



CSR REPORT



camusat

2015



The first report of Social Responsibility deals with the process initiated in 2014 by the Camusat Group concerning CSR, the actions taken in 2015 and the objectives and progress to be achieved.

It covers the year 2015 and includes all entities of the Group unless otherwise stated. This report has not been validated by an external intervenor.



Your questions and comments regarding this report and more generally your best practices in matters of CSR are welcome at: publicrelation@camusat.com

BY THE WAY





SUMMARY

Our Group	3
<i>Presentation</i>	4
<i>Governance</i>	5
<i>Solutions</i>	6
<i>Innovations</i>	7
<i>Customers & results</i>	8
<i>International presence</i>	9
Our Values	10
Our Commitments	12
 <i>Social</i>	15
<i>Objective 1</i>	16
<i>Objective 2</i>	19
<i>Objective 3</i>	22
 <i>Environmental</i>	26
<i>Objective 1</i>	27
<i>Objective 2</i>	35
<i>Objective 3</i>	38
 <i>Community</i>	43
<i>Objective 1</i>	44
<i>Objective 2</i>	48
<i>Objective 3</i>	49
Evaluation and indicators	53



GRACE

Who are we?

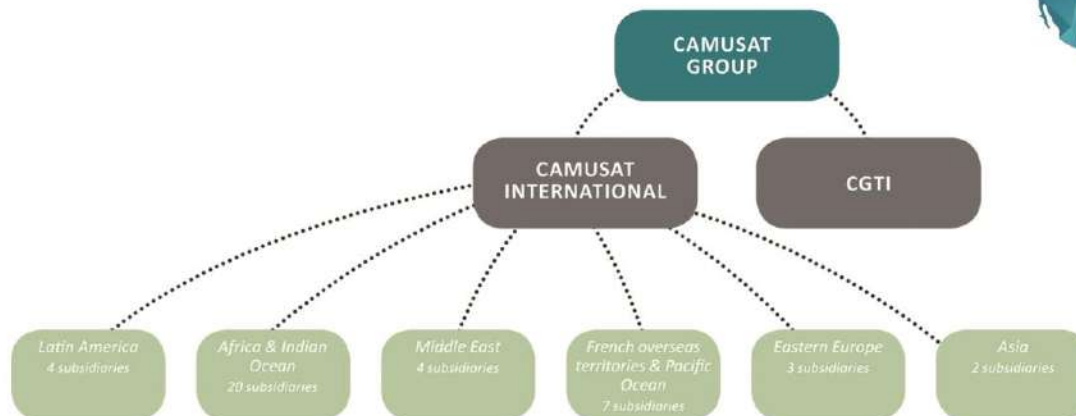
Camusat is one of the market leaders in the implementation of telecom infrastructures and one of the most experienced network developers with a history starting back in the late 40's.

We help telecom actors to efficiently build and optimize their networks development by integrating traditional telecom technologies with the most innovative know-how from adjoining fields.

We think our mission goes beyond the technological field; we are also committed to:

- Promoting success, security and well-being of our employees,
- Providing our customers with quality, low environmental impact products & services and demonstrating our commitment to reduce our own impact,
- Investing in development and recognition within our host communities.

ORGANIZATION :



Our Executive Committee



1/ Laurent ASTIER

Group Chief R&D, Technologies Officer

2/ Patrice CORDONNIER

Group Chief Supply Chain Officer

3/ Franck POTEREAU

Group VP Middle East & Asia

4/ Alina ZETU

Group Chief Commercial Officer

5/ Laurent ROINEAU

Group CTO & TCO Developer Officer

6/ Richard THOMAS

Chairman

7/ Christelle REIST

*Group Chief Administrative
& Communications Officer*

8/ Sébastien MARTIN

Group VP Africa & Indian Ocean

9/ Elodie PERRIGOT

Group Chief HR, CSR & EHS Officer

10/ Laurent BOBENRIETH

Group Chief Financial Officer

Our solutions

Managed Services, Maintenance & Operations

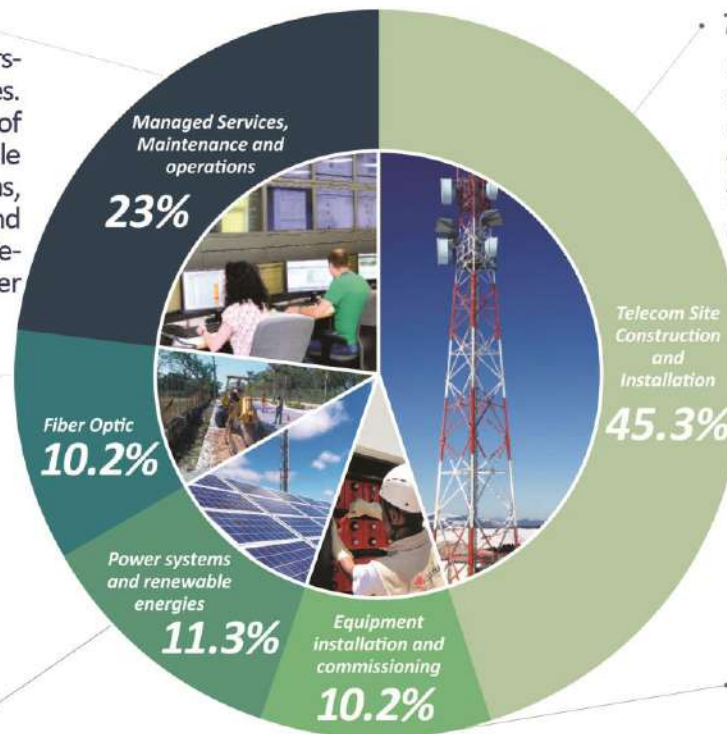
Camusat works closely with its customers to understand and support their service delivery challenges. We provide a unique and innovative combination of platforms, tools and processes to support the whole life-cycle of managed services for complex domains, as passive infrastructure (energy, environment and security) and access networks (mobile and fixed deployments, including radio, microwave, optical fiber and data equipment).

