutions and integration into the standard offer: to systematically propose the most efficient service in terms of CO<sub>2</sub> emissions

The corporate departments of Bolloré Logistics at head office are developing tools to help sales and operational teams, as well as customers, assess the impact of carbon emissions and atmospheric pollutants linked to transport services, during the design, quotation and execution of the services phases.

In 2023, the teams continued to develop their digital tools based on environmental data, making it possible to gradually systematize the accounting of the CO<sub>2</sub> criterion from the design of transport services stage and upstream of the carbon display on the quote submitted to the customer. Among the work initiated in 2023, a decision-making tool was created which proposes alternative transport plans (change of carrier, mode, alternative fuel option) automatically, analyzing different scenarios according to customers' CO<sub>2</sub>e reduction commitments. The tool will allow proposals to be analyzed according to 4 criteria: cost, transit time, departure day and CO<sub>2</sub>e impact. It will rely on customers'

transport history via the CO<sub>2</sub>e dashboard and will take into account the transport plan repository to analyze all options. Note that this project is a continuation of the global hackathon which was organized by the Bolloré Logistics innovation center at its B'Lab head office in the first quarter of 2023.

In addition, the local teams rely on their ecosystem to identify optimization tools aimed at significant CO<sub>2</sub>e savings on national transport segments, and adapt them to business line issues. As an example, in India, the teams of the road transport segment set up a solution to optimize ordering processes across all the branches, in 2022, in connection with the use of electric and CNG vehicles. Developed in collaboration with a technological partner, this solution is based on a routing and planning consolidation and optimization algorithm, and includes the selection of the suitable vehicle. Over 300,000 kilometers travel were avoided in 2023, leading to a 85-ton CO<sub>2</sub>e reduction.

#### • Reduce the impact of packaging and develop circular services

Promote eco-design and responsible procurement  
Since 2021, on the Miami logistics platform, all traditional plastic pallet films used for contract logistics operations were replaced with biodegradable film; this solution was subsequently deployed in another warehouse, in Dallas. This film is made from natural, vegetable and renewable resources and is 100% USDA certified. In the rest of the United States, a new agreement was concluded in 2023 with a new supplier for the supply of recycled and certified packaging. At the Singapore "Green Hub", the company introduced in 2020 12-micron thick stretch film, compared to 23 microns previously, which was tested and proven to protect pallets, and made it possible to save 15 tons of plastic in 2022, along with a cost reduction. Actions continued in 2023 with, for example, in Malaysia and Singapore in other warehouses, the introduction of stretch films for recycled plastic pallets associated with a thinner thickness to replace virgin plastic films. In North China, for a customer in the agri-food sector, the teams assisted the customer in identifying and sourcing from a service provider supplying biodegradable package cushioning consumables. The use of plastic-based strapping has also been reduced at several sites in Taiwan. Other process changes concern wooden and plastic pallets: in China, teams have started using reusable mobile shelving in the Shenzhen warehouse. This allows goods to be stored directly on the rack, without the need to add additional wooden/plastic pallets underneath, as was usual to secure the cargo, avoiding more than 4000 pallets per year. Moreover, as part of its Responsible Purchasing policy, Bolloré Logistics is continuing its actions to supply more environmentally-friendly consumables (for more details, see Chapter 2, Responsible Purchasing 2.4., paragraph 2.1.4.2.6. General Purchases).



### Optimize the types of packaging

Optimizing references is also an area for improvement. In France, at the Criquebeuf site, a significant investment was made in 2023 in an automatic packaging machine which adapts the size of cardboard packages to the products. In Singapore, where the contract logistics activity is very significant, a large number of solutions related to packaging and the supply of sustainable consumables were implemented. More than 400 consumable references are now monitored in a dedicated tool and sustainable development is one of the six criteria in an annual performance analysis that main suppliers are now subject to. In 2022, close to 80 % of the total weight of purchased consumables came from recycled or reused sources.

### Create new circular services

During 2023, Bolloré Logistics continued to develop its REcycle offer within its network. The company thus promotes the reuse of packaging and consumables used for transport and logistics, such as: pallet covers (reusable packaging covering pallets to replace plastic packaging) for air freight, Europe and United States pallet covers, used in pre- and post-shipment, as well as isotherm kits inside containers. At the same time, the teams developed a dedicated digital application to manage these consumables (reservation of packaging according to the needs, visibility of the reusable packaging stock in the world, help with customs operations management, etc.). The uses of the REcycle solution are multiple: in Canada, during the winter, reusable insulated kits were deployed for a client's containerized exports from France; in the United States, in several states, for a client in the luxury sector, pallet cover solutions were deployed between several customer collection points and Bolloré Logistics operational centers. Air freight pallet covers were used on return charter flights from Paris to Bangkok. All of these consumables have a unique bar code, allowing them to be tracked through the REcycle application. During 2023, more than 6,600 circular services were recorded through the REcycle digital platform, a sharp increase compared to the previous period, which made it possible to avoid 5.5 tons of plastic since 2022.

In addition, centrally, teams from Bolloré Logistics have joined the circular POS program of Fabrique Circul'R in order to develop circular economy solutions to improve POS management within several industries that use large quantities of this type of product: large retail, agri-food, cosmetics, etc. Reuse solutions, through new economic models, are being developed, as well as a solution to rate POS circularity.

#### *Help customers reduce packaging and containers*

The commitment of the teams and stakeholders is an essential lever to improve waste management and optimize packaging in transport and logistics operations. At local level, in Singapore for example, a sustainable development roadmap was defined for key accounts and for all calls for tenders. Other initiatives are being rolled

### Recycling of end-of-life cosmetic products in Singapore

The solution offered as part of the "FG Recycling Programme", aims to avoid waste incineration by better recycling the materials to reduce their carbon impact. In cooperation with a customer from the Perfumes & Cosmetics sector, a plan was drawn up and tests conducted to test the viability of the program. Bolloré Logistics tackled this project according to two main parameters: sorting products according to the degree of mixing of the materials or components of the product and the degree of contamination. This contamination study is explained by the fact that cosmetics are often made of mixed materials and sometimes contain viscous substances, which are harder to recycle. Since its launch, this recycling project thus made it possible to process five batches of products initially due to be destroyed. By recovering and preventing these materials from being incinerated, Bolloré Logistics saved around 810 tons of CO<sub>2</sub>e. In May 2023, Bolloré Logistics received an award in the "Logistics, sustainable development" category for this project, on the occasion of the Singapore Business Review Award 2023.

177

out, such as in Singapore, where a new service was launched to increase the recycling of beauty product bottles sold by a leading customer in this industry, in 2022.

#### 2.3.3.3.5.2.3. Offsetting residual emissions

In 2020, Bolloré Logistics reinforced this approach by co-financing the voluntary offsetting of transport emissions for all its consolidated freight services in a Gold Standard® project for the generation of electricity from landfill gas in Thailand. The operation was renewed in 2021 for another project in Thailand. In 2022, Bolloré Logistics chose a program, through the intermediary of First Climate, to build biodigesters, manufactured and operated by farmers in 17 towns of the Hainan province in China. This project received the Gold Standard certification. This project has offset 15,000 tons of CO<sub>2</sub> in 2022, representing 100% of residual emissions related to consolidated freight services. Voluntary carbon offsetting was stopped in 2023.

#### 2.3.3.3.5.2.4. Supporting customers in continuous improvement programs

##### • Common carbon reduction target

During the call for tenders phases, the transport plans proposed include, according to the notified characteristics, an assessment of the carbon footprint and the development of alternative low carbon end-to-end supply chain scenarios.

During contract execution, Bolloré Logistics establishes continuous improvement plans with its key account customers. All alternative solutions proposed take into account the objectives of costs, deadlines and CO<sub>2</sub>e (along with air and noise pollution where relevant), which correspond to the customer's logistics policy.

The study of low carbon solutions includes: design of logistics networks allowing better performance, consolidation and optimization of loading, monitoring of urgent shipments, selection of efficient carriers, choice of means of transport (vehicles, devices), selection of alternative low carbon modes for pre-/post-transport, transfers from air to sea, multimodal air/sea – road/rail approach.

Since mid-2020, to strengthen this approach, Bolloré Logistics has been offering its customers the opportunity to jointly set the reduction targets and associated processes in the PSL Pact (Powering Sustainable Logistics Pact). A common and collaborative approach to jointly achieve quantitative and qualitative objectives underlining a strong commitment. As part of the PSL Pact, which is tailored to the situation, Bolloré Logistics and the customer get together to create a concrete framework to reduce the transport carbon footprint and implement the 5R policy (refuse, reduce, reuse, repair, recycle), in particular for plastic packaging, wood and cardboard used for contract transport and logistics operations.

The PSL Pact deployment framework is based on a 5-point approach:

- **1.** Monitor CO<sub>2</sub>e emissions and set a carbon reduction target;
- **2.** Implement alternative transport and logistics solutions to reduce CO<sub>2</sub>e emissions;
- **3.** Establish clear governance for both parties, as well as an validation workflow for the proposed alternative solutions;
- **4.** Define prerequisites and key success factors.

#### Internal program for European Key Accounts: "Beyond Carbon"

In the fourth quarter of 2022 and deployed in 2023, the Europe CSR Department initiated the proactive program "Beyond Carbon" in collaboration with a specialized firm, targeting some fifteen key accounts of representative industries and aiming for an active commitment to supply chain decarbonization. To do so, four individual meetings with the Supply Chain, CSR, Sales and Purchasing Departments of these customers were scheduled to discuss the issues and opportunities to be implemented. During these meetings, the decarbonization strategy and roadmap was also compared to the Purchasing and Supply Chain strategy. The obstacles, constraints and difficulties were discussed in these meetings as well as the central governance theme. Finally, depending on the maturity levels, the prioritization of the projects to be implemented was discussed in light of the goals. Beyond this personalized approach for these key accounts, the aim is to reinforce the approach already initiated by the Bolloré Logistics teams, as well as share the methodological aspects, and of course the good practices. Last but not least, the aim is to create a collective dynamic where each of the parties has a role to play.

##### • Co-creation and collaborative approach

The two B.Lab innovation centers at the head office in Puteaux and in Singapore promote co-creation with customers. The B.Lab is the innovation booster at Bolloré Logistics. Its goal is to accelerate the transformation of the supply chain by supporting all of Bolloré Logistics' innovation initiatives, from the concept stage to market launch. The supply chain and low carbon solutions are one of the pillars of the B.Lab, which promotes a collaborative approach and focuses on customer needs. Co-creation is organized mainly through workshops for internal and external customers.

More and more workshops are organized on environmental topics, as this subject is becoming a major concern for all of our customers. In particular, it involves setting up roadmaps with concrete projects to be implemented: use of alternative fuels for transport, development of alternative transport plans, reduction of single-use consumables to replace them with reusable consumables, etc. The projects are then implemented and monitored by project teams.

The B.Lab also organizes innovative events, sources of inspiration. In the 1st quarter of 2023, a global



Hackathon was organized, bringing together internal business line, IT and CSR experts, within the French subsidiary of an IT multinational. Four teams competed over two days to develop a mobile application on the theme: "Boost alternative sustainable solutions through data". The innovation and creativity prize was awarded to the winner of the "Move for Earth" team, who developed a unique application offering real-time alternative transport plans based on the customer's history of shipments and their CO<sub>2</sub> emission reduction targets.

### • Raising customer awareness of the environmental impacts of transport

Particular attention is paid to raising customer awareness of the environmental impacts of transport. Bolloré Logistics communicates regularly with its customers on the sustainable development issues of the supply chain and their consideration in its strategy, whether at corporate level or during the customer relationship.

- Surveys and studies: a survey in the form of a multilingual questionnaire was carried out, then sent at the start of 2022, to a sample of representative customers utilizing our operations, showing an alignment of their issues and their processes within Bolloré Logistics (see Chapter 1, paragraph 1.3.3.1. materiality matrix).
- Awareness-raising support: the presentation of Bolloré Logistics' CSR strategy to customers, including a section on the sector's climate challenges, is also part of the training and tools made available to sales teams both on the general intranet and on digital tools dedicated to the sustainable transformation of the supply chain (B.Lab, collaborative tools, B'Sustainable Supply program). The quarterly customer newsletter systematically includes a CSR section. Email campaigns sent to all customers on environmental topics were also organized in 2022;

At local level, webinars, events and workshops gathering customers, prospects and suppliers are regularly organized, such as for example in:

- Singapore:
  - During visits to B Lab, the teams regularly present the sustainable development strategy and supply chain solutions to current and potential customers. Workshops dedicated to sustainable development were organized to design a sustainable roadmap with customers from different sectors (cosmetics, fashion, healthcare treatments, etc.).
  - Another event was organized at the start of 2023 with 8 recycled product suppliers to introduce the Bolloré Logistics waste audit framework to them and our approach for better traceability of our whole waste management value chain.
- Japan:
  - Bolloré Logistics organized its first workshop on the green supply chain aiming to inspire customers on how to reduce carbon emissions from transport and

reach their sustainable development targets. This workshop was led by the sales team and included 11 representatives from 7 different companies in various sectors. They worked in groups to analyze a case study scenario for land transport and create a low carbon emissions transport plan to meet reduction targets. Interactive and engaging, the leaders guided them throughout the assessment process of the different sustainable transport solutions, such as the modal shift, itinerary optimization and alternative fuels. They also helped them assess the impact of their strategy on the performance, profitability and reputation of the company.

- South Korea:
  - In the spring of 2023, Bolloré Logistics and the European Chamber of Commerce in Korea (ECCCK) organized a live webinar on the topic: Sustainable logistics: how to manage your shipments and warehouses faced with the climate agenda. The fifty participants from various industries actively contributed to the discussion by asking relevant questions on subjects such as carbon accounting for transport and sustainable aviation fuel (SAF), making this session highly interactive and informative. In the Asia-Pacific region, in total for the year 2023, nearly 20 awareness events were organized with customers and/or suppliers bringing together 218 participants.
- In Belgium:
  - In line with an approach to reduce the environmental impact of our business lines and to increase the value created for our customers, Bolloré Logistics Belgium took part in the "Forward Goals" challenge. Forward is an association representing the whole logistics sector in Belgium to defend the interests of logistics companies. In taking part in this challenge, Bolloré Logistics Belgium committed to complete at least five sustainable acts distributed across the 17 different Sustainable Development Targets. These 5 sustainable acts needed to respond to at least two of the five Ps (People, Planet, Peace, Prosperity, Partnership). Thus, the tailored training program providing knowledge and tools to the sales teams (prescribers) to integrate CO<sub>2</sub> into customer relations is one of the actions led by Bolloré Logistics Belgium. In this context, the "Gold" Forward label was awarded to Bolloré Logistics Belgium at the start of 2023.
- In Mexico:
  - The regional CSR team organized a sustainable development day for one of its customers, structured around various workshops (climate fresco, conference on electricity and brainstorming).
- In France:
  - The CSR Europe team organized its first Beyond Carbon event in Paris at the end of 2023, bringing together more than 80 major accounts and employees around conferences and round tables



on decarbonization. In the Western region, another event was organized in Saint-Nazaire bringing together more than 50 customers on the topic “Collaborate to better decarbonize”.

This type of “business case” workshop on decarbonizing the supply chain and/or contract logistics is part of Bolloré Logistics’ continuous efforts to inform and promote innovation as regards sustainable development with its customers and partners.

Climate Frescoes were also organized with the customers in the different regions of the company’s network. Finally, several beach cleaning and ecosystem restoration events, including the planting of mangroves and trees, were organized, gathering both company employees and customers.

### 2.3.3.3.5.2.5. Raising employee awareness and training as the first vector of change

Employees, regardless of role, are the first vectors of the transformation of the organization towards a sustainable business model.

Bolloré Logistics’ teams of experts on environmental issues, at head office, in the regions and locally, strive daily to build and transmit to employees a repository of knowledge and practices adapted to their role and to customer needs.

Thus over the period, actions continued on from previous years, in order to inform the employees, raise their awareness and train them in understanding the tools, methods, processes and solutions to ensure they take into account the environmental challenges of the transport and logistics sector during their daily work:

- The traditional CSR newsletters make it possible to reach all or just some of the employees of the organization depending on the nature of the information transmitted. (newsletters: Bolloré Group CSR, AcTogether Bolloré Logistics, market changes and best practices within the network);
- Highlights on the occasion of international days dedicated to the environment (Earth Day, Environment Day, Biodiversity Day, EarthHour) marked by information campaigns, calls for action, internal conferences, podcasts, etc.;

Specific approaches have also been developed based on target populations, and in particular with employees, who have a direct impact on the environmental transformation of the company: buyers, sales teams, warehouse logistics managers, country management and QHSE experts. All means and channels, online or face-to-face, were used on an ad hoc or continuous basis.

In 2023, the target for the internal B’Sustainable Supply challenge (annual program launched in 2022) was broadened to include freight purchasers: 110 freight buyers participated in this training and mobilization program.

In addition to HSE training for employees, in 2023, 9,640 employees took part in face-to-face or remote awareness sessions on sustainable development, including environmental issues, i.e. 64.3% of the total workforce. 5,619 employees were trained through face-to-face training and awareness-raising sessions.



The annual AcTogether challenge, the first edition of which was launched in January 2020, is aimed at all employees of the Bolloré Logistics network. Through this challenge, all employees are regularly sent communications and tools on the global issues of sustainable development and more particularly environmental issues, and those more specific to the transport and logistics sector. Dashboards for monitoring the momentum of the challenge and the value created are also sent to the country directors. The environment is a key topic in the AcTogether challenge, whether in terms of raising awareness or the tools made available to employees.

Through AcTogether, 13,587 participants took part in one of the 169 awareness sessions with an environmental theme (a given employee can attend several different sessions). For more details see section 1.3.3.6. The AcTogether challenge is an inter-country competition to boost the CSR program.

**The sales teams** (in the broad sense, including the sales function, account managers, managers of customer technical solutions and calls for tenders), are the first ambassadors of Bolloré Logistics and the first prescribers of low carbon transport and logistics solutions with customers in the face of climate issues. For this target group, a continuous action plan has been in place for several years.

#### • Training program

The first training course designed internally with the training department based on four e-learning modules and fully adapted to the challenges of the company was launched for the first time at the end of 2020 for all sales representatives and freight buyers in the global network, with an 85% rate of achievement for 2021. Its focus: the impact of transport on global warming, the environment and market needs, sustainable transport and logistics solutions, the approach to follow and the tools available to support customers. This e-learning program was subsequently updated and integrated into the annual B’Sustainable Supply challenge in 2022 and 2023, targeting the same internal population.

Throughout this period, CSR presentation sessions for this same target group during seminars and annual conventions, remotely or face-to-face depending on the health situation, took place centrally or locally, led by the CSR managers or the regional general managers.



In addition to global actions, the teams in the regions act in parallel to ensure the development of employee skills on these topics in view of the growing challenges on the markets. Awareness sessions and workshops on decarbonization are organized locally.

However, to strengthen and standardize the knowledge and skills of salespeople across the Bolloré Logistics network, a new program was rolled out for the first time in 2022. The program, called B'Sustainable Supply, is aimed at all sales teams worldwide. It is a game-based challenge focused on understanding the climate challenges of the supply chain and the solutions to be put in place to improve CO<sub>2</sub> efficiency for transport and contract logistics operations. It allows each person to get involved in a sequential course over several months - awareness, training, action - aimed at qualifying "green champions" within the company.

Building on its 2022 success, a new edition was launched in the second quarter of 2023, on a broader target including sales teams, freight buyers, road managers and logistics managers, that is more than 2,200 employees throughout the world - almost double the 2022 edition. Following the same pattern, the awareness events were modified, the contents of the webinars updated with an even more pragmatic angle, especially concerning the methods and tools available to help customers on the path to decarbonization.

### The AcTogether challenge as a lever for action to benefit the environment

Through this inter-country competition, employees are invited, within a defined framework with objectives to be achieved in their country, to carry out sustainable development work at their sites and to share this with the entire Bolloré Logistics network. The 4th edition of the AcTogether internal CSR challenge ended in December 2023: 1,684 actions completed, 56% of which on the theme of the environment.

Thus, by conducting actions, the employees win points for their country, showcase the actions led locally and create more

social and environmental value both within the organization and throughout the supply chain. The AcTogether challenge is hosted on a digital platform, ideal for sharing good practices between all countries.

This challenge and the inherent tools made available to support employees, help them take action in ethical, environmental, social and societal areas.

Two types of action are possible: actions created from A to Z by employees and turnkey actions, offering a support kit for implementation. Thus, the turnkey actions for the environment include: several workshops for biodiversity preservation and ecosystem restoration, climate change awareness workshops, a target for plastic waste-free offices, workshops to find out about the carbon footprint, low carbon transport plans, 5R warehouse projects.

The kit associated with the turnkey action provides employees with both the instructions detailing the different steps needed to organize their action, and the different supports and tools necessary to carry it out.

*For more details on this, see Chapter 1 paragraph 1.3.3.6.*



## B'Sustainable Supply program dedicated to sales teams, freight buyers, road managers and contractual logistics managers: a program based on gamification to better integrate the environmental challenges of the supply chain and low-carbon alternative solutions

In order to guarantee the best support for customers when selecting their low carbon transport and logistics solutions, Bolloré Logistics is committed to improving the skills of the company's first prescribers, the sales teams, on these issues. To do so, a global and progressive training challenge was launched in the second quarter of 2023 and for the second consecutive year, to be conducted over four months, in four phases: Be Aware, Be Trained, Act, and Catch Up.

The principle being first, during the "Be Aware" phase, to raise teams' awareness of climate issues. In 2022, this first phase involved the calculation of the carbon footprint of their own home and the climate fresco workshops. More than 230 salespeople took part in these collective intelligence workshops to understand the links between the causes and effects of climate change. In 2023, an online business game on the topic of decarbonization was launched with several complementary awareness tools.

This is followed by the "Be Trained" phase which aims to teach salespeople the Bolloré Logistics' responses to these challenges: an understanding of the CSR strategy and the sustainable supply chain solutions in order to be better at offering them to customers. The entire global salesforce was invited to a series of 10 live themed webinars. They are interactive and led by the central and regional/local CSR managers

in each region of the company and in several languages. 50 webinars in total were conducted over several months. At the end of this second edition, over 73% sales persons committed (out of 2100 registered) to this voluntary-based training program.

The "Act" phase is launched at the same time: this involves offering customers specific and tailored solutions. Over 150 actions were recorded in the AcTogether internal challenge platform, and were thus shared internally as good practices throughout the network. The end of the program was marked in June with a "Catch Up" phase via a personalized chatbot, which allows salespeople to get a refresher on the key concepts covered during the different phases of the course, while motivating the teams through challenges.

The whole system is based on a gamification system that rewards participation and allows you to reach different levels of expertise.

Using the B'Sustainable Supply program, Bolloré Logistics wants to encourage its teams to form a network of "green champions" who know to include climate issues into each link of the supply chain in order to support their customers in achieving better CO<sub>2</sub> efficiency and contribute to the decarbonization of the transport and logistics sector.





### 2.3.3.4. Risk management via a cross-functional multi-dimensional approach

Bolloré Logistics integrates the management of its activities, including risk management, within the frameworks and processes defined by Bolloré Group and implemented at operational unit level. The extra-financial risks, as well as the vigilance plan are presented in Chapter 1.4 Vigilance Plan.

Risks related to climate change are therefore included in the risk universe identified in the company's general risk mapping, and rated according to a methodology that takes into account the severity and frequency of risks.

With regard to global warming in particular, the various risks have been identified with a short, medium and long term horizon. By following the risk management process of the Bolloré Group Risk Department and its CSR Department, the business units adapt the risk management processes to their activities, as Bolloré Logistics does.

End of 2022, beginning of 2023, Bolloré Logistics conducted a second analysis of the physical risks linked to climate change. The risks were analyzed according to the Taxonomy nomenclature. The exposure was determined according to the horizons and scenarios recommended by the Taxonomy. The assessment is conducted based on cutting-edge climate forecasts with the highest resolution available, according to the existing palette of scenarios for the future. These scenarios include the RCP profiles (Representative Concentration Pathways) issued by the intergovernmental Group of experts on climate change RCP 2.6, RCP 4.5, RCP 6.0 and RCP 8.5. The RCP2.6 and 8.5 scenarios were the ones selected. Given the life time of the activities, the 2030 and 2050 horizons were selected (paragraph 2.3.3.2.1). Bolloré Logistics has also carried out various analyzes of transition risks and opportunities, particularly in terms of impacts (paragraph 2.3.3.2.1.). To define its objectives, Bolloré Logistics based itself on the Science Based Targets initiative approach (see paragraphs 2.3.3.3.1. and 2.3.3.3.5).

Within Bolloré Logistics, the management of climate-related risks and opportunities is a global process. All the conclusions of the study and analysis work are systematically reported to the Executive Committee of Bolloré Logistics by the CSR Organization and Methods Director. The establishment and implementation of mitigation measures, alternative solutions or resulting follow-up actions are also presented and validated by the Executive Committee, as specified in paragraph 2.3.3.1. Climate strategy policy and governance.

Lastly, an operational risk management action plan is also drawn up under the supervision of the company's QHSE manager, who is also responsible for updating it. It includes a detailed risk and opportunity management process for each specific risk or opportunity identified and, where relevant for risks, a business continuity plan.

### 2.3.3.5. Indicators and targets: towards a systematic inclusion of climate impact KPIs within increasingly engaging objectives

#### 2.3.3.5.1. Monitoring of environmental indicators and strategic climate-related components

With regard to climate-related risks, Bolloré Logistics strives to monitor the following indicators:

- changes to scope 1 and 2 GHG emissions (including measurement of fuel consumption, electricity purchase, heating, refrigerant gas, etc.);
- measurement of scope 3 upstream GHG emissions (including the measurement of GHG emissions relating to waste, the transport of people for business trips and upstream energy);
- measurement of scope 3 downstream GHG emissions (including the measurement of GHG emissions relating to the provision of national and international freight transport services, per customer, mode of transport, shipment and T.KM);
- percentage of energy consumption from renewable energy sources, on-site production and purchase of green electricity.

The following indicators are the subject of ongoing work to improve the data collection process and therefore the reliability of the indicators:

- financial investments in favor of optimizing energy performance and actions to reduce GHG emissions within the activities (investments relating to low carbon equipment, renovation of heating and air conditioning systems, insulation work, renewal of the vehicle fleet, etc.);
- investments to develop low carbon products and services;
- amount of revenue related to low carbon products and services.

Since 2021, as part of the climate plan, environmental indicators linked to CAPEX and OPEX expenditure having an impact on scopes 1 and 2 were included for all Bolloré Logistics geographical areas as a component to be included in the budget report for the coming period. This component is systematically included in each budget report and is being reinforced in terms of decision criteria. In addition, compliance work with the European taxonomy continued.

The indicators linked to the environmental cost of logistics and tertiary buildings meeting high-quality certifications are also monitored specifically.

Environmental performance indicators, including energy indicators, are collected on a monthly or quarterly basis, and for the most part, are monitored as part of the annual reporting, via the Enablon solution, for all Bolloré Logistics entities meeting the eligibility criteria (see "Environmental reporting methodological note", Chapter 3, paragraph 3.1.2). The reporting data is checked by an

independent third-party organization and is consolidated in Bolloré Group's extra-financial report and included in the Universal Registration Document.

Alongside CSR reporting, these indicators are also included by QHSE teams as part of ISO 14001 certification. The indicators for Bolloré Logistics' scope are published in the section "Other ESG indicators" (Chapter 3, part 3.2). Lastly, Bolloré Logistics has been participating in the CDP's "Climate Change" questionnaire since 2018, its responses being included with those of Bolloré Group, which obtained a B score in 2023 (B in 2022). With regard to the "Supplier Engagement Rating" (SER), based on the "Supply Chain" questionnaire answered for the Bolloré Logistics scope, an A- score was obtained over the past four years.

#### 2.3.3.5.2. Taxonomy

Resulting from the action plan for sustainable finance launched in 2018 by the European Union, European Regulation 2020/852 of June 18, 2020 (the so-called "Taxonomy Regulation") introduces a single classification system to establish whether an economic activity is environmentally sustainable, in order to encourage sustainable investment and redirect capital flows to meet European requirements for reducing greenhouse gas emissions and achieving the EU climate neutrality target by 2050.

An economic activity is considered "sustainable" if it substantially contributes to one of the six environmental objectives of the taxonomy regulation without causing any prejudices to the five other objectives, and respects the minimum Guarantees. On the date of the works led, two appendices pertaining to the two first mitigation and adaptation targets to climate change have been published. They will be completed with publications pertaining to the four other environmental objectives to come.

In accordance with this regulation, Bolloré Group has been subject to an obligation to publish the share of revenue, investment expenditure (Capex) and operating expenditure (Opex) of the eligible activities under both climate objectives, since the 2021 financial year. Bolloré Logistics' operations are consolidated within the Transport and Logistics division. In 2022, the activities defined as eligible were subject to an assessment in order to determine if they were in line with the technical criteria to mitigate climate change, did not cause any significant prejudice to the five other environmental objectives and respected the minimum guarantees.

The phase to identify the eligible activity segments was updated in 2022, based on a methodological approach which includes a fine and detailed analysis of the Group activities in light of the eligible economic activities described in the appendices to the regulation. Additionally, further to their sale in December 2022, the Bolloré Logistics operations in Africa were excluded from the taxonomy reporting, in application of the rules of the European Commission under standard IFRS-5 (delegated act on Article 8 of the taxonomy regulation).

In short, concerning the Bolloré Logistics BU, the following activities were considered as eligible:

- Within the Transport and Logistics Division, road freight transport conducted by vehicles directly operated by Bolloré Group (activities 6.6) is eligible under the Capex.
- For all the divisions, the individual investment expenses (Capex) (activity 7.7) to improve the energy efficiency of the sites and reduce greenhouse gas emissions.

Within the Transport and Logistics Division, the contract logistics activity (identified last year via activity 7.7), an intermediation business which consists of organizing transport chains without directly owning the logistics resources concerned, was not considered eligible in 2022 following a new analysis of the texts conducted internally. On the one hand, the purchase of space on board the means of transport does not fall within the descriptions of the two annexes and, on the other hand, the intermediation operations, due to lack of control of the means of transport concerned, do not contribute substantially to the environmental objectives defined in the taxonomy regulation. The data is shown in the URD of Bolloré Group.

#### 2.3.3.5.3. Summary of carbon reduction goals and monitoring of key targets

Bolloré Logistics drew up its first carbon reduction targets from 2018 for scopes 1 and 2 (in line with the 1.5° trajectory) using the 2017 baseline, then for scope 3 downstream (in line with WB2°) using the 2019 baseline. To reinforce its policy, Bolloré Logistics has officially committed to the SBTi by submitting its letter of commitment in July 2022.

The sale of 100% of Bolloré Africa Logistics, which comprised all the transport and logistics activities of Bolloré Group in Africa, and was concluded in December 2022, called into question the commitment scope and led to the overhaul of Bolloré Logistics' climate targets. Thus, while taking into account the standard requirements as regards climate strategy (Greenhouse Gas Protocol and Science-Based Targets initiative) which required a reassessment of the reference GHG emissions from the baseline for each significant change in the consolidation scope, the Bolloré Logistics CSR Department reviewed in 2023 the GHG emissions for 2022 based on its current scope, as well as its reduction targets for its three scopes.

The table on the next page shows the CO<sub>2</sub>e emissions for the different scopes, the previous carbon reduction targets and the trends. The diametrically opposite trend between 2021 and 2022, compared to the trends of the previous years is explained by the change in scope and country profiles, which have a very different carbon footprint. The trend between 2022 and 2023 over the current scope of Bolloré Logistics is shown on page 187.



SCOPE	REDUCTION GOALS	METHODOLOGY	2022 TONS OF CO <sub>2</sub> E	CHANGE 2022-2021 GHG	CHANGE 2017-2021 GHG	2021	2020	2019	2018	2017 (Baseline)
			NEW BOLLORÉ LOGISTICS SCOPE Unit: tons of CO <sub>2</sub> e % change over same scope	OLD BUSINESS SCOPE BEFORE THE OPERATIONS IN AFRICA WERE SOLD Unit: tons of CO <sub>2</sub> e						
<p><b>Scope 1</b> Direct greenhouse gas emissions.</p> <p><b>Scope 2</b> Indirect emissions linked to electricity consumption</p> <p><b>MARKET-BASED</b> and heat networks</p>	- 43% in absolute terms by 2027 with 2017 as baseline.	Science Based Targets, Absolute Contraction Approach (ACA), 1.5 degree trajectory alignment.	30,067	+11.3% in absolute terms Scope 1: +4.6% Scope 2: market based: +8.2% +8.2% on a per 100 m <sup>2</sup> basis	-10.8% in absolute terms Scope 1: -8.1% Scope 2 market based: -17.5% -34% on a per 100 m <sup>2</sup> basis	107,710	108,092	109,746	108,521	120,747
<p><b>Scope 1 + Scope 2 LOCATION-BASED</b></p>	No quantitative target for scope 1 & 2 location based. Bolloré Logistics nevertheless aims to pursue the achievement of its scope 1 & 2 market-based reduction target, through emission reductions according to the location-based approach, demonstrating efforts to reduce energy consumption.		33,500	+9.3% in absolute terms Scope 1: +4.6% Scope 2: location based: +11.5% +6.1% on a per 100 m <sup>2</sup> basis	- 7.8% in absolute terms Scope 1: -8.1% Scope 2: location based: -7.0% -32% on a per 100 m <sup>2</sup> basis.	111,299	111,001	109,746	108,521	120,747
<p><b>Scope 3 Upstream</b></p> <p>Indirect greenhouse gas emissions. (Items included in scope 3 upstream: waste, electricity upstream, business travel).</p>	Currently no quantitative goals on a global basis. Local targets for waste management and the recyclability rate. For business trips, representing 11% of scope 3 upstream, setting of rules encouraging the train instead of flying.		11,436	+ 13.9%	+ 29.4% (change of methodology to calculate the energy upstream)	28,894	28,539	34,507	23,104	22,328
<p><b>Scope 3 Downstream</b></p> <p>Indirect greenhouse gas emissions related to freight transportation services.</p>	-30% in absolute terms by 2030 (2019 baseline).	SBT Method: Sectoral Decarbonization Approach (B2DS). Air transport (passenger and freight), Maritime Freight and Medium freight trucks (MFT). "Well below 2 degrees" trajectory.	3,610,557 The methodology and calculation tools have changed, switching from the ecoinvent V3 emission factor to EcoTransIT World.	- 33% data published +12% by recalculating the 2021 data with the same methodology as applied to 2022	ND	4,096,963	3,691,133	4,092,895	4,396,957	ND



## CSR COMMITMENTS

As part of the sale of its operations in Africa at the end of 2022, Bolloré Logistics has drawn up its new reduction targets in the first half of 2023, based on its total carbon footprint calculated over its new scope for 2022. With the support of a firm specialized in carbon strategy, and by adopting the tools and latest sectoral recommendations of the SBTi, Bolloré Logistics has set itself short-term reduction targets for its scopes 1, 2 and 3 downstream,

which represented more than 98% of its carbon footprint in 2022. The submission of the targets to the SBTi was carried out in October 2023 and follows the validation process planned for completion at the end of the 1st quarter of 2024.

The table below shows the new Bolloré Logistics targets and the carbon data for its new baseline, i.e. 2022.

SCOPE	NEW REDUCTION TARGETS	METHODOLOGY	2023 TONS OF CO <sub>2</sub> E	2022 - BASELINE TONS OF CO <sub>2</sub> E	GHG CHANGE 2022-2023
<b>Scope 1</b> Direct greenhouse gas emissions. <b>Scope 2</b> Indirect emissions linked to electricity consumption <b>MARKET-BASED</b> and heat networks	- 42 % in absolute terms by 2030 based on the 2022 baseline.	Science Based Targets, Absolute Contraction Approach (ACA), 1.5 degree trajectory alignment.	29,855	30,067	-1%
<b>Scope 1 + Scope 2 LOCATION-BASED</b>	-	-	31,578	33,500	-6%
<b>Scope 3 Upstream</b> Indirect greenhouse gas emissions. (Items included in scope 3 upstream: waste, electricity upstream, business travel).	Currently no quantitative goals on a global basis. Local targets to reduce waste and increase the recyclability rate.	-	14,021	11,436	+23%
<b>Scope 3 Downstream</b> Indirect greenhouse gas emissions related to freight transportation services.	- 21% in absolute terms by 2030 (2022 baseline).	SBTi method: alignment with the WB2° trajectory: Air: Absolute Contraction Approach WB2°C Sea: Maritime Sectoral Approach Road: Absolute Contraction Approach WB2°C	2,625,595	3,610,557	-27%



### • Scopes 1 and 2

Emissions from scopes 1 and 2 (market based) increased from 30,067 tons of CO<sub>2</sub>e in 2022 (current scope after sale of operations in Africa) to 29,855 tons of CO<sub>2</sub>e in 2023, a decrease of -1%. In location-based, GHG emissions generated by scopes 1 and 2 fell by -6%, despite an increase in the total surface area. It should be noted that there was a failure of the contractual process to impact the supply of electricity from renewable sources, via the acquisition of GO certificates, on the French scope, going from a coverage of 84% in 2022 to less than 2% in 2023. The problem was resolved, allowing a return to a coverage rate similar to previous periods for the year 2024. On a constant scope, the change of the surface area, warehouses and tertiary offices, shows an increase of 7%, mainly on sites located in China, Hong Kong, the United States and to a lesser extent in Thailand. Thus, reported on the surface area, GHG emissions scopes 1 and 2 show a decrease of -8% in location-based (tons CO<sub>2</sub>e per sqm) and a decrease of -12% in market-based (tons CO<sub>2</sub>e per sqm).