Fix & Fiber Optic Networks

Camusat offers, the highest caliber technology and the most reliable service to all our customers. Camusat is ready to prepare, to design, procure, integrate and implement the physical infrastructure for Outside Plant, FTTx access networks, HFC Networks and Fiber Optic long-haul and metro routes worldwide.

Power Systems & Renewable Energies

Camusat is offering a large range of Power Solutions for off-grid and on-grid sites. We understand the need for energy efficiency and technological diversification of power sources, resulting in significant energy security and OPEX savings. We are developing and installing hybrid systems based on conventional or renewable energy, as the new e.power, an M2M connected hybrid unit multi-sources and multi-tenants.



Telecom Site Construction & Installation

Camusat turnkey expertise, its large experience and project management know-how for telecom infrastructure deployment are key factors for fast, professional and high quality construction and modernization of any worldwide telecom network.

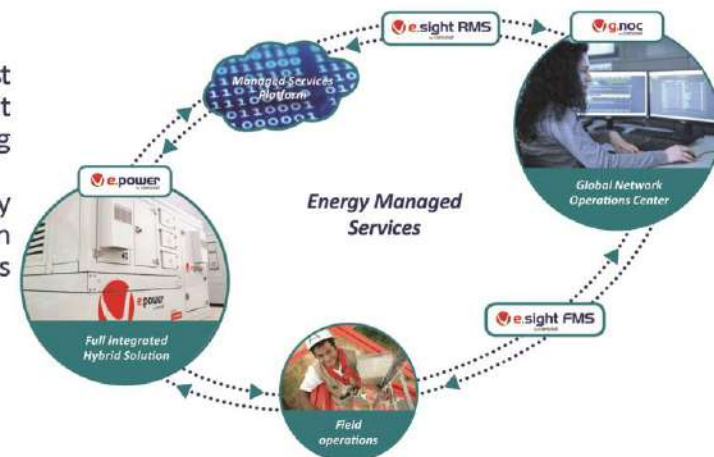
Equipment Installation & Commissioning

We support our customers to obtain the most from their networks through network planning and optimization services, including drive tests, frequency planning assessments, measurements for indoor building coverage, quality assurance and benchmarking. Our wide experience in the installation and commissioning of different technologies and types of equipments recommends us as reliable partner.

Our innovations

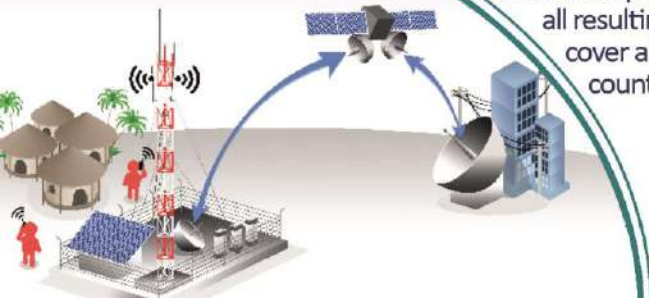
We are working closely together with our customers to know challenges and constraints they face. Thanks to our global expertise in the telecom field combined with our local knowledge of the markets and our very active R&D department, we are able to offer our clients turnkey solutions that meet their expectations. We serve our customers not only by responding to their needs but also by anticipating them.

Our customers' growing concern being energy performance, we've developed one of the most innovative hybrid system: **e.power by Camusat**, a machine-to-machine connected hybrid unit that reduces CAPEX and OPEX as well as environmental footprint by efficiently combining conventional and renewable energies; a solution that perfectly suits for off/poor grid areas. This low carbon footprint solution can be **monitored remotely**. This way, our GNOC has a very clear view of how the infrastructure is working. Real-time information about sites' consumption level enable us to optimize management and to implement preventive and corrective actions remotely or, when necessary, by sending our local and specialized teams on-site.



The growing users' demand for connectivity and the need to **cover rural areas** are our customers' new challenges that we know how to take-up.

We offer them a turnkey and low-cost solution which consists in a stand-alone mini-site for voice, SMS, wifi and data services. This quick deployment site is 100% solar powered and can be managed remotely by Camusat on a 24x7 basis, all resulting in low opex and zero emission. Thanks to our valuable partnership with satellite operators, we can cover all territories, enabling thus MNOs to complete their traditional coverage and ensure a total coverage of countries in which they operate.

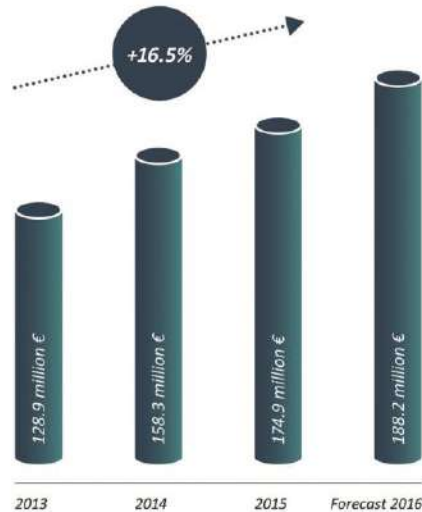


Our clients & results

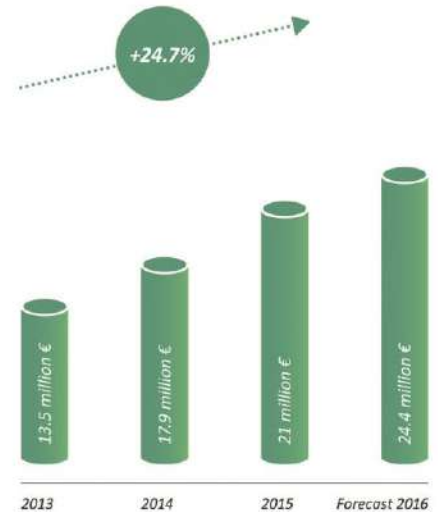
Our clients include some of the world's most renowned companies and organizations:

-  Mobile & fix telecom operators
-  Tower companies
-  Equipment vendors
-  System integrators
-  Governmental & local authorities

Financial results:



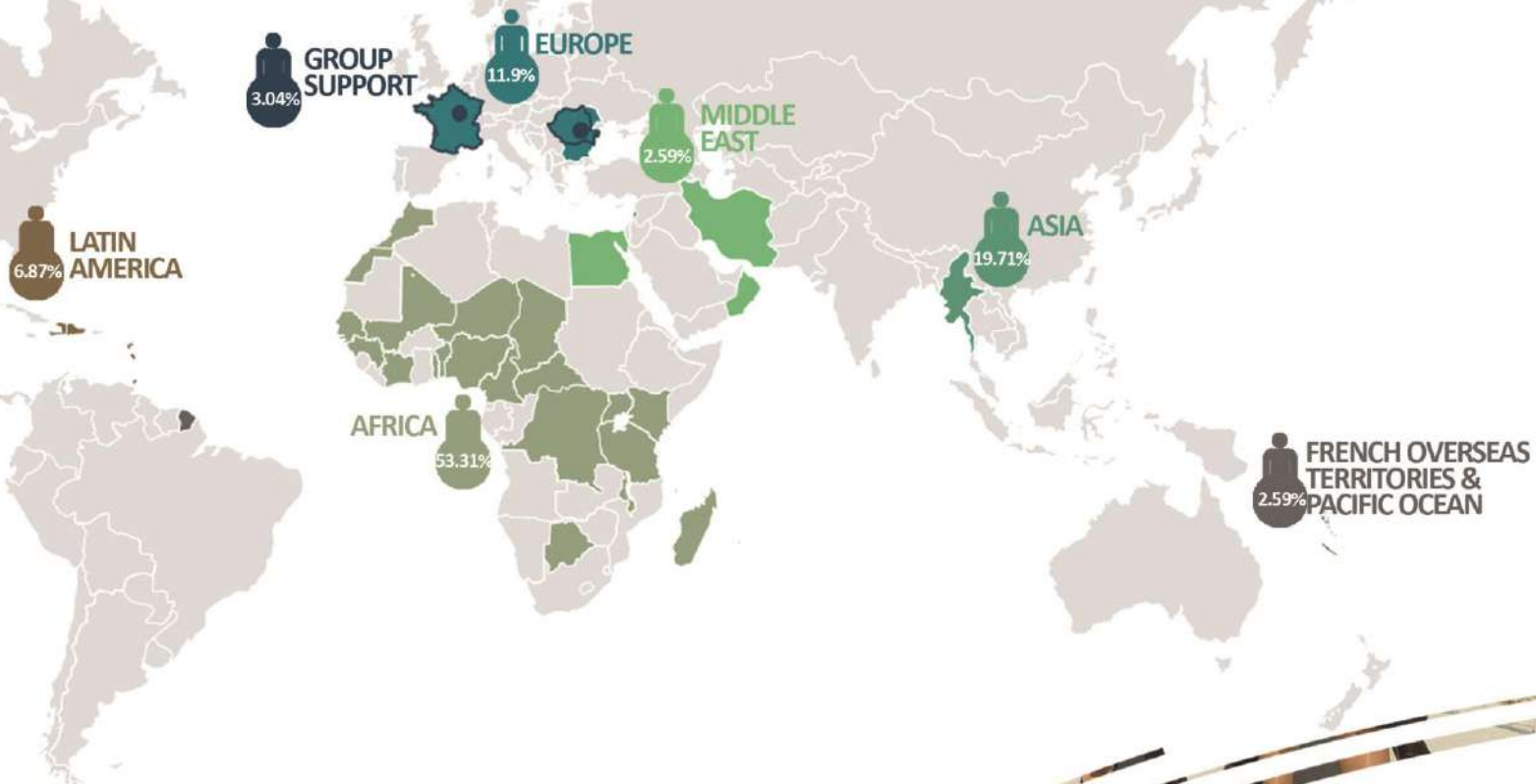
TURNOVER EVOLUTION



EBITDA EVOLUTION

Our international presence

We are proud to have 47 nationalities among our 2009 employees in all 5 continents





VALUES

Our values

✦ Camusat Group values make-up its genetic code and guide all the staff members all over the world in their day-to-day activities.