From 2018, this was initially focused on the most energy intensive countries, 2/3 of which were in Africa, mainly due to the fleet of trucks, whereas Bolloré Logistics has a very different site profile in 2022 with its new scope, with double the electricity consumption per m<sup>2</sup>. Even though from 2021, the climate plan was gradually extended over its network, a new picture needed to be integrated quickly, while taking into account business variations. This is also why in the second quarter of 2023, Bolloré Logistics, in parallel to its general climate roadmap aimed at all its country entities, initiated the establishment of a new strong focus on the 20 most energy-intensive warehouses in terms of their electricity consumption, which represent over 50% of the 2022 total, all sites included. This action plan goes beyond the carbon reduction target and supply of renewable electricity, since it naturally targets energy sobriety and efficiency, the preservation of biodiversity and water resources, waste reduction, as well as the development of recycling and circular solutions for transport and logistics packaging (for more details, see 2.3.3.3.1.2. Overall management of the carbon reduction plan and collective dynamics).

The current climate action plan, which mobilizes all the players, through its continuous management by the network of regional and local CSR Managers, headed by the Corporate CSR Department, on one hand, and on the other hand, through the commitment of the managing body, with the incentive systems set up in some countries, the planning of CAPEXs and OPEXs, including the carbon variable at each annual budget period and during periodical management reviews, is already giving significant results. Thus, over the 2023 period, 100 projects requiring expenses (CAPEX, OPEX) were implemented and recorded in the centralized management tool of the scope 1 and 2 climate plan. These are mainly projects impacting the energy

consumption reduction in buildings, making it possible to reach an estimated 4,800 tons of CO<sub>2</sub>e per year saved, i.e. 16% of the scopes 1 and 2 total (market-based) for 2023.

### • Scopes 3 downstream

Concerning scope 3 downstream emissions linked to the performance of transport services a significant methodological change occurred for the 2022 reporting period. The methodology to calculate GHG emissions for scope 3 linked to transport subcontracted by Bolloré Logistics was revised in 2022. Previously, the calculation of the total annual quantity of emissions linked to the performance of the transport services relied on the internal operational data (expressed in ton.kilometer per mode of transport) and the emission factors used from the ecoinvent database in its version 3. For the 2022 financial year, the detailed internal data (each shipment having specific transport characteristics) and the EcoTransIT World emissions calculation tool were used. Note that the EcoTransIT World emissions calculation already complies with the latest ISO 14083 standard in many areas. The Smart Freight Center (SFC) certified EcoTransIT World as the first to comply with the GLEC framework.

An independent third party organization (ITPO) checked Bolloré Logistics's environmental indicators as part of the annual CSR reporting campaign (see Bolloré Group URD). The intercontinental scope of activities for Bolloré Africa Logistics was not removed from the scope 3 downstream as the latter mostly corresponds to freight transport flows with a starting or arrival point in another region of the world, and thus enters into the current Bolloré Logistics scope. The road segment of Bolloré Africa Logistics activities with a starting and arrival point in Africa was not taken into account.

The 2022-2023 change shows a significant reduction in GHG emissions due mainly to the drop in the volume of activity, mainly in aviation. Generally speaking, the drop in activity was observed across the entire sector.

The climate plan roadmap associated with scope 3 downstream linked to GHG emissions from the performance of transport services sped up in 2023, reflecting Bolloré Logistics' commitment to support the decarbonization of the sector and help its customers reach their reduction targets. During the year, the sustainable aviation fuel and alternative maritime fuel solutions were massively rolled out, and even more so in the first half of 2023. Initiatives also multiplied with regard to the pre- and post-shipment segments. Apart from the deployment of road partnerships making it possible to use trucks running on diesel alternatives, the multimodal transport plans based on rail and barge expanded, along with optimization solutions for routings. Overall, alternative options were implemented in all regions, making it possible to avoid a total of more than 30,000 tons of CO<sub>2</sub>e. The various events and actions carried out within the network in all regions bringing together customers, prospects and suppliers around the



issue of decarbonization of the transport and logistics sector have further increased awareness, brought projects to fruition and should give rise to the implementation of new low-carbon plans in 2024.

The involvement of management in the approaches used by the company's employees, notably through internal programs such as the AcTogether challenge or the B'Sustainable Supply training/action program (aimed at prescribing functions), as well as regular customer awareness-raising and solicitation events (personalized co-creation workshops, multi-client events, more than 350 customer participants over the period), continue to strengthen the approach. Finally, the goal of international sector, governmental and private sector organizations is accelerating this positive dynamic.



### 2.3.3.5.4. TCFD correspondence table

Bolloré Logistics follows TCFD (Task Force on Climate-related Financial Disclosures) recommendations. The TCFD is a working group focused on climate-related financial information, created within the framework of the G20 Financial Stability Board during COP21.

This working group has structured its recommendations around four topics, representing the essential aspects of business operations: governance, strategy, risk management, as well as measures and objectives. The correspondence table below serves as a reference with regard to TCFD recommendations.

TOPIC	TCFD RECOMMENDATION	SOURCE OF INFORMATION (THIS REPORT OR CDP) <sup>(1)</sup>
<b>Governance</b>		
Describe the organization's governance of climate-related risks and opportunities.	<p><b>a)</b> Describe the board's oversight of climate-related risks and opportunities.</p> <p><b>b)</b> Describe the role of management in assessing and managing climate-related risks and opportunities.</p>	<p><b>a)</b> CSR report 1.1.2., 1.2.1.2. and 2.3.3.1. CDP Climate Change C1.1, C1.1a, C1.1b</p> <p><b>b)</b> CSR report 1.2.1.2. and 2.3.3.1. CDP Climate Change C1.2, C1.2a</p>
<b>Strategy</b>		
Describe the existing and potential impact of climate-related risks and opportunities on the organization's operations, strategy and financial planning, to the extent that the information is relevant.	<p><b>a)</b> Describe the climate-related risks and opportunities that the organization has identified for the short, medium and long term.</p> <p><b>b)</b> Describe the impacts of climate-related risks and opportunities on the organization's operations, strategy and financial planning.</p> <p><b>c)</b> Describe the resilience of the organization's strategy, considering different climate scenarios, including a 2°C or lower scenario.</p>	<p><b>a)</b> CSR report 2.3.3.2. CDP Climate Change C2.1a, C2.1b, C2.2a</p> <p><b>b)</b> CSR report 2.3.3.3. CDP Climate Change C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.1d, C3.1e, C3.1f</p> <p><b>c)</b> CSR report 2.3.3.3. CDP Climate Change C3.1a, C3.1b, C3.1c, C3.1d</p>
<b>Risk management</b>		
Describe how the organization identifies, assesses and manages climate-related risks.	<p><b>a)</b> Describe the organization's processes for identifying and assessing climate-related risks.</p> <p><b>b)</b> Describe the organization's processes for managing climate-related risks.</p> <p><b>c)</b> Describe how processes to identify, assess and manage climate-related risks are included in the organization's risk management.</p>	<p><b>a)</b> CSR report 2.3.3.2. CDP Climate Change C2.2</p> <p><b>b)</b> CSR report 2.3.3.1, 2.3.3.4. CDP Climate Change C2.2d, C2.3a</p> <p><b>c)</b> CSR report 2.3.3.4. CDP Climate Change C3.1</p>
<b>Indicators and targets</b>		
Describe the indicators and targets used to assess and manage climate-related risks and opportunities, to the extent the information is relevant.	<p><b>a)</b> Describe the indicators used by the organization to assess climate-related risks and opportunities, in conjunction with its risk management strategy and process.</p> <p><b>b)</b> Publish scope 1, scope 2 and, if relevant, scope 3 greenhouse gas (GHG) emissions, and the corresponding risks.</p> <p><b>c)</b> Describe the targets used by the organization to manage climate risk and opportunities, and its performance with regard to targets.</p>	<p><b>a)</b> CSR report 2.3.3.5., 3.1.2., 3.2. CDP Climate Change C6, C7, C8, C9, C11</p> <p><b>b)</b> CSR report 2.3.3., 2.3.3.2., 2.3.3.5., 3.2. CDP Climate Change C5, C6, C7</p> <p><b>c)</b> CSR report 2.3.1, 2.3.3.5. CDP Climate Change C4.1, C4.2</p>

(1) CDP and CSR Report 2023 Bolloré Logistics. CDP: Bolloré Group's 2023 response to the CDP Climate Change questionnaire, which consolidates the metrics of the Bolloré Logistics scope and presents the qualitative elements specific to Bolloré Logistics (available at <https://www.cdp.net>).

2.3

4 **PROVIDING A HIGH LEVEL OF SERVICE QUALITY FOR CUSTOMERS' SUPPLY CHAIN PERFORMANCE**

**2.3.4.1. Continuous evaluation of customer satisfaction**

Bolloré Logistics' mission is to support its customers' growth by providing them with personalized services, which enable them to be more competitive in their markets. Service quality is at the heart of the company's operations, it is based on tools and teams focused on the customer. Measuring the service quality provided by Bolloré Logistics and the resulting customer satisfaction is therefore essential to then identify any action to be implemented to improve its services.

This objective is supported by the entire matrix organization and therefore involves everyone at the company and, even more specifically, the sales department, the operations department, the QHSE. This approach is led by the QHSE Corporate Department, whose task it is to coordinate a comprehensive and global approach. Specifically, it is about collecting information and data, ensuring that the processes are deployed and above all ensuring that the appropriate actions for improvement and customer satisfaction are implemented.

**Annual satisfaction survey to analyze service quality in detail**

Each year, a survey is sent to customers to assess their satisfaction. Administered by the internal customer relationship management tool, the satisfaction survey for the year 2023 was sent to approximately 5647 customers (11,455 customers in 2022). Customers thus have the opportunity to provide Bolloré Logistics teams with comprehensive feedback on 4 topics:

- *their sales approach, their operational capabilities, their advice capabilities, delivery tracking and their capability to resolve any anomalies.*



Based on the results analyzed and shared within the organization, areas for improvement are identified. Dashboards allow conclusions to be drawn by region, country, industry. They also show accounts identified as "vulnerable". Responses to "vulnerable" accounts are processed by the continuous improvement tool, PROGRESS, which is shared across the entire Bolloré Logistics network.

Each customer is then contacted locally for additional analysis by the sales and operational teams. Each PROGRESS form relating to "vulnerable" accounts is closed only when the root causes of the dissatisfaction are examined, an action for improvement is identified, implemented and whose effectiveness is measured. The score for the 2023 campaign was 7.7, compared to 7.3 for 2022.



**LINK, collaborative shipment tracking platform, to assess each shipment**

Bolloré Logistics customers can use the internal global shipment tracking tool, LINK (web platform or mobile app) to rate their level of satisfaction (positive evaluation with a rating of 4/5, negative evaluation for a score of 1/2/3) for each shipment based on: value for money, delivery time and quality of service. A weekly report reviews this and creates an alert in the event of dissatisfaction, automatically opening a file in the PROGRESS platform, and thus following the same handling process described above. For 2023, the average rating was 4.09/5.

### 2.3.4.2. Operational quality management

#### PROGRESS, customer operational quality management tool

PROGRESS is a unique operational quality management tool, which connects employees identified on operational quality and allows them to report non-conformities, improvements or complaints. This platform is a workflow



system between senders, consignees, branch managers and QHSE delegates, which is used worldwide by the Bolloré Logistics network and makes it possible to manage, in a global way, any type of dissatisfaction. This is a dynamic tool linked to the customer relationship management system.

ePROGRESS, the online version of this tool for customers, is in place for some key accounts, with the following main objectives: to promote direct Bolloré Logistics–Customer communications on the handling of non-conformities, continuously improve through feedback, and centralize complaints. Its deployment will continue in 2024.

#### Multi-dimensional integration of operational excellence

In addition to measuring customer satisfaction and implementing appropriate solutions through tools and processes, the entire Bolloré Logistics organization is geared towards the continuous improvement of service quality – driven by major transformation projects, changes in organization and methods, as well as employee training – to achieve operational excellence for the benefit of its customers.

By deciding to implement a new global transport management system, Bolloré Logistics is directly targeting the very heart of its operations, a large-scale program serving the performance of the company with, in the front line, its operations. The new CargoWise One

transportation management system (TMS) continues to be deployed throughout the network. During the preparatory phase, work was done around mapping the value chains of the freight forwarding and logistics businesses, fed by numerous internal workshops bringing together multiple roles (sales, operations, support), and by consulting with customers as the company's first external stakeholder. This unique solution will make it possible to standardize operations on a global level. At the end of 2023, it was deployed with 73% of users worldwide.

Other tools focused on field activities are also used, such as the B'Excellent platform. This management platform for Quality, Health, Safety, Security and Environment operations, makes it possible to increase the quality of service on a daily basis.

The improvement of service quality is also at the heart of the "Go The Extra Mile" program.

The organization and methods have also been the subject of continuous changes over the period with, on the one hand, ensuring that principles and tools derived from Lean management are included and, on the other hand, developing project management based on risks and opportunities management. The company has also set up a network of operational quality contacts for all of its key account customers.

Sector-based certifications focused on operational quality within the network have continued to be developed, such as the Healthcare/GDP (Good Distribution Practices) certification launched in 2021 worldwide, in addition to the CEIV-IATA certification initiated in 2020 (more than 70 sites spread over all the Continents), in order to increase our operational excellence with our customers in the pharmaceutical industry, or continued to be maintained, in particular the AS9120 certification specific to the aeronautics sector (head office, France, United United, Germany, South Korea and Singapore). In Dubai, the United Arab Emirates started the certification process under this reference frame. This globally recognized standard reflects the company's ability to provide quality, solid and reliable services to its customers in the aerospace industry.

Faced with these significant changes within Bolloré Logistics, and in order to ensure essential complementarity with the company's first resource, the employees, a certifying training course on the topic of operational excellence has been created.

To achieve operational excellence in daily operations, the multidisciplinary internal experts brought together for this project have formalized 14 standards, compliance with which has a decisive impact on the perception that customers have of Bolloré Logistics' service. Two modules have been created around fourteen fundamental rules: 7 fundamental rules relating to international freight transport and 7 golden rules specific to Bolloré Logistics to offer the best customer experience.



### **B'Excellent, the management platform dedicated to Quality, Health, Safety, Security and Environment operations**

This platform, controlled by the central QHSE Department, collects and consolidates information from the various QHSE operations. Among the first active modules: the Business Continuity Plan (BCP), inspections, planning, work accidents and HSE statistics.

B'Excellent is meant for the QHSE network but also applies to other roles such as warehouse managers or branch and country managers. With this platform, warehouse managers are provided with an overview of the compliance status of their equipment and operations (*forklifts, racks, state of cleanliness, storage of dangerous goods, etc.*). For example, they can carry out inspections directly in warehouses via the application.

This unique platform is available in all regions and also provides access to the latest documentation updates, data management, and is therefore more agile and instant due to the dashboards (*state of progress of actions, planning of inspections and audits, BCP, etc.*). It also improves productivity by drawing up inspection reports directly on a tablet or smartphone.

### **GO THE EXTRA MILE**

#### **Go The Extra Mile is a multi-disciplinary corporate program coordinated and managed by the Middle Office with the QHSE Corporate Department.**

The aim is to improve Service Quality within the Bolloré Logistics operations. Launched in 2023, Go the Extra Mile aims for the service quality expected by our customers by using the whole CargoWise One potential.

The framework of the Go The Extra Mile program is:

- *Mobilization: How to mobilize, train and maintain operators' skills at the expected level;*
- *SOP: How to have standard documents such as updated procedures and work instructions close to the operator, especially for customer specificities;*
- *Data quality: Improve the monitoring and management of data quality by revising some management rules;*
- *Service performance indicators: Improve the series of key performance indicators, including deviations to monitor the service quality performance;*
- *Non-conformities and claims: improve the management of non-conformities and claims in the context of a transparent global, regional and local coordination, with the support of the operational quality community.*

### **2.3.4.2. Pro-active management of supply chain disruptions**

Bolloré Logistics has a business continuity plan (BCP) management system that covers all its agencies worldwide. Its purpose is to standardize the processes to be followed in order to guarantee the best possible continuity in the event of a disruption in the supply chain.

Disruption risks have been mapped by country as follows:

- *transitory risks: political events; strikes;*
- *physical risks: natural disasters (floods, earthquakes), etc.*

Branch managers and their operational teams execute the business continuity plan (*there may be several specific BCPs in the same country*).

The central QHSE department manages the business continuity plan.

Depending on market needs, certain countries in the Bolloré Logistics network are implementing even more demanding systems, such as the headquarters of Bolloré Logistics Singapore, which at the end of 2019 obtained ISO 22301:2012 standard certification focused on business continuity management.

In terms of alerting and anticipating events, Bolloré Logistics has relied on one of its strengths, the density of its network coverage, to create a unique digital solution, Upwind, launched in early 2019. Upwind describes unforeseen external events (*port congestion, climatic events, politics, social movements*) or internal events, along with their impact on the supply chain and the continuity plans proposed for operations. The platform is accessible in all countries by all employees and, since 2021, by customers via the LINK web and mobile platform. Based on a network of internal whistle blowers and integrated validation circuits, this tool makes it possible to prevent supply chain disruptions. In 2023, 543 informative events were published. The platform brings together more than 9,152 users, an increase of 9% in 2023. The advantage is having easy access to a common digital platform providing all the information about a disruptive event, linked to business continuity plans. Operations employees, as well as sales managers, can therefore be informed of the situation almost in real time, throughout the chain, find out about the actions implemented and communicate with their customers.





2.4

# STRENGTHEN RELATIONSHIPS WITH OUR STAKEHOLDERS IN OTHER COUNTRIES



- Increase the creation of shared value in our partnerships
- Contribute to the development of the regions in our network

**3** GOOD HEALTH AND WELL-BEING

3.83.3.d

**4** QUALITY EDUCATION

4.b

**8** DECENT WORK AND ECONOMIC GROWTH

8.2.8.3.8.4

**11** SUSTAINABLE CITIES AND COMMUNITIES

11.a.11.c

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

12.6.1.2.8.1.2.c

**13** CLIMATE ACTION

13.1.1.3.2.1.3.3.1.3.b

**17** PARTNERSHIPS FOR THE GOALS

17.8.1.7.9.1.7.1.0.1.7.1.6

The legitimacy of a company like Bolloré Logistics, which operates in many countries around the world, rests not only on its ability to satisfy its customers, its partners, its investors and its employees, but also on the acceptance of its presence by the communities in which it is present. A company that does not engage openly and regularly with these local communities would risk seeing its reputation impacted, its right to carry out its activity contested and could expose itself to possible disputes with local residents. Established in 64 countries, Bolloré Logistics, through its operations and its relationships with local communities, is a key player in the social and economic development of countries. It must therefore prevent, mitigate and compensate for potential externalities generated by its activity while maximizing the beneficial impacts for local populations and its areas of operation.