INNOVATION

Innovation emerges from the encounter between passion and constant desire of meeting the challenges of tomorrow.

It is the fruit of the encounter between our talents and **collective competence**. The various competences of Camusat Group through the diversity of its business lines work in synergy with each other which enables to create an innovative dynamic.

Innovation is the key of the **sustainable growth** of Camusat Group.



REACTIVITY

Reactivity is a strength and a need on the telecom market which is continuously changing.

Camusat Group knew how to implement an organization based on **quickness** in new ideas identification, in the **making decisions** and in their implementation to meet all its customers' expectations.



DIVERSITY

Diversity is the key of our success. We know that nothing would be possible without the diversity of know-hows, cultures and the individual richness of our employees.

Diversity is not an objective in itself but rather be an essential richness to achieve our daily missions.

Included in our commitments in terms of corporate social responsibility, it is also a **social and economic performance** factor for our Group.

Equal treatments and cultures sharing contribute to create an open, responsible and solidary corporate culture, ensuring internal cohesion and progresses.



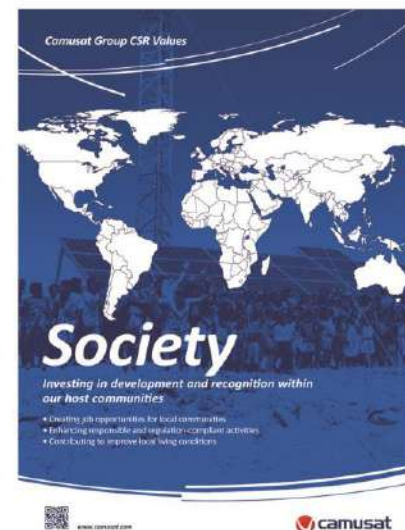
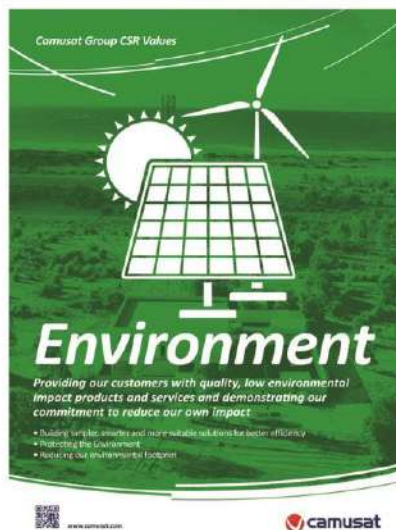
COMMITMENTS

Our commitments

➤ Since 2014, Camusat has committed to Corporate Social Responsibility to guide its strategy of international growth.

The Group believes that the combination of financial and non-financial performance, sustainably create value in a perspective that extends beyond its own operations.

Camusat is committed to:





INTERVIEW

“CSR is a responsible and sustainable growth factor serving the needs of our customers.”

What do you think about CSR?

Nowadays, companies are committed throughout their value chain and the consumers and investors require them to be responsible.

Beyond a stimulus given by the market and stakeholders, CSR pushes for the overall performance and the creation of corporate value by finding the right balance between economic efficiency, environmental protection, territorial anchorage and social equity.

Integrating a CSR approach in its overall strategy means giving a course, an objective and allows formalizing the corporate culture.

What impact has the CSR performance on the financial performance?

If we analyse the financial performance on medium and long term, we can see that companies that take into account all the CSR factors and integrate them into their processes (social management, environmental management, purchases and supply chain, social, ...) have better performances which are maintained over time.

Beyond the financial criteria, integrating CSR challenges in its overall strategy provides a better resilience and makes Camusat an innovative group anchored in its territories.

Can a human-sized group, such as Camusat whose more than half of its workforce is present in emerging countries, integrate the CSR dimension in its organization?

Absolutely. The size, the trades and geographic location have little impact. The CSR concepts can and should apply everywhere: above all, it is a process. CSR is neither a symbol nor an unreachable principle. It is a progress path, a new way of thinking, managing, that integrates a long-term view in the decision making process, an openness to change in the environment. It is a differentiation factor.

Elodie PERRIGOT
Human Resources, EHS & CSR Director
Camusat Group



SOCIAL

Challenge #1:

Promoting success, security and well-being of our employees



Challenge #1 Promoting success, security and well-being of our employees

➤ Continuously strengthening accident prevention and protection of employees

If happy employees are the ones that make companies successful, healthy employees, present and motivated at their workplace, contribute to the productivity and competitiveness of a company. Their health, well-being and their success are therefore important issues for Camusat. All actions in these areas help maintain or improve the social climate and thus the image of Camusat.

Setting up an occupational hazards prevention policy means to follow a steep, but promising path. Indeed, prevention is a token of productivity. It also helps to reduce absenteeism and provides a return on investment of 2.75 to 4, depending on the company. Prevention makes therefore sense economically.

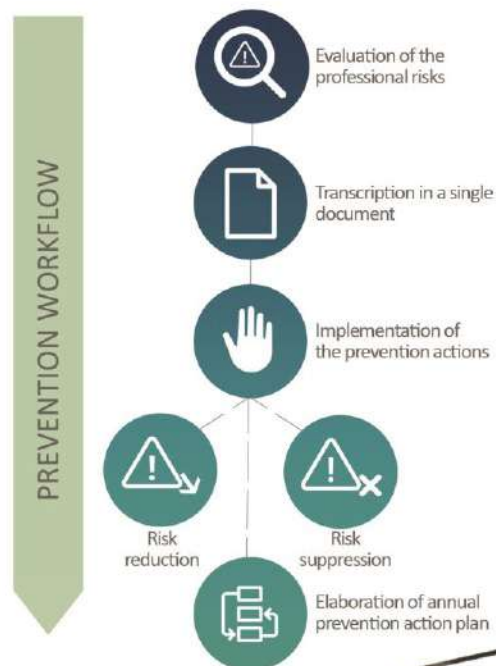
Beyond the economic aspect, the prevention of occupational hazards is a legal requirement for any business manager since the hiring of the first employee, because the employer is legally responsible for the health and safety of its employees.

For this purpose, adequate prevention measures must be put in place to improve safety and working conditions.

Insurance of a successful prevention strategy goes primarily through the evaluation of the occupational hazards and the transcript of results of this evaluation in a risk assessment.

For Camusat subsidiaries that still did not have a risk assessment within their structure, 2015 was the year of mandatory introduction of this tool within the Group entities.

It now allows each Camusat subsidiary to implement preventive actions aiming to reduce or eliminate hazards, reduce the frequency and severity of workplace accidents. It allows more generally a better prevention of occupational hazards in the company and leads to the preparation of an annual actions plan to prevent occupational hazards.





Challenge #1 Promoting success, security and well-being of our employees

↳ Continuously strengthening accident prevention and protection of employees

We often evaluate the effectiveness of a company's prevention policy by the decreased of work-related accidents and their severity. To ensure the occupational health and safety of everyone and therefore limit the number of work accidents, Camusat management daily raises the awareness of the service managers and site supervisors to develop a culture for safety at the level of all Camusat entities.

Numerous training sessions were also held in 2015 on the following topics:

- ↳ Training on the general instructions regarding Environment, Health and Safety that addressed generic instructions in case of fire or accident, the gestures and postures to be adopted depending on the type of handling, the rules of cleanliness and storage in the company, the road risk and eco-driving,
- ↳ The regulation on the introduction and consumption of alcohol on the workplace and while driving, and the dangers that this represents for the employees,

↳ Training on work at height and use of Personal Protective Equipments. The risks of working at height are the most prevalent in all Camusat entities. Therefore, Camusat has chosen to appoint internal trainers for working at height. One of their missions is to establish an homogeneous safety culture within all entities based on the Group policies and procedures. Their mission is to train all employees according to the same program and teaching tools.

As part of the Group internal rule that aims to mandatorily retrain every 5 years the employees who work at height, the subsidiaries Camusat Botswana, Camusat Madagascar, Camusat Tanzania and Camusat Myanmar have conducted training sessions for working at height and the use of personal protective equipment. 206 employees have been trained since the setting up of this internal trainers network.

FIGURES 2015:

NUMBER OF TRAINING HOURS: 13 541
including 5 056 dedicated to EHS





Challenge #1 Promoting success, security and well-being of our employees

➤ Continuously strengthening accident prevention and protection of employees

Reduce work-related accidents by an exhaustive analysis of their causes

The safety culture of an organization is based on a set of beliefs, attitudes and behaviors developed and applied both by managers and employees, to control inherent risks to the activities carried out.

Camusat plans to fully integrate its safety culture into the management of its subsidiaries.

For this, the management needs to realize that risk control can be obtained by combining:

- A respect of formal rules by the subsidiaries,
 - A proactive behavior of the regional and local management.
- All employees that have been victims of work-related accidents must report them, the subsidiaries must investigate the circumstances of the work-related accidents occurrence and analyse their direct and indirect causes.

In 2015, the CSR Support Group circulated and trained the subsidiaries on the dedicated documentation for the management of work-related accidents.

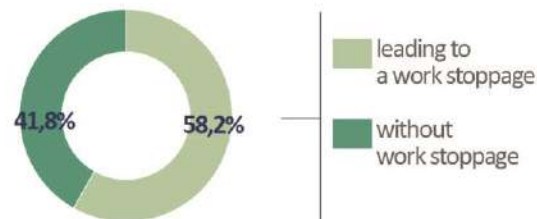
Since then, for every accident, regardless of its severity, a formal analysis of the causes is done allowing the identification of proper preventive and corrective measures.

An analysis is made on two types of accidents:

- Work-related accidents without a work stoppage,
- Work-related accidents leading to a work stoppage.

FIGURES 2015:

NUMBER OF WORK-RELATED ACCIDENTS: 79



OBJECTIVES FOR THE COMING YEAR:

- Improve the systematic compliance with the existing safety standards. This will allow Camusat to enrich its scope of audit related to safety and systematic evaluation of compliance with standards and to train its auditors to new security challenges,
- Extend the monitoring of its health and safety performance, following a severity rate and a monthly frequency rate of work accidents, and analysing in more detail the different types of work accidents,
- Tackle health and safety challenges through positive and continuous communication, including the circulation of safety flashes in order to implement preventive actions in all subsidiaries of the Group.





Challenge #1 Promoting success, security and well-being of our employees

➤ Providing opportunities to grow and develop by training, skills development, talents detecting and follow-up

For Camusat, attracting and retaining the best candidates are challenges of the socio-economical project with our deep conviction that developing employees at all levels of the organization made Camusat a sustainable and successful Group.

Improve and share everyone's skills:

Camusat continues its efforts to create the best conditions for the individual development of its employees in line with the changing desires and needs of their organizations.