Immersing itself in the local culture and demonstrating its positive impact is therefore essential to preserve a company's ability to effectively carry out its daily operations. Through dialogue with these communities, and its contribution to local initiatives, Bolloré Logistics intends to be a corporate citizen, whose success benefits everyone.

For all its operations, Bolloré Logistics implements the Bolloré Group policy which includes, among its priority issues, a contribution to the development of countries, and which involves, above all, the recruitment and training of local employees.

Bolloré Logistics promotes the development of countries in several ways:

- fluidity of logistics necessary for the development of industrial and commercial operations in the network's countries, through a global and integrated approach;
- contribution to the opening up and economic development of countries (including neighboring countries of the countries of establishment and rural areas or those far from the main commercial areas), through its import and export operations;



- contribution to direct, indirect and induced local employment through its operations and their positive impact on the economic development of the countries where it operates.

In accordance with the Group's strategic guidelines, Bolloré Logistics' local development policy aims to guarantee a positive impact on the economic and social development of countries, with emphasis on:

- the use of local labor and manufacturing;
- the development of local skills and technology transfer;
- the provision of essential goods and services to the population;
- supporting local communities through community actions.

An important part of this policy is to ensure that corporate standards for health, safety and environmental protection, regulatory compliance, anti-corruption practices and quality assurance are implemented effectively in all locations.

The relationships established with local communities and stakeholders allow it to best fit into the dynamics of the countries and to be as close as possible to their issues. Through these 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 for achieving goals	17.8 17.9 17.10 17.16

For more details on Bolloré Logistics' contribution to SDG, see paragraph 1.3.3.5.

## KPIs for the Powering Sustainable Logistics program

OBJECTIVES	DEADLINE	2023 RESULTS	2022 RESULTS	2021 RESULTS	2020 RESULTS
				Old Bolloré Logistics scope (operations in Africa included)	

### INCREASE THE CREATION OF SHARED VALUE IN OUR PARTNERSHIPS

70% of entities have developed school relationships in the aim of supplying their professional sectors and supporting education.	2027	27 entities (19 countries), i.e. 52% of the whole network 143 school partnerships	25 entities (20 countries), i.e. 49% of the whole network 108 school partnerships	34 entities (23 countries), i.e. 26% of the whole network 162 school partnerships	36 entities (25 countries), i.e. 28% of the whole network 146 school partnerships
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### CONTRIBUTE TO THE DEVELOPMENT OF THE REGIONS IN OUR NETWORK

90% of local jobs counted among our workforce.	Objective exceeded in 2023	99.5% of local hires	99.5% of local hires.	99.1% of local hires.	99% of local hires.
90% of local managers counted among our workforce.	Objective exceeded in 2023	98% of local managers	95% of local managers.	92.2% of local managers.	93.4% of local managers.
70% of countries organized one or more vaccination, screening or awareness campaign(s) for employees, families or local communities.	2027	15 countries (16 entities), i.e. 31% of the whole network	20 countries, i.e. 31.7% of the whole network.	44 countries, i.e. 40% of the whole network.	40 countries, i.e. 37% of the whole network.
70% of social impact projects supporting youth empowerment	Objective exceeded in 2022	84% of spending allocated to projects supporting youth empowerment and education	75% of projects supporting youth empowerment and education.	62% of projects supporting youth empowerment.	<b>28% of projects supporting youth empowerment. Given the pandemic, the subsidiaries focused their allocations on actions linked to health or prevention, and which represented 58% of expenses.</b>

LOCAL WORKFORCE	2023 (as of 09/30/2023)	2022 New scope	2021	2020
Number of local employees (% of total workforce)	14,921 (99.5%)	14,607 (99%)	20,453 (99%)	19,041 (99%)
Number of local managers (% of total manager workforce)	2,650 (98%)	2,395 (95%)	3,322 (92.2%)	2,936 (93.4%)
Number of local female managers (% of total manager workforce)	1,133 (42.8%)	1,023 (42.7%)	1,268 (38.2%)	1,118 (38.1%)

Beyond job creation, Bolloré Logistics contributes to improving the employability of local populations through:

- *knowledge transfer and training;*
- *the development of the skills of local residents (training of our employees, community action supporting the education and training of young people);*
- *improving the performance and capacity of local companies to support economic growth (implementation of our corporate standards throughout our value chain, community action supporting local companies in the area, promotion of cooperation in education, training, research and business development).*

## 1 CONTRIBUTING TO AND PROMOTING LOCAL EMPLOYMENT

Bolloré Logistics is present on four continents and has committed to being a benchmark employer locally by recruiting mainly locally in all the countries where it is located. Of the 14,991 Bolloré Logistics employees on its books as of December 31, 2023, 99.5% of employees were employed locally.

A strong increase in the representativeness of local managers can also be seen, whose proportion was 98% in 2023, or 10.6% more than 2022, and in particular of female managers whose numbers have increased by 10.8% in one year.

Bolloré Logistics also participates in the creation of indirect and induced jobs by promoting the supply of materials and goods in the countries where it operates and the subcontracting of appropriate tasks to local companies.



The Bolloré group's sponsorship policy also contributes to the development of the skills of local youth, its priority mission since 2018 being: "Participate in the independence and empowerment of young people through access to economic resources and education, entrepreneurship and training."

In this context, France supports young people through student scholarships allowing them to continue their studies and to benefit, in some cases, from the support of Group employees. Programs also concern job creation for young people through support for start-up projects.

Bolloré Logistics pays particular attention to women, particularly within the framework of its HR policy. For more details on this policy, see Chapter 2.2.

The company also participates in the development of youth employment, which is evident in particular within the framework of the talent attractiveness policy with the dynamic development of school relations (see *paragraph 2.2.2.1.*), and its sponsorship policy focused on education and youth (see *paragraph 2.4.4.*)



## 2 INVESTING IN THE LOCAL ECONOMY

Through its locations in developing countries, Bolloré Logistics is a player committed to the economic development of its areas of operation.

Through its investments in its cutting-edge logistics solutions, it contributes to economic growth. Bolloré Logistics' positive impact can be seen not only in terms of direct employment, but also indirectly through purchases made from local suppliers and service providers.

To respond to French challenges, Bolloré Logistics renewed in 2022 its partnership with Business France, founding member of Team France Export, as expert partner of its practical export guide, "Carnet de l'eXPORT". This new partnership enriches the relationship already initiated in 2010 between Business France and Bolloré Logistics to support the international development of SMEs. Based on concrete testimonials from companies, an analysis of international trade trends and its practices as well as expert advice, Bolloré Logistics and the France Export Team provide specific support and market advice from experts in this guide to identify the best solutions for all companies wishing to go international or professionalize their export approaches. The France Export Team brings together public actors serving the internationalization of French companies and private actors, solutions providers.

Focused on its customers, Bolloré Logistics strives to maintain a daily dialogue to meet their current and future needs in order to support them in sustainable growth. Every year, Bolloré Logistics conducts a satisfaction survey with its customers so that they can provide feedback and identify areas for improvement by region, country and industry.

In 2023, 764 customers responded to the satisfaction survey. Regular activity reviews with customers and

suppliers also make it possible to discuss and advance environmental action plans. In addition, innovation workshops with customers, based on a "design thinking" approach and focused on transport and sustainable logistics, are organized in the two B.Lab innovation centers at the headquarters in Puteaux and in Singapore. Since March 2023, Bolloré Logistics has also helped certain key clients meet their commitments to reduce their carbon footprint and make decarbonization a value lever with a co-development process called Beyond Carbon. The objective of this proactive approach is to first actively listen to their issues, explore present and future needs, co-build and innovate with them, then develop an approach and tools to promote our value propositions linked to decarbonization.

To do so, individual meetings with the Supply Chain, CSR, Sales and Purchasing Departments of these customers were scheduled to discuss the issues and opportunities to be implemented. During these meetings, the decarbonization strategy and roadmap was also compared to the Purchasing and Supply Chain strategy. The obstacles, constraints and difficulties were discussed in these meetings as well as the central governance theme. Finally, depending on the maturity levels, the prioritization of the projects to be implemented was discussed in light of the goals. Beyond this personalized approach for these key accounts, the aim is to reinforce the approach already initiated by the Bolloré Logistics teams, as well as to share the methodological aspects, and of course the good practices. Ultimately it is a question of creating a collective dynamic where each party has its role to play. Co-development workshops are currently being organized with customers interested in the approach to further explore the levers, opportunities and possible paths.

At the same time, Bolloré Logistics is continuing its work within the transport and logistics sector. For example,





in France, teams participate in workshops organized by the Sustainable Development Commission of the French Transport and Logistics Federation (TLF) and the SupplyChain4Good initiative, led by France Supply Chain by Aslog. At international level, in addition to participating in local initiatives, Bolloré Logistics participates in various international sectoral initiatives aimed at a common objective of combating climate change such as EcoTransIT®, the Clean Cargo Working Group, the Sustainable Air Freight Alliance, the Getting to Zero Coalition and the Global Logistics Emissions Council. The company is also developing partnerships regarding packaging and the circular economy: in France, it joined the Circul'R club in 2023 (program focused on POS issues); in Singapore, Bolloré Logistics is a member of the PPP (Packaging Partnership Programme) and PRAS (Plastic Recycling Association of Singapore) in order to implement recycling solutions in the country.

On July 7, 2022, Bolloré Logistics also participated as a Silver Sponsor in the "Día de la Sustentabilidad" which was held at Club France in Mexico. This global event, organized by the CSR committee of the Franco-Mexican Chamber of Commerce, brought together international companies, SMEs, start-ups and institutional participants. More than 80 people joined this gathering focused on sharing different perspectives on the climate change situation, the evolution of CSR policies in companies and ESG investments. Subsequently, in 2023, Bolloré Logistics and Earth Talent by Bolloré joined forces to launch "Los Talentos Para El Futuro", an invitation to submit projects with potential positive impacts in Mexico. Co-constructed with the Bolloré Logistics Mexico teams, this challenge aims to reward associative projects with positive impacts, supporting the environment while promoting the talent and creativity of young Mexicans. Projects could be submitted until October 8, 2023, via a questionnaire accessible from the EarthTalent website. They will then be evaluated by a jury made up of experts and professionals from the Bolloré Group and its partners to deliberate and reward the winning project up to a maximum of 10K euros for one year, subject to meeting the conditions set by the regulations.

**The AcTogether challenge, an intercountry competition that strengthens dialogue with internal stakeholders**

Bolloré Logistics has strengthened dialogue with its internal stakeholders by setting up the annual AcTogether challenge since the beginning of 2020, an intercountry competition aimed at engaging and uniting employees around common sustainable development objectives, directly linked to its Powering Sustainable Logistics CSR program. This collective dynamic invites each employee to carry out, individually or as a team, CSR actions, and thus share good practices and local initiatives through a digital platform. This allows Bolloré Logistics to strengthen the link between central policies and local actions of the network, in its areas of operation.

For this fourth edition of the challenge, 1,684 actions were carried out around the world, including 56% of environmental actions (waste management, energy and CO2 efficiency with building performance, low-carbon transport plan, sustainable packaging solutions and circular economy, actions promoting biodiversity) and 33% of social actions (well-being at work, health care, diversity and inclusion, etc.). This edition shows good progress, with a 26% increase in actions completed compared to the 2022 edition and a total of 50 countries involved.

2.4

### 3 PROMOTING THE SPIRIT OF SOLIDARITY AMONG TEAMS

#### Engage in societal action for the benefit of local populations

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 intercountry competition implemented by the AcTogether challenge, Bolloré Logistics employees are invited to undertake actions with their local environment, whether supporting sustainable development and/or creating social and environmental value within the organization and throughout the supply chain.

To unite employees around large-scale community events, actions are proposed at headquarters and duplicated in all countries, such as, for example, in 2023:

- **International Women's Day**, on March 8th. Every year, events are organized in the international network. In 2023, this was also an opportunity to raise awareness among company employees of the issues of gender equality, by offering them various workshops throughout the month of March such as the broadcast of #BEquals video interviews, portraits of inspiring women from around the world on the intranet. Among the activities offered in many countries, in France, the Roissy site carried out an awareness-raising campaign on the issue of "ordinary sexism" through theater. This fun mode of communication allowed nearly 150 employees to address serious subjects in a more light-hearted manner. In Quimper, the site's 20 employees were able to participate in a game on parity in order to raise awareness of the different types of inequalities in the workplace. The Philippines subsidiary, for its part, launched the first live episode of #GirlBoss, a talk show about the individual experiences of female managers and their advice for reducing gender barriers. In addition, workshops were organized in the United States on diversity and discrimination to raise awareness of gender bias.
- **Earth Hour**, on March 26th. For the fifth consecutive year, the Bolloré Group joined forces with WWF's global initiative, Earth Hour, by inviting employees around the world to symbolically turn off their lights for one hour. This initiative reaffirms the company's commitment to environmental issues.
- **In 2023, to celebrate World Environment Day**, employees of the Transport and Logistics division got involved throughout the month of June. More than 80 actions were carried out in 33 countries, bringing together around 5,400 participants. An opportunity for them to better understand how to limit their environmental footprint as citizens, but also for company employees to share good practices and participate in actions to clean public spaces to help protect ecosystems.
- **Pink October and November**: Throughout the months of October and November every year, the employees of the Transport and Logistics Division prepare and implement many awareness and prevention actions in over 25 countries to support the fight against



breast and masculine cancers. On 17 October, at the head office, employees were able to wear the Pink October colors and took part in a breast cancer self examination and prevention workshop conducted by a midwife. A webinar to raise awareness of male cancers, hosted by a urological surgeon from Saint-Louis hospital, was broadcast on November 23 to all French-speaking countries. Alongside this event, the Bolloré Logistics UK agency at Heathrow organized a plasma donation event with NHS Blood and Transplant in October 2023: more than 40 employees responded to the call.

Added to this are the multiple societal actions carried out by the subsidiaries in areas which vary according to the countries and local needs: education, health, solidarity, environment, etc. Here are some examples.

Like the previous year, Bolloré Logistics Canada made a food donation to Moisson Montréal, which collects donations of food and essential products throughout the year and distributes them free of charge to community organizations in the city of Montreal.

Bolloré Logistics Canada also donated money to single-parent families who spend the Christmas period at the Salvation Army shelter with their children. Nearly \$7,000 was donated in 2022 to this Adopt a Family program thanks to the auction organized by Toronto employees.

Bolloré Logistics USA partnered with Boots for Africa to deliver more than 400 pairs of shoes to flood victims in KwaZulu-Natal (KZN), a South African coastal province, on July 4, 2022. Bolloré Logistics provided their transportation and logistics needs from San Francisco and New York. Boots for Africa is an organization dedicated to collecting and distributing used sports shoes/equipment to African countries, equipping and empowering promising athletes in underprivileged communities. They have been working for this cause since 2007 and over the past 15 years have helped more than 39,000 children in 11 African countries reach their full potential and overcome adversity.



The American subsidiary also supported the Houston Foodbank Association, whose goal is to provide food and other essential products to those in need in the 18 counties of southeast Texas, considered to be in a food crisis, through a network of more than 1,600 community partners. In August 2023, a group of volunteers from the Houston agency decided to sort and clean oranges that would have been thrown away and wasted by grocery stores, creating about 50 bags ready for shipping.

The Houston Food Bank also offers programs and services aimed at helping families achieve long-term stability, including nutrition education, health management, and help obtaining state-funded assistance. The Bolloré Logistics agency in Houston has decided to volunteer with the Houston Foodbank every quarter.

In November 2023, Bolloré Logistics and one of its luxury sector clients launched a community action at the Coppell distribution center to help families in difficulty. A donation of items meeting specific needs (gift cards, toys, clothing, pajamas, etc.) took place on December 13, just in time for Christmas.

The Denver, Colorado agency, for its part, supported the Hope 4 Tomorrow association by collecting donations to give to homeless people in the city. The organization was responsible for providing socks from the founder of the Sock It To Em campaign, another non-profit charity. As part of this donation, the teams also provided essential products.

Since 2020, Bolloré Logistics China has participated in the Shanghai Butterfly Football Cup, a charity event organized by the Rotary Club of Shanghai Elysée, for the benefit of the Dystrophic Epidermolysis Bullosa Research Association (DEBRA).

In July 2023, Bolloré Logistics South China participated in the "Star Classroom" project in Luohu District, Shenzhen, a charity event launched by the district and the Luohu District Volunteer Federation in 2007 to help with the rehabilitation and social interaction of children with disabilities. During the event, Bolloré Logistics South China employees practiced calligraphy with the children and donated 50 sets of calligraphy and painting materials.

The Bolloré Logistics Vietnam football club participated in December 2022 in Foot for Hope, a charity football tournament organized by the French Chamber of Commerce and Industry in Vietnam (CCIFV), in

partnership with Mekong Quilts, an enterprise-driven social enterprise founded by Mekong Plus dedicated to improving the lives of local women artisans. In June 2023, another team of athletes from the subsidiary joined the fifth edition of the Lake Race which brought together 2,500 runners to help an orphanage in Binh Duong province. For each runner registered, a set of shoes and socks was allocated to one of the 500 children housed by this organization.

In September 2023, 9 volunteers from the Vietnamese subsidiary donated basic necessities to the SOS Go Vap Children's Village, a charitable organization in Ho Chi Minh City which supports and educates more than 150 children from disadvantaged backgrounds. The donations to the village were the result of a garage sale organized at the beginning of September in the Bolloré Logistics office in Ho Chi Minh, during which around twenty employees participated in the sale of their unused items. Nearly 150 items were put up for sale and about 100 of them were purchased by other employees. The team also received cash and in-kind donations from more than 20 corporate donors. The garage sale not only helped raise awareness about shopping habits, but also encouraged staff to get involved in charities, by pledging to donate a percentage of the proceeds from the sale of their unused items to the SOS Children's Village. A successful mission since in December 2023, this subsidiary then organized two charitable events: the Solidarity Fair and the Solidarity Donation, which was an expanded version of the garage sale day. Donations of school supplies, clothes, toys, books and food were distributed to 60 children at the Green Bamboo Social Welfare Center in Ho Chi Minh City, a non-profit organization committed to providing safe shelter, educational resources and a reception center for disadvantaged children.

On January 25, 2024, Bolloré Logistics in Vietnam also organized a charitable event which made it possible to donate 22 computers and 18 processors, fully depreciated, to the Saigon Children charity association whose objective is to sponsor educational programs for disadvantaged children in Vietnam. This charitable donation allowed the subsidiary to not only reduce the digital divide but also the quantity of hazardous waste in order to protect the environment.

In Indonesia, in 2023, the Bali agency teams donated 14 bicycles to the local community in partnership with the Angels Heart foundation. These bicycles were distributed to children in Karangasem, Buleleng and the Denpasar region.