Improve skills of all employees is for Camusat an essential requirement for its growth.

There are numerous challenges:

- Support the growth of subsidiaries by providing training for new employees, including on technical and managerial fundamentals,
- Anticipate and develop key skills for the future,
- Share with all employees the culture and values of Camusat,
- Develop a culture of leadership and management based both on economic performance and development of teams.

The best management tool for identifying employees' development needs connected to growth prospects of an entity is the annual performance review. Initiated at the global scale of the Group in 2015, 52,60% of employees underwent an annual performance review with their managers concerning, among others, their individual development.

The development, mobility and training requests are addressed during this discussion. Each employee is encouraged to be a player in his/her own professional career orientation being supported by his/her manager.

The forecast training plans for each subsidiary are then established in order to prioritize the training needs expressed by managers according to the overall strategy of the Group and the one of the subsidiary.

In 2015, besides the EHS training, the training strategic orientations were focused on:

- Development of IT skills,
- Development of financial skills,
- Development of "technical" skills related to new Business Lines of Camusat.





Challenge #1 Promoting success, security and well-being of our employees

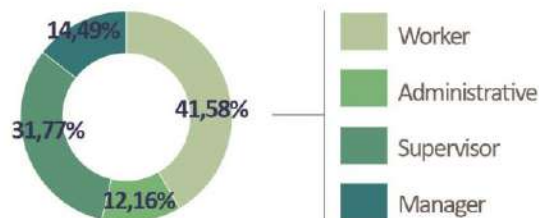
➤ Providing opportunities to grow and develop by training, skills development, talents detecting and follow-up

Like every year, Camusat organized its annual seminar that brought together all members of the Executive Committee and Regional Managers in Romania, the historical subsidiary of Camusat also representing the Technical and Research & Development Support Group. Employees of several subsidiaries of the Group were invited to participate in training sessions on new solutions offered to its customers.



FIGURES 2015:

TRAINING PROVIDED BY OCCUPATIONAL CATEGORY:



13 541 hours of training provided within the Group



7 hours of training per employee on average

OBJECTIVES FOR 2016:

➤ Camusat aims to further develop a distinctive management and leadership culture by improving the internal and external training and establishing a mentoring plan.

➤ In its aim to develop skills, promote the development within the Group, the annual reviews return rate target in 2016 is 70%.





Challenge #1 Promoting success, security and well-being of our employees

➤ Providing opportunities to grow and develop by training, skills development, talents detecting and follow-up

A Talent Management Policy which is locally anchored

Beyond the objective of developing the skills of all its employees, Camusat wants to value and pay special attention to a pool of promising employees.

The Group has launched its **"Talent Management"** program at the end of 2015. The aim is to identify future managers who have abilities to move towards management and engineering jobs, and to set up an individual development program to acquire the key skills that Camusat needs to meet strategic challenges in the next five years.

This strategy covers commitments on managing talents within the Group and strengthens the idea that Camusat has confidence in each of its employees.

In other words, Camusat recognizes the unique talent of its employees by giving the necessary space and time to express and develop it in close-knit teams.

For the next 5 coming years Camusat sets itself the following objectives:

- Determine the annual individual development program for a pool of 30 Talents,
- Promote the incorporation of this pool of Talents and the valorization of team work,
- Develop and animate Talents to ensure management of succession plans in a long term project.





Challenge #1 Promoting success, security and well-being of our employees

➤ Promoting diversity and inclusion

Diversity is a source of openness and creativity, and value creation. Camusat works concretely to promote diversity and uses it for the benefit of Camusat performance, convinced that it strengthens and enriches the Group's values.

Through various commitments, such as the United Nations Global Compact, Camusat has shown that a policy that promotes diversity should also help to prevent and fight firmly against all forms of discrimination. Therefore, Camusat policy is based on the values of equality, secularism and mutual respect to make diversity one of the levers of performance.

The Group, through the development of its Ethics Code in 2015, has also reaffirmed this commitment by highlighting diversity as one of the three values that characterize its corporate culture. A chapter is also dedicated to diversity, in which Camusat is committed to promoting diversity and equal opportunities, a fundamental responsibility for the Group.

“We treat all our colleagues and stakeholders with the same respect and dignity, regardless of their position in the organization, sex, age, religion, habits, sexual orientation, family situation, origin, genetic characteristic, membership or non-membership, actual or supposed, of a specific ethnic group, nation, race, union or mutualist activities, physical appearance, surname, health condition or disability.

We are convinced that diversity, source of openness and creativity, produces values for the company and its staff. This belief is evident in our actions: recruitments, granted promotions, pay rises and training, etc.”

FIGURES 2015:

STAFF:



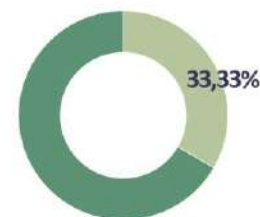
TRAINING:



JOB POSITIONS HOLD BY WOMEN:



WOMEN AT THE GROUP EXECUTIVE COMMITTEE:





Challenge #1 Promoting success, security and well-being of our employees

➤ Promoting diversity and inclusion

At the end of 2015, Camusat Group registers 49 nationalities in its workforce. This diversity of origin is explained in part by the establishment of Camusat subsidiaries worldwide but also by the increased mobility of people and communication facilities.