The E-ration initiative was continued in 2022 by Bolloré Logistics Singapore employees. Their objective was to help package emergency ration packets distributed to elderly people confined at home by the Touch Community association. A fortnightly commitment which made it possible to deliver emergency rations to more than 150 households in need.

Bolloré Logistics Australia partnered with RU OK, a suicide prevention charity, in 2022, by encouraging people to invest more time in their relationships and by strengthening the capacity of informal support networks - friends, family and colleagues - to being more attentive to those around them, to have an appropriate conversation if they see signs of distress or difficulty well



before these people are in a crisis situation.

In November 2022, the subsidiary also participated in the Janssen Bondi to Manly Ultra®, an 80 km race from Bondi Beach to Manly Beach around Sydney Harbor intended to finance the preservation of this natural environment thanks to the Bondi to Manly Walk Supporters association.

In December 2023, for the second year in a row, the Transport and Logistics division organized a charity collection at its Puteaux and Suresnes sites to help students in precarious situations. Nearly 15 boxes with donations of essential hygiene products were collected and given to the Cité Internationale universitaire de Paris to be directly distributed to the most needy students. A clothing collection bin for Emmaüs Alternatives was also set up in Puteaux for the whole of 2023. A charity collection was also organized at the head office for the benefit of Restos du Cœur, resulting in about twenty boxes of food and basic necessities. This donation to the Nanterre branch of the association helped 400 families in need.

### Marathon Day, a global charity race

Bolloré Logistics has been participating in the Bolloré Group's flagship event, Marathon Day, since 2016. For its eighth edition, in 2023, this charity race was held in a hybrid format that was both digital and physical. More than 9,000 employees from 51 countries covered 40,000 km running, walking... or dancing. Marathon Day is an opportunity to bring employees together around a festive but also supportive event. This year again, many countries are taking the opportunity to get involved in their communities. For example, in France, the Toulouse teams have chosen to make a food donation to Secours populaire to help them in their fight against poverty and exclusion in all its forms. In the United States, Miami employees made a donation to help vulnerable families in St. Jude's Children's Hospital. After establishing a partnership in 2020 with the Youth Inclusion Network (YIN), in the Philippines, Bolloré Logistics entities (Bolloré Logistics Philippines, Antrak Philippines Transport Solutions Corporation, BL Asia Support Services) made a donation to the Childhope Philippines Foundation in February 2023. Childhope was selected by Bolloré Logistics entities as a beneficiary to receive Marathon Day benefits, as it promotes and respects the United Nations Convention on the Rights of the Child (UN-CRC) with a particular focus on street children. Through this donation, the entities hope to support the Childhope's Street Education and Protection Program (STEP) through education, welfare, health and skills development projects. Bolloré Logistics Brazil, for its part, participated in the construction of a games library in the town of Diadema with the donation of 30 office tables for associations. The subsidiary also supported Rede Cultural Beija-Flor, an association which supports 3,000 people (children, adolescents and adults), with a donation of computers for students and furniture for the administrative department. As part of this Bolloré Group charity collection, 22 employees, including the management team of Bolloré Logistics Thailand, also donated supplies, goodies, toys, games and books to 120 children from a local school on December 15, 2023 and organized a lunch with ice cream, to the delight of the school children!

In China, some employees participated in Marathon Day by cycling and chose to promote the concept of "ecological travel" through bike sharing. The event T-shirts were made from recycled PET bottles through a partnership with local social enterprise, Good Cycle.

### A sponsorship policy aimed at young people

Since 2018, the Bolloré Group's sponsorship policy has been harmonized under the Earthtalent by Bolloré label, guaranteeing financial transparency and the societal impact generated by the associative projects supported by the Group benefiting local communities. Knowing how to give back part of what we have been fortunate to receive is a value deeply rooted in the DNA of the Bolloré Group, which has chosen, as a priority, to support youth empowerment, while remaining very committed to responding to humanitarian and health emergencies. Thus, the Group's human, financial and material support has benefited more than 48,000 people in 45 countries, including more than 24,000 young people through associations working mainly in the field of education, professional training and entrepreneurship.

*Sponsorship and charity actions carried out by Bolloré Logistics*

		2023	2022 New scope	2021	2020
Number of projects with societal impact  (excluding 2nd Chance Foundation)	Number of projects	84	89	207	196
	Of which expenditure on education expenditure on education	40%	36.5%	51%	23%
	Of which expenditure on young people (0-30 years)	44%	60%	92.2%	28%

In 2023, as part of its Earthtalent by Bolloré charity program, the Group supported around a hundred projects benefiting education and young people. One of the more notable projects was the Solu Cham association charity project, which promotes education and health in the Solukhumbu region of Nepal. Bolloré Logistics helped finance the construction of a vocational training center to enable local adolescents to acquire technical and practical skills to find employment locally, without needing to leave their region.

Still in the field of education, Bolloré Logistics India has supported the following associations:

- Very Special Arts India is a non-profit organization based in New Delhi, India that trains underprivileged people with disabilities through therapies such as dance, drama, music, visual arts and crafts.



- Jagriti A Pioneering Society provides vulnerable young women with housing, medical care and access to education.
- The Thoughtshop Foundation creates new means of communication to address societal issues.

The organization fights in particular against the arranged marriages of young Indian girls by developing communication strategies and participatory tools for local communities.

- ONYVA: The association focuses on quality education and the intellectual, artistic and psychological development of children in precarious situations. They also work to maintain and improve the family relationships of foster children when this is possible and does not harm the child.

- LP4Y: the association implements innovative solutions for the professional and social inclusion of young people (17-24 years old) from extreme poverty and victims of exclusion.

For five years, Bolloré Logistics Asia-Pacific Corporate has participated in the financing of the French organization Passerelles digitales, which corresponds to a donation of 400,000 euros since the start of the support. Present in particular in Cambodia, the Philippines, as well as Vietnam, the association's mission is to give young disadvantaged talent access to education and technical and professional training in the digital sector.

Supported by Bolloré Logistics in Brazil, the Rede Cultural Beija Flor association carries out various activities in the fields of education, artistic expression, sport, preventive health and pre-professional training for young people in precarious situations. The main objective is to build a safe and sociable environment, with preventive programs for the beneficiaries. The association is based on ideals of justice, autonomy and social conscience.

Bolloré Logistics Mexico supported the Casa Hogar for young blind girls. This shelter offers them a roof over their heads and allows them to learn the Braille method. They can then move to another type of education or work according to their desires and abilities.

**Supporting the innovative spirit of young people**

A scholarship program called "Room for success" was also launched in November 2022 thanks to the respective involvement of the Presidents of CUIP and the Bolloré Group. These scholarships are accessible to around twenty struggling students and provide a targeted response to their particular situations (family difficulties, failing health) while offering support to optimize care and get them out of this bad situation.

Since April 2022, Bolloré Logistics has supported the Graine d'Orateurs 93 association in order to promote public speaking training within school, associative and/or socio-cultural structures in the priority districts of Lille, Lyon and Marseille. The aim is educate more than 300 young people on the subject of citizenship and the foundations of democracy through the practice of debate and public speaking.

The Bolloré Group and Bolloré Logistics have also been working alongside the Proximité association since 2022 to support the deployment of mentoring in France. The experience in Proximité's priority neighborhoods and its results with more than 6,500 young people, convinced the Bolloré Group of the importance of supporting the association for two years in order to contribute together to a positive territorial impact in Lille, Nantes and Toulouse. Employees can also get involved by sponsoring young people from areas in difficulty. This support is adapted to the needs and expectations of young people in order to best contribute to their academic success and promote lasting professional integration.

In 2022, Earthtalent by Bolloré and Bolloré Logistics got together to support the La Cravate solidaire association, whose mission is to facilitate the professional reintegration of long-term job seekers by fighting against discrimination linked to appearance. A donation of 20,000 euros was made to support 150 young people looking for work in a specially designed vehicle which travels through Val-d'Oise offering "helping hand workshops". Alongside this donation, Bolloré Logistics also organized a charity collection in October 2023 in order to collect professional clothing which was then distributed to job seekers from priority neighborhoods or from modest backgrounds. Supporting the structuring of social innovation ecosystems helps promote job creation for young people, particularly through collaboration with universities and opportunities for co-innovation with start-ups. The opening in 2019 of two B.Lab innovation centers, at the headquarters in Puteaux and in Singapore, aims to promote collaboration between the different players in the sector and to develop value-creating solutions using robotics as well as digital and sustainable technologies. In line with the Smart Nation of Singapore, Bolloré Logistics also uses the B.Lab to work with the local academic community and thus train young talent in creative thinking and the development of logistics solutions.

203

**Words from a committed employee of Bolloré Logistics**

**Stéphane, Head of Middle Office Land Freight at Bolloré Logistics, is a mentor to Chiara, 12,** placed with a host family in Drancy and Achraf, 20, a second year BTS accounting and management student in Reims. He regularly supports these young people whom he met online through the **Proximité and Association Jeunesse Entreprises associations.**

*"The two associations provide support and mentoring by a mentor in order to offer appropriate help to young people. I was interested because I wanted to feel useful. The smile or thank you received in return more than compensates for the time spent on this. A famous saying is appropriate here: "There is more happiness in giving than in receiving!"*



So in 2022, visits to the B Lab including the presentation of the latest responsible warehouse solutions were organized for more than 40 students from ESSEC and the National University of Singapore. In 2023, Bolloré Logistics Singapore continued on the same track by introducing the B.Lab to students of Monash University as well as those studying the Master of Science (MSc) Future of Cities course at Imperial College, London. Finally, in May 2023, a larger partnership was signed with ESSEC Singapore: two first MAPS/ESSEC promotions were launched with around thirty participants.

Bolloré Logistics China, for its part, is the reference partner of the tenth edition of the Trophée des Talents, a talent competition organized by the French Chamber of Commerce and Industry in China and the French Embassy. This national competition, launched in 2013, is intended for Chinese-French-speaking students and Chinese students. It gives them a better understanding of the company and access to a platform to contact French companies and showcase their talents in order to increase their chances of being recruited.

In addition, through a charity conference titled "Caring for the future of mentally disabled students", Bolloré Logistics China officially committed to providing internship and employment opportunities to students from specialized schools in Shanghai. This initiative is promoted by the project "iDEALCafe 2022: an inclusive space of the Shanghai Daily, which is based on the "14th five-year plan" published by the Ministry for the Education and Federation of disabled persons in China. Created to protect people with disabilities, this project aims to bring together social resources and businesses to provide employment opportunities for these students so that they can integrate into society and gain independence.

### Support for Turkish populations affected by the February 2023 earthquake

Bolloré Logistics partnered with Turkish Airlines to transport humanitarian aid equipment to Turkey in order to provide support and relief to populations affected by the earthquake which devastated the country on February 6, 2023. This joint aid operation was initiated by Turkish Airlines with the support of Bolloré Logistics. The equivalent of 208 m3 of donations made up of first aid equipment, tents, generators, hygiene kits, vacuum cleaners, blankets, clothing and food, or nearly 35 tons of goods, were handed over by various associations working alongside the Turkish Embassy and the Turkish Consulate in France, to support those affected by the earthquake.

### "Humanitarian convoys for Ukraine" Operation

In 2022, Earthtalent by Bolloré and Bolloré Logistics participated, with the NGO Acted, in an emergency plan to transport essential goods by truck to Ukraine, from France and neighboring countries, as part of the "Humanitarian Convoys for Ukraine" operation. In addition to this logistical support, a large charity collection was organized in all agencies in Europe: employees in France, Italy, Germany and the United Kingdom responded massively to this call. These goods were distributed to Ukrainian victims of the conflict in order to meet their primary needs. To date, 94 trucks have left for Ukraine carrying 2,000 tons of equipment to support 101,376 people. These goods were transported using trucks organized by Bolloré Logistics from the Rzeszów warehouse in Poland.

In addition, on May 10, 2022, a convoy led by 52 civil protection rescuers composed of several emergency vehicles offered by France to the Ukrainian government left the Bolloré Logistics warehouse in Villabé, in the Ile-de-France region, in the presence of Jean Castex, current Prime Minister, Jean-Yves Le Drian, Minister of Europe and Foreign Affairs, Alain Thirion, Director General of Civil Security and Crisis Management within the Ministry of the Interior, Étienne de Poncins, Ambassador of France to Ukraine and Vadym Omelcjenko, Ambassador of Ukraine to France. A delegation from Bolloré Logistics represented by Thierry Ehrenbogen, CEO of Bolloré Logistics and Henri Le Gouis, Managing Director of Bolloré Logistics Europe was also present to witness the departure of the convoy. The convoy was made up of 6 ambulances, 4 fire trucks, 2 light vehicles, 1 x-ray truck as well as 6 freight trucks chartered by Bolloré Logistics containing various relief materials and equipment which were handed over to Ukraine at the border with Romania.





## Support the preservation of ecosystems

Beyond actions to optimize water consumption, the entities have also been running awareness-raising campaigns on the issues of preserving water resources for two years. Thus, in 2022, two awareness campaigns on preserving the oceans were also led by the employees. Countries in the Americas region organized an adoption campaign for 339 corals by Bolloré Logistics customers on the occasion of Earth Day, including a visit to the coral farm in the Bahamas conducted by their partner Coral Vita. In Indonesia, corals were restored in the Manila bay by the Paranaque teams, in partnership with voluntary divers of Phil Coast Guard, through 33 installations of 100 blocs to enable these reefs to grow. In June 2023, to celebrate World Oceans Day, Bolloré Logistics France committed to the fight against water pollution by actively collaborating in an initiative of the Swim for change association with the aim of raising awareness among the population about pollution of the Mediterranean Sea by cigarette butts. As part of this initiative, 5 swimmers left Marseille on June 3, 2023 and took turns day and night over 12 or 13 days depending on the weather conditions to cover the 500 km that separate them from Barcelona, their final destination. The teams from the Marseille agency also organized a cigarette butt collection on one of the coastal beaches. Bolloré Logistics Fiji, Oman, Australia, China and Singapore also organized a marine pollution prevention operation: in total, more than 1 ton of waste was collected on the beaches, banks and in parks.

In order to support local populations in the preservation of their ecosystems in 2022, on the occasion of World Rainforest Day, Bolloré Logistics Vietnam invited some of its customers and the subsidiaries Gameloft and VSTV to a planting campaign of 220 trees in Bui Gia National Park. In partnership with local NGOs, the Youth Social Work Center (YSW) and the Binh Phuoc Provincial Youth Union, this initiative also helped local youth learn more about managing and preserving their forests. The subsidiary also embarked on a mangrove reforestation project in collaboration with MangLub Vietnam Social Enterprise. The two companies want to work together in protecting the environment and the communities where they are located. This project, which will last four years, will make it possible to replant 2,220 *Rhizophora Apiculata*, a species of local mangrove trees, on one hectare in Ban Islet, an islet that recently appeared in the commune of My Long Bac, whose location makes it a "green shield" to mitigate storms, prevent soil erosion and protect dikes. In addition to reforestation, the initiative will also protect the livelihoods of more than half of the population who depend on the agriculture (39%) and fishing/food (20%) sectors. In 2023, the Vietnamese subsidiary continued its reforestation action by organizing another planting campaign of 250 trees in the city



of Ho Chi Minh and Hanoi in collaboration with the Youth Social Work Center (YSW) and the National Park Ba Vi.

At the beginning of 2023, in partnership with one of the luxury sector clients, Bolloré Logistics Malaysia became a partner in a project to plant one million mangroves in the country by 2025. As part of this project, more than 57,000 trees have already been planted. For the second consecutive year, Bolloré Logistics Thailand participated in a mangrove planting program managed by the Bangpoo Conservation Center. More than 50 employees took part in this initiative in July 2023 to celebrate World Mangrove Ecosystem Conservation Day.

To celebrate 30 years of Bolloré Logistics Cambodia, the team joined forces with 35 students and their teachers from the Samdach Euv High School to plant 30 trees on their campus. Alongside this initiative, the subsidiary also donated books and supplies to the teaching team. For its part, the regional agency of Bolloré Logistics Asia Pacific, based in Singapore, set up a community of volunteer gardeners in 2023. Their first task was to help a school near their workplace create their community garden. A beautiful Be Earth Talent initiative!

For two years now, Bolloré Logistics Italy has contributed to reforestation in Africa and South America with Treedom by supporting a project in six countries (Kenya, Tanzania, Malawi, Ghana, Colombia and Cameroon) which allows it to offer a tree to its customers. 1,000 trees have already been planted (cashew, lemon, albizzia, cocoa, markhamia and grevillea). In addition, the Italian subsidiary offered 400 coffees to its customers through the "Caffè Doña Lucero" project, thus supporting Guatemalan women entrepreneurs who contribute to the coffee culture with passion and dedication. The objectives are twofold, environmental and social: involve local communities, transfer skills and ensure the sustainability of trees, in order to enrich biodiversity and monitor, accompany and support the growth of trees.

Since 2021, Bolloré Logistics Toronto has partnered with the City of Mississauga's One Million Trees program to help them achieve their reforestation goal by 2032.







3

**OTHER ESG  
INDICATORS  
AND REPORTING  
ELEMENTS**

3.1

# NOTE ON METHODOLOGY RELATING TO REPORTING





3.1

## 1 SOCIAL REPORTING METHODOLOGY NOTE

The reporting of Bolloré Logistics' extra-financial indicators is based on the internal reference framework developed by the Bolloré Group, the social data reporting protocol. The latter was completely overhauled in 2018 in order to collect the expected indicators and allow the application of definitions, collection, validation and consolidation rules that are consistent within the Group's entities. It was distributed to all stakeholders involved in social reporting.

The reporting process is based on three levels of participants:

- *At Bolloré Group level: The Group's Compensation and Human Resources Information Systems Department organizes and supervises the reporting of information throughout the collection. It consolidates the social indicators of all Group entities;*
- *at division/region level: the division or geographical*

*zone contact within Bolloré Logistics ensures that the process runs smoothly, he validates all the indicators collected within his scope; he acts as the interface between the local level and the central level for his scope of responsibilities in the event of difficulties in reporting data;*

- *at local level: local contacts are responsible for entering the collection indicators in accordance with the reporting protocol, providing comments in the event of a significant variation in the indicators compared to the previous collection.*

The Enablon tool has made it possible to set up a data validation flow at each level of the organization, making it possible to make the entry of indicators and the relevance of the associated comments more reliable.



In 2023, following the proposed sale of Bolloré Logistics to the CMA CGM group, data relating to the reporting year was collected over nine months for the period from January 1 to September 30, the last quarter having been estimated according to a protocol validated by an independent third party organization (OTI). The collection scope concerns all fully consolidated companies, as long as the company has employees. In 2023, the social and societal indicators covered 76 entities, taking into account the change in scope of Bolloré Logistics following the sale of the African subsidiaries of Bolloré Transport & Logistics in 2022.

Social reporting counts each employee as one unit, regardless of the time worked during the year. The topics covered in the collection are workforce, diversity, personnel movements, training, absenteeism, professional relations, work organization and professional integration.