Beyond language, diversity of nationalities and thus, cultural diversity is a catalyst for innovation within Camusat. Indeed, the confrontation with the novelty, the unknown and the difference is a powerful stimulus for the Group.

Cultural diversity obliges the company to operate differently, to discover new ways of thinking and to meet the diversity under its multiple facets.

Camusat has also made the cultural diversity a performance boost by encouraging mobility of a pool of hundreds of expatriates whose mission is to provide timely reinforcement, to train for new jobs and unknowingly boost local teams by their cultural and linguistic differences.

OBJECTIVES FOR THE COMING YEARS:

Camusat undertakes to:

- Promote a balanced representation of women in all the Group's positions, including technical positions,
- Promote women's access to positions of responsibility,
- Circulate and apply procedures and forms dedicated to recruitment to ensure equal treatment in the recruitment process.

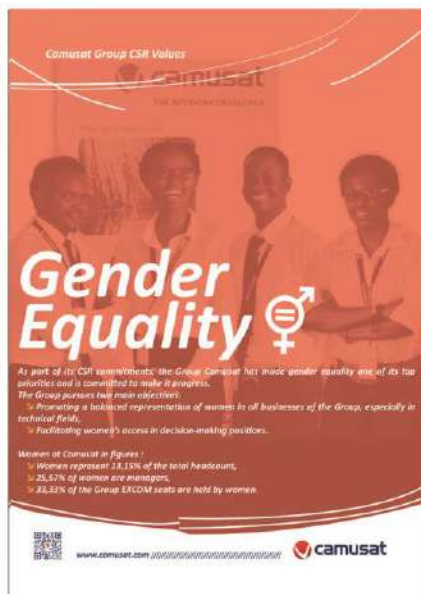


FIGURE 2015 :



49 different nationalities within Camusat Group





Challenge #1 Promoting success, security and well-being of our employees

➤ Promoting diversity and inclusion

Social inclusion by supporting education and training

Social inclusion consists in allowing every citizen to participate fully in society, including to take up employment. This is one of the pillars of Camusat Group CSR policy .

Camusat has chosen to promote inclusion by:

➤ **Integrating interns and alternants** and work-study trainee program in order to support young people in acquiring knowledge and skills and to enable them to achieve or consolidate a professional project related to Camusat activities; the opportunity for Camusat subsidiaries to incorporate new skills within the organization, to step forward on the activities and the organization through fresh vision. Several interns have been integrated in **Camusat Madagascar** and **Camusat Kenya** subsidiaries to carry out various projects. Camusat intends to further develop partnerships with schools and universities in the countries where the Group operates, in order to identify and train future employees of subsidiaries.



➤ Implementing **activities for supporting the education and training of young people** by implementing several specific actions for them in order to enable and develop learning in better conditions.

As an example, **Camusat Madagascar** and **Camusat Guinea** had the opportunity to give school supplies to children in order to promote better learning. Camusat Madagascar also signed a partnership agreement with local charities in order to support projects aiming at promoting the education of youth, especially by providing educational and school books.





Challenge #1 Promoting success, security and well-being of our employees

➤ Promoting diversity and inclusion

Camusat Kenya participates in financing studies of a Kenyan's student for several years. This action allows her to access to learning and ensure her a better integration into the working environment.

In partnership with Orange Foundation, **Camusat Madagascar** supports the Thibobs France-Madagascar charity which works to improve school structures of Antambohobe village in the south-east of the country. Camusat had the opportunity to help build a classroom of the Public Primary School and help renovate an existing room. This action will allow many children of the village to go to school in better conditions.



OBJECTIVE FOR THE COMING YEARS:

➤ Camusat intends to strengthen its actions in favor of education and training in other countries where the Group operates. It will consist in incorporating new skills through the use of interns and in continuing to provide better conditions to study for young people who may be future Camusat employees.





ENVIRONMENTAL

Challenge #2:

Offer to our customers quality products and services that have a low environment impact and underline our commitment to reduce our own impact.



Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

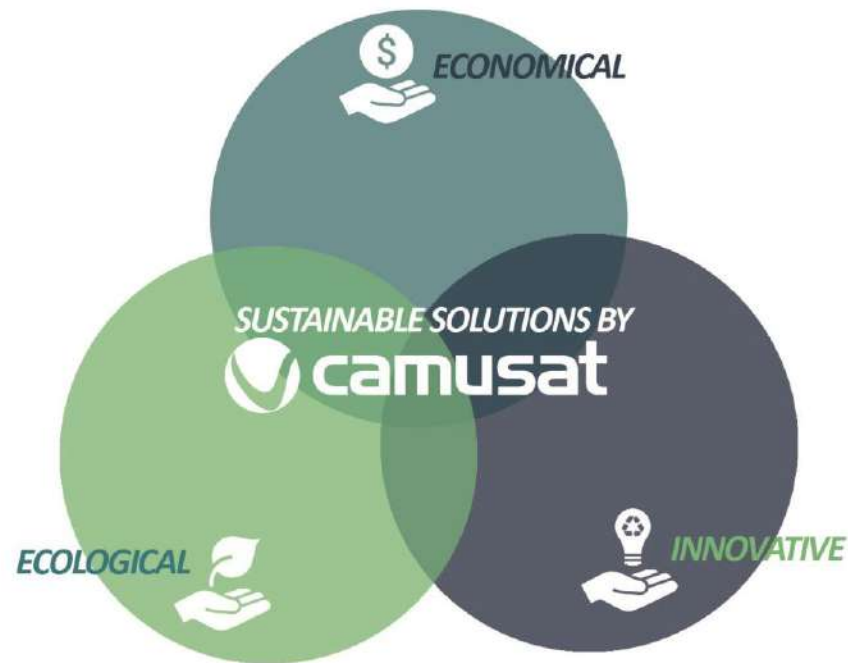
➤ Building simpler, smarter and more suitable solutions for better efficiency

Camusat commitment to the environment aims both to develop environmental friendly solutions for its customers, to strengthen its actions for the prevention of environmental risks, and to optimize practices to reduce its environmental footprint.