In order to ensure the reliability of the indicators, the Bolloré Group's Compensation and Human Resources Information Systems Department implemented:

- preparatory meetings prior to the opening of the collection;
- a user guide and interactive help;
- a hotline which provides support to contacts.

The control and validation objectives are:

- detect inconsistencies entered in the reporting tool;
- ensure the reliability of the data by validation at two levels (division and local).

In order to ensure the consistency of the data entered in the reporting tool, a control is established to ensure the relevance of the values entered for the indicators of this collection, but also any variation compared to the collection of the past year. At the end they are audited by an independent third-party organization according to the standards of the "Compagnie Nationale des Commissaires aux Comptes (CNCC - French Institute of Statutory Auditors)".

on its diversified activities. The principles retained in this protocol comply, in particular, with the guidelines of the IFRS, ISO 26000 and the Global Reporting Initiative (GRI). This protocol is distributed and applied to all entities that collect and communicate their extra-financial information to the Group. It is reviewed every year and defines the conditions for data collection and verification. The reference document shows the Group's strategic axes and major social, environmental and societal commitments.

It is supplemented by the Bolloré Group CSR report which brings together information concerning the CSR actions of divisions and business units.

The scope of the companies questioned corresponds to the consolidated financial scope (excluding financial and operational equity-accounted companies) as of December 31, 2022. For 2023, the reporting scope includes companies that have:

- a workforce greater than or equal to 20 people; and or
- a turnover greater than or equal to 10 million euros; and
- have been in existence for at least one year (completion of a full accounting year as of December 31).

The Bolloré Group has implemented software specialized in sustainable development reporting, Enablon, enabling the decentralized collection and centralized consolidation of extra-financial indicators. The companies in the transport and logistics and electricity storage and solutions divisions as well as Bolloré SE have deployed the same tool in all entities. Data consolidation is done at headquarters by the Group CSR team. For the multi-site entities of the logistics division, the energy and waste data consolidate at least the most representative sites (totaling 97% of Bolloré Logistics' turnover this year). Waste reporting is only intended for industrial entities of the Bolloré Group. All entities that do not only carry out office activities are considered industrial entities.

In 2023, 52 entities participated in the campaign, taking into account the change in scope of Bolloré Logistics following the sale of the African subsidiaries of Bolloré Transport & Logistics in 2022. Each of them has a dedicated contributor responsible for responding. The data collected for each entity is validated by the country director concerned then verified by the team dedicated to the Bolloré Logistics CSR Department.

## CSR Reporting Protocol

This document restates the challenges of CSR reporting, describes the respective roles and responsibilities of administrators, rank one and two validators and contributors, as well as the organization of the campaign. It is distributed to all those concerned before the start of the campaign. It is also archived and made available to everyone in the reporting tool.

## 3.1 ENVIRONMENTAL REPORTING METHODOLOGY NOTE

In accordance with the provisions of Decree No. 2017-1265 of August 9, 2017, aimed at implementing Ordinance No. 2017-1180 of July 19, 2017 relating to the publication of non-financial information by certain large companies and certain groups of companies, as well as the AMF's recommendations concerning the information to be published by companies in terms of social and environmental responsibility, the Bolloré Group has reviewed its reporting protocol and defined a table of significant indicators with regard to the risks identified



In 2023, a total of 336 indicators were monitored, of which 104 were audited by an independent third-party organization. They cover all areas of CSR and are divided into four topics: health and safety, environment, ethics and societal information. The indicators were made available to everyone when the reporting protocol was sent.

The reporting questionnaire is divided into five linked parts:

- *structure of the entity;*
- *health and safety;*
- *controlling our environmental impact;*
- *environmental information;*
- *waste.*

Consistency tests are put in place in order to respond to requests from the Statutory Auditors with a view to improving the reliability of the reporting.

In 2023, the data collection period was brought forward: data was collected over nine months (i.e. from January 1 to September 30), the last quarter having been estimated according to a protocol validated by an independent third party organization (OTI). If data is missing, estimates can be made.

## **Method for calculating GHG emissions**

For scopes 1 and 2, the calculation method used is that of the Footprint database of the Environment and Energy Management Agency (Ademe) as of 2023. Internationally, as the emission factors for certain energy consumption excluding electricity are not available, the French emissions factor was applied. For GHG emissions linked to electricity, when the emissions factor did not exist, that of the highest neighboring country was used. In 2021, scope 1 & 2 emissions since 2017 were recalculated in order to correspond to a scope and methodological approach comparable to 2021. Since 2020, the Bolloré Group has reported its scope 2 emissions using the market-based method. This year, nine Bolloré Logistics entities declared having consumed electricity from renewable sources (nearly double the number of entities compared to 2021). These are the 9 entities: Bolloré Logistics Singapore, Bolloré Logistics Malaysia, Bolloré Logistics Australia, Bolloré Logistics Italy, Bolloré Logistics China, Global Freight Solutions, Bolloré Logistics France, Bolloré Logistics Spain and Bolloré Logistics Vietnam. For each of these entities, the recognized contractual instruments, the Renewable Energy Guarantees of Origin were analyzed. In accordance with the recommendations of the GHG Protocol, an emission factor communicated by the renewable electricity supplier was used, and a residual factor specific to the entity's country was applied, if these were available.

For scope 3, the Bolloré Group has identified the most significant emissions sources. Fulfilling its obligation to display CO<sub>2</sub> for transport services and provide information to its customers, Bolloré Logistics calculates and communicates the CO<sub>2</sub>e emissions from shipments

of goods. This automated dashboard is linked to the company's transportation management systems. To supply environmental reporting data, an annual extraction is done to obtain the total tons.kilometer by mode of transport and thus estimate the corresponding rate of CO<sub>2</sub>e emissions. The methodology to calculate GHG emissions for scope 3 linked to air transport subcontracted by Bolloré Logistics was revised in 2022. Previously, the calculation of the total annual quantity of emissions linked to the performance of the transport services relied on the internal operational data (expressed in ton.kilometer per mode of transport) and the emission factors used from the ecoinvent database in its version 3. For the 2023 financial year, the detailed internal data (each shipment having specific transport characteristics) and the EcoTransIT World emissions calculation tool were used. An independent third party organization (ITPO) checked Bolloré Logistics' environmental indicators as part of the annual CSR reporting campaign. Note that the EcoTransIT World emissions calculation already complies with the latest ISO 14083 standard in many areas. The Smart Freight Center (SFC) certified EcoTransIT World as the first to comply with the GLEC framework.

Data concerning employee travel combines data relating to travel by plane and train. For air travel, a distinction is made between medium-haul flights (less than 2,000 km) and long-haul flights. For medium-haul flights, the emissions factor used is that of flights with 100 to 180 passengers and between 1,000 and 2,000 km. For long-haul flights, the emissions factor used is that of flights with more than 250 passengers and between 8,000 and 9,000 km (estimate of the average flight over a Group scope). For emissions linked to train travel, the Group has decided to use the emissions factor for TER Diesels in the Ademe database. In summary, scope 3 groups upstream energy, waste, combustion of petroleum products and emissions linked to the transport of goods during transport commission services and business travel.

3.2

## OTHER ESG INDICATORS





## OTHER ESG INDICATORS AND REPORTING

INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			

### HUMAN RIGHTS

Alerts received relating to human rights (discrimination, harassment, child labor, etc.).	No. of alerts	5	3	3	3		GRI 2.23, 205, 405, 406, 408, 409, 411, 412
Alerts confirmed relating to human rights (discrimination, harassment, child labor, etc.).	No. of alerts	5	3	3	0		GRI 2.23, 205, 405, 406, 408, 409, 411, 412
Employees who have followed the "CSR, human rights and duty of vigilance" e-learning.	% of employees	87%	95%	81%	73%		GRI 2.23, 205, 405, 406, 408, 409, 411, 412
Entities that responded to the questionnaire on local human rights risk maps.	% of entities	Updated mapping over 100% of the cope	82%	96%	96%		GRI 2.23, 205, 405, 406, 408, 409, 411, 412

### ETHICS

#### Code of Conduct

Alerts relating to business ethics, unfair competition and corruption.	No. of alerts	3	3	2	4		GRI 2.15, 2.26, 2.27, 205
Alerts confirmed relating to business ethics, unfair competition and corruption.	No. of alerts	0	2	2	1		GRI 2.15, 2.26, 2.27, 205

#### Responsible Purchasing

Suppliers and subcontractors who underwent an on-site CSR audit.	No. of road transporters.	89	82	292	384		GRI 204
Code of Conduct and Responsible Purchasing Charter sent to all major or high risk suppliers.	% of major or high risk suppliers.	100%	100%	100%	100%		GRI 204
Presence of a CSR clause in all freight purchase contracts representing 70% of the total amount of purchases.	% of freight purchase contracts.	100%	100%	100%	100%		GRI 204

#### Information Security

Critical information security incidents.	No. of incidents	5 No major impact on business activities. Security incidents controlled by the tools in place and the incident response system.	0 <sup>(1)</sup>	0 <sup>(1)</sup>	0 <sup>(1)</sup>		GRI 418-1
Audits of control procedures to prevent information security breaches.	No. of audits	10	10	9	10		GRI 418-1

(1) No incidents with business impact. They were contained by our security tools.

Data consolidated in the Bolloré Group Universal Registration Document

ND = data not available



INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			

The 2023 scope covers 76 entities

## SOCIAL

### Employment

<b>Total employees (1)</b>	No. of employees	14,991	14,918	20,682	19,231	✖	GRI 2.7
Permanent contracts (CDI)	No. of employees (% of total workforce)	13,473 (89.9%)	12,958 (88.3%)	18,200 (88%)	17,269 (89.8%)	✖	GRI 2.7
Fixed-term contracts (CDD)	No. of employees (% of total workforce)	1,518 (10.1%)	1,719 (11.7%)	2,275 (11%)	1,962 (10.2%)	✖	GRI 2.7
Part-time workforce	No. of employees (% of total workforce)	468 (3.1%)	489 (3.3%)	207 (1%)	325 (1.7%)		GRI 2.7
<b>Distribution of the workforce by region (1)</b>							
France & Overseas Territories	No. of employees (% of total workforce)	4,940 (33%)	4,972 (33.9%)	4,612 (22.3%)	4,228 (22%)		GRI 2.7, 405-1
Europe (excl. France)	No. of employees (% of total workforce)	1,980 (13.2%)	1,992 (13.6%)	1,731 (8.4%)	1,589 (8.2%)		GRI 2.7, 405-1
Africa	No. of employees (% of total workforce)	0	0	7,111 (34.4%)	6,770 (35.2%)		GRI 2.7, 405-1
Asia-Pacific	No. of employees (% of total workforce)	5,862 (39.1%)	5,521 (37.6%)	5,068 (24.5%)	4,897 (25.5%)		GRI 2.7, 405-1
Middle East/South Asia	No. of employees (% of total workforce)	651 (4.3%)	632 (4.3%)	892 (4.3%)	631 (3.3%)		GRI 2.7, 405-1
Americas	No. of employees (% of total workforce)	1,558 (10.4%)	1,560 (10.6%)	1,268 (6.1%)	1,116 (5.8%)		GRI 2.7, 405-1
<b>Distribution of the workforce by age (1)</b>							
Younger than 25	No. of employees (% of total workforce)	1,251 (8.3%)	1,308 (9%)	1,303 (6.3%)	1,002 (5.2%)		GRI 2.7, 405-1
25 to 29 years old	No. of employees (% of total workforce)	2,194 (14.6%)	4,449 (30.3%)	5,542 (26.8%)	5,162 (26.8%)		GRI 2.7, 405-1
30 to 39 years old	No. of employees (% of total workforce)	4,546 (30.3%)	4,271 (29.1%)	6,577 (31.8%)	6,307 (32.8%)		GRI 2.7, 405-1
40 to 50 years old	No. of employees (% of total workforce)	4,065 (27.1%)	2,978 (20.2%)	5,005 (24.2%)	4,695 (24.4%)		GRI 2.7, 405-1
51 to 54 years old	No. of employees (% of total workforce)	1,164 (8%)	1,671 (11.4%)	2,235 (10.8%)	2,065 (10.8%)		GRI 2.7, 405-1
Older than 55	No. of employees (% of total workforce)	1,757 (11.7%)					GRI 2.7, 405-1

(1) These indicators relate to the number of entities, excluding entities entering/exiting the scope and without staff as of 09.31.2023

Breakdown by workforce from 2020 to 2022: under 25 years old, 25 to 34 years old, 35 to 44 years old, 45 to 54 years old, over 54 years old

INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			

The 2023 scope covers 76 entities

<b>External Permanent and Fixed-term contract recruitment<sup>(1)</sup></b>	No. of employees	2,495	4,111	3,986	1,840	*	GR1 2.7, 401-1
Of which external recruits on permanent contracts	No. of employees (% of total CDI and CDD workforce recruited)	1,787 (72%)	2,888 (70.3%)	2,384 (59.4%)	1,119 (60.8%)	*	GR1 2.7, 401-1
Of which external managerial recruits on permanent contracts	No. of employees (% of external CDI recruits)	164 (9%)	320 (11%)	254 (10.7%)	116 (10.4%)		GR1 2.7, 401-1
Of which recruits on fixed-term contracts	No. of employees (% of total CDI and CDD workforce recruited)	708 (28.4%)	1,223 (29.7%)	1,603 (40.2%)	721 (39.2%)	*	GR1 2.7, 401-1
Of which recruits on fixed-term contracts that turned into permanent contracts	No. of employees (% of CDD recruits)	296 (42%)	368 (30%)	461 (28.8%)	386 (53.3%)	*	GR1 2.7, 401-1
<b>Total departures (excluding transfers) (1)</b>	No. of employees	2,256	3,122	3,248	3,105		
Resignation		1,268 (56.2%)	1,995 (64%)	1,922 (59.2%)	1,202 (38.7%)	*	GR1 2.7, 401-1
End or termination of fixed-term contract (CDD)		620 (27.5%)	672 (21.5%)	693 (21.3%)	686 (22.1%)	*	GR1 2.7, 401-1
Economic lay-off	No. of employees (% of total departures)	20 (0.9%)	14 (0.4%)	115 (3.5%)	583 (18.8%)	*	GR1 2.7, 401-1
Individual dismissal		235 (10.4%)	277 (9%)	273 (8.4%)	286 (9.2%)	*	GR1 2.7, 401-1
Retirement		87 (3.9%)	129 (4.1%)	182 (5.6%)	232 (7.5%)		GR1 2.7, 401-1
Other		26 (1.1%)	35 (1%)	63 (2%)	116 (3.7%)		GR1 2.7, 401-1
<b>Internal mobility (1)</b>							
Internal mobility from another legal company of the Bolloré Group (entries)	No. of employees	93	104	145	77		GR1 2.7, 401-1
Internal mobility to another legal company of the Bolloré Group (exits)		90	110	84	99		GR1 2.7, 401-1
Turnover <sup>(1)</sup>	No. of voluntary resignations / No. of CDI contracts as of 12/31 of the previous year	10.5%	16.5%	10.1%	6.7%		GR1 2.7, 401-1

215

(1) These indicators relate to the number of entities, excluding entities entering/exiting the scope and without staff as of 09.31.2023

INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			

**SOCIAL**

**Health & Safety<sup>(1)</sup>**

HSE audits and inspections carried out internally	No. of audits and inspections	17,788	18,267	85,244	77,413		GRI 403-1, 403-2, 403-8
HSE audits and inspections carried out at subcontractors by the Bolloré Logistics teams	No. of audits and inspections	442	546	32,962	32,862		GRI 403-1, 403-2, 403-8
Training on health, safety and/or environment (HSE) topics for employees	No. of hours	60,000	62,899	172,675	102,887		GRI 403-4, 403-5, 403-6, 403-8
Specific training guaranteed for employees assigned to a new position identified as a risk	No. of entities	86%	86%	89%	89%		GRI 403-4, 403-5, 403-6, 403-8
HSE training for temporary workers and subcontractors	No. of hours	9,294	11,386	153,098	67,640		GRI 2.8, 403-4, 403-5, 403-6, 403-7
Work accidents with lost time	No. of accidents	57	62	84	94	*	GRI 403-9
Lost Time Injury Frequency Rate (LTIFR)	(No. of accidents with lost time) x 200,000 / Total no. of hours worked	0.43	0.49	0.37	0.41	*	GRI 403-9
Severity rate of work accidents with lost time	(No. of lost days linked to a work accident) x 200,000 / Total no. of hours worked	16.37	21.6	17.94	18.22	*	GRI 403-9
Employees with a least one day of absence	No. of employees (% of total workforce)	9,430 (62.9%)	10,330 (70.4%)	11,027 (53.4%)	10,547 (55.1%)	*	GRI 403-3
<b>Total days of absence</b>	No. of days	120,099	163,744	163,828	187,285	*	
Of which sick days	No. of days (% of total absences)	74,363 (61.9%)	102,329 (62.5%)	105,436 (64.4%)	110,869 (59.2%)		GRI 403-3, 403-10
Of which maternity/paternity leave	No. of days (% of total absences)	27,350 (22.8%)	33,615 (20.5%)	33,538 (20.5%)	32,924 (17.6%)		
Employees eligible for social security coverage	% of the workforce	93.1%	91.9%	91.5%	94%		GRI 401.2, 403.3, 403.6, 403.8
Entities where health coverage covers dependents	% of entities	79%	78%	83.3%	83.9%		GRI 403
Entities where health coverage is more favorable than provided for by local legislation	% of entities	95%	95%	94.7%	93.8%		GRI 401.2, 403.3, 403.6, 403.8
Entities where health coverage is not a legal obligation	% of entities	46%	46%	53.5%	52.5%		GRI 401.2, 403.3, 403.6, 403.8



INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			
Employees eligible for regular medical check ups offered by the company	% of the workforce	78%	78%	81.8%	80.8%		GRI 401.2, 403.3, 403.6, 403.8
Entities where the medical service offered is free for employees	% of entities	88%	88%	93%	87.6%		GRI 401.2, 403.3, 403.6, 403.8
Employees and beneficiaries who benefited from a vaccination organized by the company	No. of employees	489	571	2,989	632		GRI 401.2, 403.3, 403.6, 403.8
Employees and beneficiaries who participated in a screening or awareness campaign organized by the company	No. of employees	1,938	3,537	8,777	8,208		GRI 401.2, 403.3, 403.6, 403.8

**Diversity and social inclusion**

<b>Women <sup>(1)</sup></b>	No. of employees (% of total workforce)	7,670 (51.2%)	7,602 (51.8%)	8,715 (42.1%)	7,920 (41.2%)	✖	GRI 405-1
Gender equality index (France)		85	85	85	84		GRI 405-1
Female managers	No. of employees (% of total managerial workforce)	1,144 (42.3%)	1,065 (42.2%)	1,327 (36.8%)	1,145 (36.4%)	✖	GRI 405-1
Women recruited externally on permanent contracts <sup>(1)</sup>	% vs the total number of external recruits on CDI	47.8%	50.9%	47.9%	45.6%		GRI 401-1
Women who benefited from training (excl. HSE) <sup>(1)</sup>	% vs total workforce trained	52%	53%	47.2%	47.4%		GRI 404-1
<b>People with disabilities <sup>(1)</sup></b>	No. of employees (% of total workforce)	234 (1.56%)	227 (1.55%)	232 (1.12%)	216 (1.13%)		GRI 405-1
Recruited employees with disabilities <sup>(1)</sup>	% vs total externally recruited workforce on CDI and CDD	0.2%	0.6%	1.1%	1.2%		GRI 405-1
Trained employees with disabilities <sup>(1)</sup>	No. of employees (% of workforce with disabilities)	187 (80%)	188 (82.8%)	189 (81.8%)	81 (37.5%)		GRI 405-1

(1) These indicators relate to the number of entities, excluding entities entering/exiting the scope and without staff as of 09.31.2023

Data consolidated in the Bolloré  
Group Universal Registration  
Document

ND =  
data not  
available



INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			

### Diversity and social inclusion

<b>Employees aged 50 and over<sup>(1)</sup></b> Employees who were recruited at age 50 and over during the year as well as in previous years, and still in position	No. of employees (% of total workforce)	762 (5%)	740 (5%)	1,059 (5.1%)	619 (3.2%)		GRI 405-1
Employees 50 and over recruited during the year <sup>(1)</sup>	No. of employees (% vs total externally recruited workforce on permanent and fixed-term contracts)	174 (7%)	323 (7.9%)	311 (7.8%)	141 (7.7%)		GRI 405-1

### Professional training<sup>(1)</sup>

<b>Employees who benefited from training (excl. HSE)</b>	No. of employees (% of total workforce)	13,366 (89.2%)	13,782 (93.9%)	17,394 (84.1%)	10,395 (54.3%)	*	GRI 404-1
<b>Hours of training provided (excl. HSE)</b>	No. of hours	160,972	188,198	230,260	121,374	*	GRI 404-1
<b>Average training hours per trained employee</b>	No. of hours	12	13.7	13.2	11.7		GRI 404-1
<b>Employees trained in management</b>	No. of employees (% of total workforce trained)	1,133 (8.5%)	993 (7.2%)	592 (3.4%)	588 (5.7%)		GRI 404-1
<b>Employees made aware of CSR</b>	No. of employees	16,217	7,996	15,060	14,634		
<b>Entities having organized at least one career committee during the year</b>	% of entities	68%	68%	51.6%	39.8%		GRI 404-3, 405-1

### Social dialogue<sup>(1)</sup>

<b>Entities where employees benefit from union representation and/or staff representation</b>	% of entities	63%	60%	54.5%	57.6%	*	GRI 407-1
<b>Collective agreements signed or renewed during the year (France only)</b>	No. of agreements	42	84	23	25		GRI 2.30, 407-1

(1) These indicators relate to the number of entities, excluding entities entering/exiting the scope and without staff as of 09.31.2023



INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			

Collective agreements signed or renewed during the year (rest of world)	No. of agreements	16	15	46	39		GRI 2.30, 407-1
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**Social benefits<sup>(1)</sup>**

Entities where employees benefit from death insurance	% of entities	63%	63%	56.6%	53.4%		GRI 401-2
Entities where employees benefit from incapacity/disability insurance	% of entities	47%	47%	39.3%	39%		GRI 401-2
Entities where employees benefit from a retirement plan going beyond legal obligations	% of entities	19%	19%	28.7%	27.1%		GRI 401-2
Entities where employees benefit from at least one of these three benefits	% of entities	75%	75%	68.9%	69.5%		GRI 401-2
Entities where employees benefit from all three benefits	% of entities	13.2%	13.2%	15.6%	12.7%		GRI 401-2
Entities where employees benefit from death and incapacity/disability insurance	% of entities	45.6%	45.6%	34.4%	33.1%		GRI 401-2

219

**ENVIRONMENT**

**Owned and leased tertiary and industrial sites**

Storage areas by region	sqm	900,869	900,000	3,099,760	2,510,165	*	GRI 2.1, 2.2
Africa	sqm	-	-	2,320,809	1,762,982	*	GRI 2.1, 2.2
Americas	sqm	70,316	90,000	57,696	53,057	*	GRI 2.1, 2.2
Asia	sqm	475,087	425,000	411,672	373,404	*	GRI 2.1, 2.2
Europe	sqm	317,335	335,000	294,365	305,503	*	GRI 2.1, 2.2
Middle East	sqm	38,131	50,000	15,218	15,218	*	GRI 2.1, 2.2

(1) These indicators relate to the number of entities, excluding entities entering/exiting the scope and without staff as of 09.31.2023

INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			
<b>Installations classified for the environment (ICPE)</b>							
Sites subject to authorization (ICPE)	No. of sites	9	9	11	7	*	GRI 307
Sites subject to registration (ICPE)	No. of sites	6	5	5	3	*	GRI 307

#### Owned and leased tertiary and industrial sites

Sites subject to declaration (ICPE)	No. of sites	1	2	2	3	*	GRI 307
ICPE controls completed	No. of controls	4	1	3	4	*	GRI 307
Infringements noted during ICPE or local authority controls	No. of infringements	4	1	1	1	*	GRI 307

#### CO<sub>2</sub> emissions - Scopes 1 and 2

Scope 1	Tons CO <sub>2eq</sub>	11,417	10,959	79,326	73,983	*	GRI 305-1
Scope 2 - Location based	Tons CO <sub>2eq</sub>	20,161	22,541	31,973	37,018	*	
<b>Total scopes 1 &amp; 2 (Location-based)</b>	<b>Tons CO<sub>2eq</sub></b>	<b>31,578</b>	<b>33,500</b>	<b>111,299</b>	<b>111,001</b>	*	
Scope 1	Tons CO <sub>2eq</sub>	11,417	10,959	79,326	73,983	*	GRI 305-2
Scope 2 - Market based	Tons CO <sub>2eq</sub>	18,438	19,108	28,384	34,109		
<b>Total scopes 1 &amp; 2 (Market-based)</b>	<b>Tons CO<sub>2eq</sub></b>	<b>29,855</b>	<b>30,067</b>	<b>107,710</b>	<b>108,092</b>	*	

#### CO<sub>2</sub> emissions - Scopes 3

Business trips	Tons CO <sub>2eq</sub>	5,239.64	3,914.29	3,247.50	3,076.70	*	GRI 305-3
Upstream of fuels	Tons CO <sub>2eq</sub>	6,870.03	5,622.25	23,099.09	22,768.21	*	GRI 305-3
Waste generated by the sites	Tons CO <sub>2eq</sub>	1,911	1,899.77	2,547.35	2,693.81	*	GRI 305-3
<b>Execution of transport services</b>	Tons CO <sub>2eq</sub>	2,625,595	3,610,557	4,096,963	3,691,133	*	GRI 305-3
Air Transport	%	58%	56%	70%	69%	*	GRI 305-3
Sea Transport	%	28%	30%	25%	25%	*	GRI 305-3
Road Transport	%	14%	14%	5%	6%	*	GRI 305-3
<b>Total Scope 3</b>	<b>Tons CO<sub>2eq</sub></b>	<b>2,639,616</b>	<b>3,621,993</b>	<b>4,125,857</b>	<b>3,719,672</b>		

#### Energy consumption

Global Energy Consumption	MWh	101,372	97,947	370,941	ND	*	GRI 302-1, 302-3, 302-4
Total electricity	MWh	56,998.28	55,791.67	84,187.04	96,161.61		GRI 302-1, 302-3, 302-4
Of which consumption of electricity from renewable sources	MWh	10,631	14,126.28	14,601.37	ND		GRI 302-1, 302-3, 302-4



## OTHER ESG INDICATORS AND REPORTING

INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			
<b>Entities owning or leasing electric, hybrid or biogas vehicles used for the transport of people and goods</b>	No. of entities	20	12	13	14		GRI 302-1, 302-3, 302-4
Electric, hybrid or biodiesel vehicles owned by these entities	No. of vehicles	149	85	41	37		GRI 302-1, 302-3, 302-4
<b>Entities owning or leasing electric handling equipment</b>	No. of entities	25	22	21	14		GRI 302-1, 302-3, 302-4
Electric handling equipment owned by these entities	No. of vehicles	932	827	865	ND		GRI 302-1, 302-3, 302-4

### Energy consumption

Domestic fuel oil	m <sup>3</sup>	112.84	165.3	190.19	79.9	*	GRI 302-1, 302-3, 302-4
Natural gas	m <sup>3</sup>	766,965.51	664,339.55	765,692.92	681,943.84	*	GRI 302-1, 302-3, 302-4
District heating or heat network	m <sup>3</sup>	2,343,272.05	774,136.26	734,755.7	213,438	*	GRI 302-1, 302-3, 302-4
<b>Total generators</b>	m <sup>3</sup>	47.08	46.8	1,837.61	2,171.73	*	GRI 302-1, 302-3, 302-4
Diesel	%	100%	100%	99.42%	99.48%	*	GRI 302-1, 302-3, 302-4
<b>Consumption of own or leased vehicles dedicated to the transport of goods</b>	m <sup>3</sup>	1,881.91	1,978.39	19,396.1	15,950.16	*	GRI 302-1, 302-3, 302-4
Diesel	%	75.68%	88.25%	98.87%	98.87%	*	GRI 302-1, 302-3, 302-4
Gasoline	%	1.49%	3.56%	0.63%	0.75%	*	GRI 302-1, 302-3, 302-4
Biodiesel	%	22.82%	8.19%	0.30%		*	GRI 302-1, 302-3, 302-4
<b>Consumption of own or leased vehicles dedicated to the transport of people</b>	m <sup>3</sup>	1,382.85	1,202.49	2,542.05	2,460.77	*	GRI 302-1, 302-3, 302-4
Diesel	%	29.66%	40.54%	54.41%	60.81%	*	GRI 302-1, 302-3, 302-4
Gasoline	%	68.70%	57.80%	45.15%	39.19%	*	GRI 302-1, 302-3, 302-4
Bioethanol	%	1.64%	1.66%	0.44%		*	GRI 302-1, 302-3, 302-4

221



INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			
<b>Consumption of handling machines</b>	m <sup>3</sup>	177.35	522.2	5,825.22	5,915.65	*	GRI 302-1, 302-3, 302-4
Diesel or GNR (off-road fuel)	%	68.58%	29.62%	60.83%	83.17%	*	GRI 302-1, 302-3, 302-4
LPG (Liquefied Petroleum Gas)	%	30.95%	14.83%	19.06%	16.75%	*	GRI 302-1, 302-3, 302-4
Natural gas	%	0%	55.54%	20.11%	0.08%	*	GRI 302-1, 302-3, 302-4
Gasoline	%	0.47%				*	GRI 302-1, 302-3, 302-4
<b>Total refrigerants</b>	kg	899.99	680.29	2,520.59	2,316.63	*	GRI 302-1, 302-3, 302-4
R22	%	14.67%	5.14%	17.64%	24.63%	*	GRI 302-1, 302-3, 302-4
R134a	%	10.37%	25.88%	6.27%	13.28%	*	GRI 302-1, 302-3, 302-4
R404a	%	0%	0%	54.50%	48.92%	*	GRI 302-1, 302-3, 302-4
R407c	%	4%	0%	0.87%	2.07%	*	GRI 302-1, 302-3, 302-4
R410a	%	65.78%	65.17%	20.27%	11.10%	*	GRI 302-1, 302-3, 302-4
R507	%	0%	0%	0.45%	11.10%	*	GRI 302-1, 302-3, 302-4
R32	%	1.48%	0%	0%	0%	*	GRI 302-1, 302-3, 302-4
R744	%	3.70%	0%	0%	0%	*	GRI 302-1, 302-3, 302-4
<b>IT installations and equipment</b>							
Virtual servers	No. of servers	3,766	3,766	5,299	5,575		GRI 302-4
Physical servers	No. of servers	583	583	1,205	1,290		GRI 302-4
Shared Printers Ratio	Shared/individual printers ratio	89%	89%	91%	90.83%		GRI 302-4
<b>Percentage of purchases of highly energy efficient equipment (Energy Star label)</b>	% of purchases	100%	100%	100%	100%		GRI 302-4

### CO<sub>2</sub> emission reduction actions

Entities having implemented environmental actions to improve energy performance	% of entities	60%	60%	40%	38%		GRI 302-4
Entities holding at least one recognized environmental certification for one of their sites (LEED, BREEAM, EDGE Building, ISO 50001 and HQE)	% of entities	19%	14%	22%	19%		GRI 302-4



## OTHER ESG INDICATORS AND REPORTING

INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			
Videoconferencing rooms	No. of rooms	84	84	185	162		GRI 302-4

### Water

Water consumption (mains water and water taken from the natural environment)	m <sup>3</sup>	206,152.60	215,967.14	731,994.75	646,630.26	*	GRI 303
Entities with wastewater recycling or reuse facilities	% of entities	6%	6%	3%	4%		GRI 303

### Biodiversity

Ecocert® "Biodiversity Commitment" certified sites	No. of sites	5	5	5	5	*	GRI 304
BiodiverCity® labeled sites	No. of sites	4	4	4	4	*	GRI 304
Sites that have been the subject of a biodiversity footprint study	No. of sites	387	387	124	81		GRI 304
Sites having received the internal "Acting for nature office" label	No. of sites	39	27	15	ND		GRI 304

### Waste

Total quantity of hazardous waste	Tons	571.61	546.78	2,160.4	1,155.11	*	GRI 306
Percentage of hazardous waste recycled or recovered	Tons	554.8	531.22	683.38	913.8	*	GRI 306
Treated or contaminated wood	%	0%	0.40%	0.02%	0.14%	*	GRI 306
Soiled empty packaging	%	0.1%	0.10%	0.10%	0	*	GRI 306
Other soiled waste (rags, sawdust, filters)	%	0%	1.45%	0.90%	0.88%	*	GRI 306
Sludge and contaminated soil	%	0%	1.14%	0.13%	0.02%	*	GRI 306
Contaminated water	%	7.1%	11.88%	10.26%	12.06%	*	GRI 306
Batteries	%	0.4%	0.07%	1.87%	0.95%	*	GRI 306
Waste electrical and electronic equipment (WEEE)	%	2.6%	0.56%	1.40%	0.36%	*	GRI 306
Aerosols	%	0.1%	0.02%	0	0	*	GRI 306
Paints & solvents	%	0.3%	0.28%				
Infectious medical equipment (syringes, dressings)	%	12.1%	20.13%	12.95%	15.22%	*	GRI 306
Office supplies (printer cartridges/toners, etc.)	%	0.5%	0.11%	0.13%	0.17%	*	GRI 306
Other hazardous waste	%	75%	63.87%	62.17%	45.80%	*	GRI 306



INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			
Total quantity of non-hazardous (or ordinary) waste	Tons	8,887.16	7,962.24	13,637.22	13,604.19	*	GRI 306
<b>Percentage of non-hazardous waste recycled or recovered</b>	Tons	5,728.04	5,605.22	6,270.77	6,209.69	*	GRI 306
Non-treated wood/pallets	%	22.95%	23.19%	17.11%	15.46%	*	GRI 306
Cardboard	%	43.56%	42.31%	34.65%	29.94%	*	GRI 306
Paper	%	4.93%	4.50%	5.87%	10.45%	*	GRI 306
Plastic (bottles, packaging, bags, films, etc.)	%	3.77%	3.66%	3.82%	2.47%	*	GRI 306
Leftover food	%	4.49%	6.28%	4.98%	3.59%	*	GRI 306
Green waste	%	0.03%	0.02%	0.04%	0.08%	*	GRI 306
Ferrous metals	%	0.39%	0.42%	9.32%	1.68%	*	GRI 306
Non-ferrous metals	%	0.11%	0.09%	0.55%	0.15%	*	GRI 306
OIW (non-sorted waste)	%	19.20%	19.52%	22.30%	28.10%	*	GRI 306
Other non-hazardous waste	%	0.56%	0.01%	0.05%	0.51%	*	GRI 306

**Industrial accidents**

Accidental spills reported	No. of spills	6	4	8	16		GRI 306-3
Sites not affected by accidental spills	% of sites	96%	96%	92%	93%		GRI 306-3

**Boxes, pallets, paper**

<b>Total quantity of cardboard boxes [t (metric)]</b>	Tons	3,809.55	3,674.45	3,657.62	3,513.99		GRI 301-1
Recycled and labeled cardboard boxes purchased	%	78%	29%	62%	41%		GRI 301-2
Reused cardboard boxes	%	10%	27%	29%	9%		GRI 301-2, 301-3
<b>Total quantity of wood pallets purchased</b>	Tons	6,668.71	13,823.65	9,158.58	19,037.21		GRI 301-1
Recycled and labeled wooden pallets purchased	%	52%	50%	76%	10%		GRI 301-2
Wood pallets reused	%	51%	15%	21%	25%		GRI 301-2, 301-3
<b>Total quantity of office paper purchased</b>	Tons	383.43	464.6	1,064.4	1,516.73		GRI 301-1
Recycled and labeled office paper purchased	%	66%	41%	36%	31%		GRI 301-2



INDICATOR	UNIT	2023	2022	2021	2020	AUDITED BY A THIRD PARTY COMPANY	GRI CONCORDANCE
				Former Bolloré Logistics scope (operations in Africa included)			

**SOCIETAL**

The 2023 scope covers 76 entities

**Sponsorship and charity actions**

<b>Societal impact projects</b>	No. of projects	84	89	207	196		GRI 203, 413
Of which expenditure on education	% of expenditure	40%	37%	51%	23%		GRI 203, 413
Of which expenditure on young people (0-30 years)	% of expenditure	44%	60%	62%	28%		GRI 203, 413

**School relationships**

<b>School partnerships (1)</b>		143	108	162	146		GRI 413
Africa				34	38		GRI 413
Europe	No. of partnerships	116	86	106	86		GRI 413
Asia-Pacific		24	20	18	18		GRI 413
Americas		3	2	4	4		GRI 413
Middle East/South Asia		0	0	0	0		GRI 413
<b>Interns and work-study trainees</b>	No. of interns and work-study trainees	822	953	1,244	721		GRI 413
<b>Interns and work-study trainees (1) recruited</b>	No. of interns and work-study trainees (% of intern workforce)	226 (27.5%)	272 (28.5%)	197 (15.8%)	58 (8%)		GRI 2.7, 401-1, 413
<b>Of which interns and work-study trainees recruited from our partners</b>	No. of interns and work-study trainees (% of recruited workforce)	30 (13.3%)	54 (20%)	60 (30.6%)	26 (44.8%)		GRI 2.7, 401-1, 413

(1) These indicators relate to the number of entities, excluding entities entering/exiting the scope and without staff as of 09.31.2023

Data consolidated in the Bolloré Group Universal Registration Document

ND = data not available



## Index of the contents of GRI Standards

Through its Powering Sustainable Logistics CSR program, Bolloré Logistics has developed performance indicators that follow the lines of the Global Reporting Initiative (GRI) Standards. The following tables show the indications contained in the report, which are consistent with the GRI indicators, according to the latest updates to the standards in October 2021.

### General disclosures- 102 / Materiality of challenges – 103

GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	2023 CSR REPORT PAGES
2.1	Core	Organizational details		Overview of Bolloré Logistics and its business	13
2.2	Core	Entities included in the organization's sustainability reporting		Overview of Bolloré Logistics and its business	13
2.3	Core	Reporting period, frequency and contact point		Other ESG indicators and reporting elements	206
2.4	Core	Restatements of information		Other ESG indicators and reporting elements	206
2.5	Core	External verification		Verification by a third party of the Bolloré Group EFPS in which Bolloré Logistics data is consolidated	206
2.6	Core	Activities, value chain and markets		<ul style="list-style-type: none"> <li>Overview of Bolloré Logistics and its business</li> <li>Our model for growth and value creation</li> </ul>	13 14
2.7	Core	Employees		<ul style="list-style-type: none"> <li>Our growth and value creation model</li> <li>Other ESG indicators and reporting elements</li> </ul>	14 206
2.8	Core	Workers who are not employees		<ul style="list-style-type: none"> <li>Our model for growth and value creation</li> <li>Other ESG indicators and reporting elements</li> </ul>	14 206
2.9	Core	Governance structure and composition		<ul style="list-style-type: none"> <li>CSR matrix governance uniting the various levels of the organization</li> <li>CSR governance of Bolloré Logistics</li> </ul>	9 26
2.10	Core	Nomination and selection of members of the highest governance body		<ul style="list-style-type: none"> <li>CSR governance matrix uniting the different levels of the organization</li> <li>CSR governance of Bolloré Logistics</li> </ul>	9 26
2.11	Core	Chair of the highest governance body		<ul style="list-style-type: none"> <li>CEO editorial</li> <li>CSR matrix governance uniting the various levels of the organization</li> <li>A structured CSR policy in a committing program</li> </ul>	3 9 24
2.12	Core	Role of the governance body in overseeing impact management		<ul style="list-style-type: none"> <li>Bolloré Logistics CSR Program</li> <li>Vigilance Plan</li> </ul>	30 48
2.13	Core	Delegation of responsibility for managing impacts		<ul style="list-style-type: none"> <li>Bolloré Logistics CSR Program</li> <li>Vigilance Plan</li> </ul>	30 48
2.14	Core	Role of the highest governance body in sustainability reporting		Bolloré Logistics CSR program	30
2.15	Core	Conflicts of interest		Share the same business ethics and ensure compliance with the strictest standards	75
2.16	Core	Communication of critical concerns		A structured CSR policy in a committing program	24
2.17	Core	Collective knowledge of the highest governance body		CSR governance matrix uniting the different levels of the organisation	9
2.18	Core	Evaluation of the performance of the highest governance body		CSR governance matrix uniting the different levels of the organization	9
2.19	Core	Remuneration policies		Being an appealing employer	119

**Total correspondence:**  
data is presented in the report

**Partial correspondence:**  
The data is presented in part or implicitly in the report

**No correspondence**



GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	2023 CSR REPORT PAGES
2.20	Core	Process to determine remuneration		Being an appealing employer	119
2.21	Core	Annual total compensation ratio		Being an appealing employer	119
2.22	Core	Statement on the sustainability strategy		A structured CSR policy in a committing program	24
2.23	Core	Policy commitments		A structured CSR policy in a committing program	24
2.24	Core	Deployment of the commitment policy		A structured CSR policy in a committing program	24
2.25	Core	Processes to remediate negative impacts		<ul style="list-style-type: none"> <li>• A structured CSR policy in a committing program</li> <li>• Offering our customers sustainable supply chain solutions</li> </ul>	24 134
2.26	Core	Mechanisms for seeking advice and raising concerns		<ul style="list-style-type: none"> <li>• Vigilance Plan</li> <li>• Ensure ethical and responsible business practices in our logistics value chain</li> </ul>	48 64
2.27	Core	Compliance with laws and regulations		<ul style="list-style-type: none"> <li>• Vigilance plan</li> <li>• Ensure ethical and responsible business practices in our logistics value chain</li> </ul>	48 64
2.28	Core	Membership in national or international associations		Dialogue with stakeholders	27
2.29	Core	Approach to stakeholder involvement		Dialogue with stakeholders	27
2.30	Core	Collective bargaining agreements		Ensuring respect for human rights in the value chain	69
3.1	Core	Process for determining the materiality of issues		Assessment of sustainable development issues through the materiality matrix	30
3.2	Core	Materiality matrix		Assessment of sustainable development issues through the materiality matrix	30
3.3	Core	Consideration and management of the materiality of the issues		Bolloré Logistics CSR program	30

227

**Total correspondence:**  
data is presented in the report

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**No correspondence**



Specific elements

GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	2023 CSR REPORT PAGES
<b>ECONOMY – 200</b>					
<b>201 Economic performance</b>	<b>Material</b>				
201-1		Direct economic value generated and distributed		Strengthening relationships with our stakeholders in our territories	194
201-2		Financial implications and other risks and opportunities due to climate change		<ul style="list-style-type: none"> <li>• A structured CSR policy in a committing program</li> <li>• Bolloré Logistics CSR Program</li> <li>• Contribution to the UN Sustainable Development Goals</li> </ul>	24 30 36
201-3		Extent of coverage of defined benefit pension plans		Being an appealing employer	119
201-4		Financial assistance received from government			
<b>202 Market presence</b>	<b>Material</b>				
202-1		Ratios of standard entry level wage by gender compared to local minimum wage at the main operational sites		An ethics policy based on shared commitments	66
202-2		Proportion of senior management hired from the local community at the main operational sites		Contributing to and promoting local employment	198
<b>203 Indirect economic impacts</b>	<b>Material</b>				
203-1		Development and impact of investments in infrastructure and services supported		Strengthening relationships with our stakeholders in our territories	194
203-2		Significant indirect economic impacts		Strengthening relationships with our stakeholders in our territories	194
<b>204 Procurement practices</b>	<b>Material</b>				
204 -1		Proportion of spending on local suppliers		Strengthening relationships with our stakeholders in our territories	194
<b>205 Anti-corruption</b>	<b>Material</b>				
205-1		Operations assessed for risks related to corruption		Vigilance Plan	48
205-2		Communication and training about anti-corruption policies and procedures		An ethics policy based on shared commitments	66
205-3		Confirmed incidents of corruption and actions taken		An ethics policy based on shared commitments	66
<b>206 Anti-competitive practices</b>	<b>Material</b>				
206-1		Legal actions against anti-competitive behavior and anti-trust practices		An ethics policy based on shared commitments	66

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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	2023 CSR REPORT PAGES
<b>207 Tax</b>	<b>Material</b>				
207-1		Approach to tax		Fight against tax evasion	86
207-2		Tax governance, control and risk management		Fight against tax evasion	86
		Stakeholder involvement and management of tax policy issues		Fight against tax evasion	86

**ENVIRONMENT - 300**

<b>301 Materials</b>	<b>Material</b>				
301-1		Materials used by weight or volume		Other ESG indicators	212
301-2		Recycled materials used		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Other ESG indicators</li> </ul>	134 212
301-3		Recycled products and packaging materials		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Other ESG indicators</li> </ul>	134 <sup>229</sup> 212
<b>302 Energy</b>	<b>Material</b>				
302-1		Energy consumption within the organization		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
302-2		Energy consumption outside of the organization		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
302-3		Energy intensity		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
302-4		Reduction of energy consumption		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
302-5		Reductions in energy requirements of products and services		<ul style="list-style-type: none"> <li>Offering our customers sustainable supply chain solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212

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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	2023 CSR REPORT PAGES
<b>303</b> Water and effluents	<b>Material</b>				
303-1		Interactions with water as a shared resource		Other ESG indicators	212
303-2		Management of water discharge-related impacts		Other ESG indicators	212
303-3		Water withdrawal		Other ESG indicators	212
303-4		Water discharge		Other ESG indicators	212
303-5		Water consumption		Other ESG indicators	212
<b>304</b> Biodiversity	<b>Material</b>				
304-1		Operational sites owned, leased or managed in or adjacent to protected areas and areas rich in biodiversity		<ul style="list-style-type: none"> <li>Strengthening our commitments towards conserving biodiversity</li> <li>Other ESG indicators</li> </ul>	163 212
304-2		Significant impacts of activities, products and services on biodiversity		<ul style="list-style-type: none"> <li>Strengthening our commitments towards conserving biodiversity</li> <li>Other ESG indicators</li> </ul>	163 212
304-3		Habitats protected or restored		<ul style="list-style-type: none"> <li>Strengthening our commitments towards conserving biodiversity</li> <li>Other ESG indicators</li> </ul>	163 212
304-4		IUCN Red List of species and those on the national conservation list with habitats in areas affected by operations			
<b>305</b> Emissions	<b>Material</b>				
305-1		Direct (Scope 1) greenhouse gas emissions		<ul style="list-style-type: none"> <li>Offering our customers sustainable <i>supply chain</i> solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
305-2		Indirect (Scope 2) greenhouse gas emissions related to energy		<ul style="list-style-type: none"> <li>Offering our customers sustainable <i>supply chain</i> solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
305-3		Other indirect (Scope 3) greenhouse gas emissions		<ul style="list-style-type: none"> <li>Offering our customers sustainable <i>supply chain</i> solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
305-4		Intensity of greenhouse gas emissions		<ul style="list-style-type: none"> <li>Offering our customers sustainable <i>supply chain</i> solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212

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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	2023 CSR REPORT PAGES
305-5		Reduction of greenhouse gas emissions		<ul style="list-style-type: none"> <li>Offering our customers sustainable <i>supply chain</i> solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
305-6		Emissions of ozone-depleting substances (ODS)		<ul style="list-style-type: none"> <li>Offering our customers sustainable <i>supply chain</i> solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
305-7		Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		<ul style="list-style-type: none"> <li>Offering our customers sustainable <i>supply chain</i> solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> <li>Other ESG indicators</li> </ul>	134 148 212
<b>306 Waste</b>	<b>Material</b>				
306-1		Waste generation and significant waste-related impacts		<ul style="list-style-type: none"> <li>Control industrial environmental risks through an extensive QHSE policy and a dense coverage network</li> <li>Optimization of waste management</li> <li>Other ESG indicators</li> </ul>	142 145 <sup>231</sup> 212
306-2		Management of significant waste-related impacts		<ul style="list-style-type: none"> <li>Control industrial environmental risks through an extensive QHSE policy and a dense mesh network</li> <li>Optimization of waste management</li> <li>Other ESG indicators</li> </ul>	142 145 212
306-3		Waste generated		<ul style="list-style-type: none"> <li>Control industrial environmental risks through an extensive QHSE policy and a dense coverage network</li> <li>Prevention of risks related to the transport and storage of dangerous goods</li> <li>Optimization of waste management</li> <li>Other ESG indicators</li> </ul>	142 145 212
306-4		Waste not intended for disposal		<ul style="list-style-type: none"> <li>Control industrial environmental risks through an extensive QHSE policy and a dense coverage network</li> <li>Prevention of risks related to the transport and storage of dangerous goods</li> <li>Optimization of waste management</li> <li>Other ESG indicators</li> </ul>	142 145 212
306-5		Waste intended for disposal		<ul style="list-style-type: none"> <li>Control industrial environmental risks through an extensive QHSE policy and a dense coverage network</li> <li>Prevention of risks related to the transport and storage of dangerous goods</li> <li>Optimization of waste management</li> <li>Other ESG indicators</li> </ul>	142 145 212

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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	2023 CSR REPORT PAGES
<b>307</b> Environmental compliance	<b>Material</b>				
307-1		Non-compliance with environmental laws and regulations		Control industrial environmental risks through an extensive QHSE policy and a dense coverage network	142
<b>308</b> Supplier environmental assessment	<b>Material</b>				
308-1		New suppliers screened using environmental criteria		<ul style="list-style-type: none"> <li>Relaying our CSR commitments through a responsible purchasing policy</li> <li>Offering our customers sustainable <i>supply chain</i> solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> </ul>	87 134 148
308-2		Negative environmental impacts in the supply chain and actions taken		<ul style="list-style-type: none"> <li>Offering our customers sustainable <i>supply chain</i> solutions</li> <li>Contributing to the fight against climate change, improving air quality and preserving natural capital</li> </ul>	134 148

**SOCIAL - 400**

<b>401</b> Employment	<b>Material</b>				
401-1		New employee hires and employee turnover		Being an appealing employer	119
401-2		Benefits provided to full-time employees that are not provided to temporary or part-time employees		Being an appealing employer	119
401-3		Parental leave		Being an appealing employer	119
<b>402</b> Management of labor relations	<b>Material</b>				
402-1		Minimum notice period in the event of an operational change, indicating whether this period is specified in a collective agreement		Ensuring respect for human rights in the value chain	69
<b>403</b> Occupational health and safety	<b>Material</b>				
403-1		Occupational health and safety management system		<ul style="list-style-type: none"> <li>Vigilance Plan</li> <li>Unifying and protecting women and men, the company's primary strength</li> </ul>	48 111
403-2		Hazard identification, risk assessment, and incident investigation		<ul style="list-style-type: none"> <li>Vigilance Plan</li> <li>Unifying and protecting women and men, the company's primary strength</li> </ul>	48 111

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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	2023 CSR REPORT PAGES
403-3		Occupational health services		<ul style="list-style-type: none"> <li>• Unifying and protecting women and men, the company's primary strength</li> <li>• Being an appealing employer</li> </ul>	111 119
403-4		Worker participation, consultation, and communication on occupational health and safety		<ul style="list-style-type: none"> <li>• Unifying and protecting women and men, the company's primary strength</li> <li>• Being an appealing employer</li> </ul>	111 119
403-5		Worker training on occupational health and safety		<ul style="list-style-type: none"> <li>• Unifying and protecting women and men, the company's primary strength</li> <li>• Being an appealing employer</li> </ul>	111 119
403-6		Promotion of worker health		<ul style="list-style-type: none"> <li>• Unifying and protecting women and men, the company's primary strength</li> <li>• Being an appealing employer</li> </ul>	111 119
403-7		Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		<ul style="list-style-type: none"> <li>• Unifying and protecting women and men, the company's primary strength</li> <li>• Being an appealing employer</li> </ul>	111 119
403-8		Workers covered by an occupational health and safety management system		<ul style="list-style-type: none"> <li>• Unifying and protecting women and men, the company's primary strength</li> <li>• Being an appealing employer</li> </ul>	111 <sup>233</sup> 119
403-9		Accidents at work		<ul style="list-style-type: none"> <li>• Unifying and protecting women and men, the company's primary strength</li> <li>• Being an appealing employer</li> </ul>	111 119
403-10		Occupational illnesses		<ul style="list-style-type: none"> <li>• Unifying and protecting women and men, the company's primary strength</li> <li>• Being an appealing employer</li> </ul>	111 119
<b>404 Training and education</b>	<b>Material</b>				
404-1		Average number of training hours per year, broken down by employee, gender and professional category		Being an appealing employer	119
404-2		Programs for upgrading employee skills and transition assistance programs		Being an appealing employer	119
404-3		Percentage of employees receiving regular performance and career development reviews, by gender and professional category		Being an appealing employer	119

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GRI SOURCE	LEVEL	DISCLOSURE	CORRESPONDENCE	REFERENCE	2023 CSR REPORT PAGES
<b>405</b> Diversity and equal opportunity	Material				
405-1		Diversity of governance bodies and employees		Being an appealing employer	119
405-2		Ratio of basic salary and remuneration of women to men		Being an appealing employer	119
<b>406</b> Non-discrimination	Material				
406-1		Incidents of discrimination and corrective actions taken		Being an appealing employer	119
<b>407</b> Freedom of association and collective bargaining	Material				
407-1		Operations and suppliers for which the right to freedom of association and collective bargaining may be at risk		Being an appealing employer	119
<b>408</b> Child labor	Material				
408-1		Operations and suppliers at significant risk for incidents of child labor		Ensuring respect for human rights in the value chain	69
<b>409</b> Forced or compulsory labor	Material				
409-1		Operations and suppliers at significant risk for incidents of forced or compulsory labor		Ensuring respect for human rights in the value chain	69
<b>410</b> Security practices	Material				
410-1		Security personnel trained in human rights policies or procedures		Ensuring respect for human rights in the value chain	69
<b>411</b> Rights of indigenous peoples	Material				
411-1		Incidents of violations involving rights of indigenous peoples		Ensuring respect for human rights in the value chain	69
<b>412</b> Human rights assessment	Material				
412-1		Operations that have been subject to human rights reviews or impact assessments		Ensuring respect for human rights in the value chain	69
412-2		Employee training on human rights policies or procedures		Ensuring respect for human rights in the value chain	69
412-3		Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		Ensuring respect for human rights in the value chain	69

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<b>413</b> Local communities	<b>Material</b>				
413-1		Operations with local community engagement, impact assessments, and development programs		<ul style="list-style-type: none"> <li>Ensuring respect for human rights in the value chain</li> <li>Strengthening relationships with our stakeholders in our territories</li> </ul>	69 194
413-2		Operations with significant actual and potential negative impacts on local communities		<ul style="list-style-type: none"> <li>Ensure respect for human rights in the value chain</li> <li>Strengthen relationships with our in-country stakeholders</li> </ul>	69 194
<b>414</b> Supplier social assessment	<b>Material</b>				
414-1		New suppliers that were screened using social criteria		<ul style="list-style-type: none"> <li>Relaying our CSR commitments through a responsible purchasing policy</li> <li>Strengthening relationships with our stakeholders in our territories</li> </ul>	87 194
414-2		Negative social impacts in the supply chain and actions taken		<ul style="list-style-type: none"> <li>Relay our CSR commitments through a responsible procurement policy</li> <li>Strengthen relationships with our in-country stakeholders</li> </ul>	87 194
<b>415</b> Public policy	<b>Not material</b>				
415-1		Total value of political contributions by country and by beneficiary			
<b>416</b> Consumer health and safety	<b>Not material</b>				
416-1		Assessment of the impacts of products and services on the health and safety of consumers			
416-2		Incidents of non-compliance concerning the health and safety impacts of products and services			
<b>417</b> Marketing and labeling	<b>Not material</b>				
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			

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<b>418</b> Customer privacy	Material				
418-1		Substantiated complaints concerning breaches of customer privacy and losses of customer data		Ensure the protection of personal data	102
<b>419</b> Socioeconomic compliance	Not material				
419-1		Non-compliance with laws and regulations in the social and economic area			

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