Confronted with environmental challenges, Camusat has to adapt to the constant increase in global energy demand due to the continuous evolution of telecommunications.

To take-up this dual challenge, the design, the use of energy efficient solutions and the use of renewable energy with low carbon footprint can contribute to the fight against climate change. We can also implement systems whose objective is to control the impact of the Group's activities on the environment.

As a committed Group, Camusat continuously works to create new sustainable and innovative solutions that respect the environment while achieving a higher efficiency that meets the needs of its customers.



Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Building simpler, smarter and more suitable solutions for better efficiency

e.power by Camusat

Users' growing demand for mobile telephony, on a global scale, implies a significant evolution of energy demand particularly by the proliferation of telecom infrastructures.

Approximately \$ 15 billion are spent each year by the telephony operators, therefore energy efficiency is at the heart of their business strategy.

To meet the requirements of the market, Camusat's Research and Development department has developed one of the most innovative hybrid system targeting fixed and mobile operators, Tower Companies, Equipment Manufacturers, System Integrators, Local and Governmental Authorities:



This "hybrid" system, can be powered by both conventional energy, such as diesel, but also by more environmentally friendly energies, such as solar energy and wind power.

The e.power by Camusat system is also a connected M2M (machine to machine) using modern telecommunication technologies and IT to enable communications between devices, and without human intervention.

To sum up, e.power by Camusat is an ideal solution for areas deprived or lacking of conventional energy.

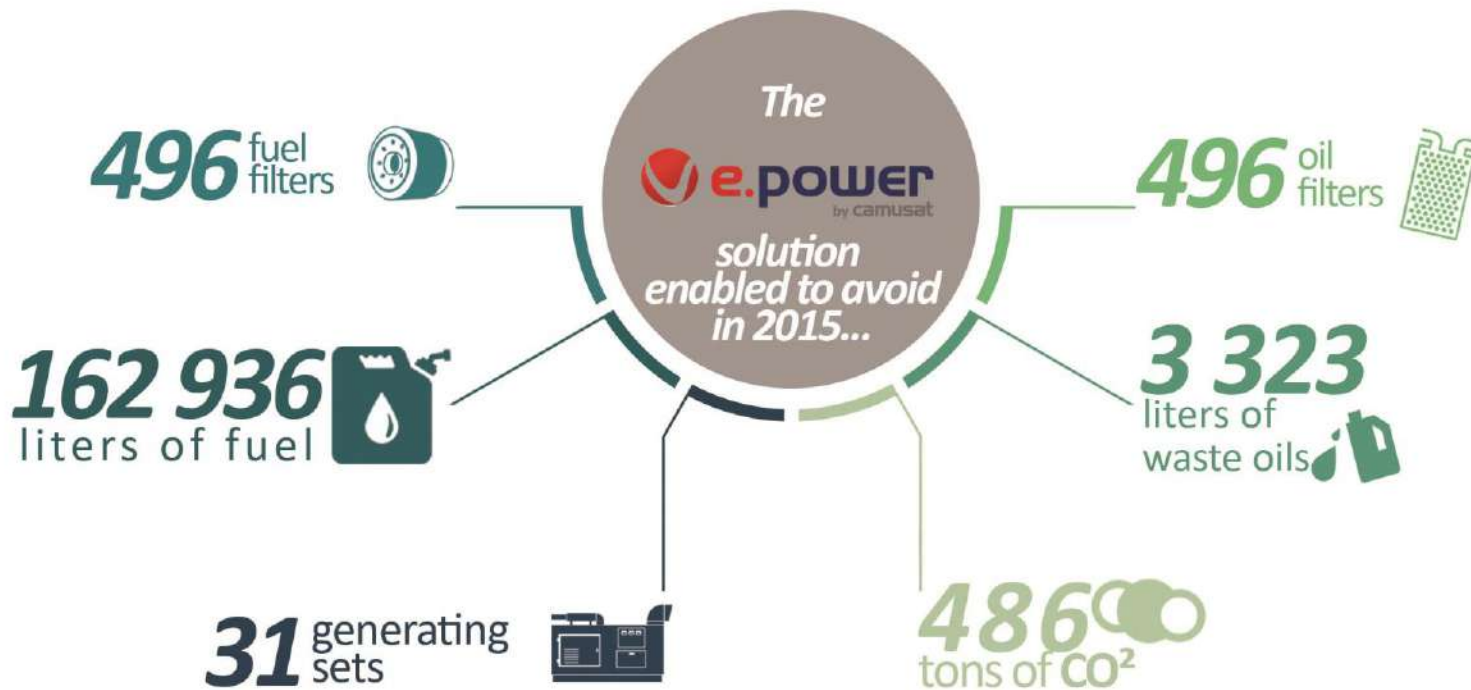




Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Building simpler, smarter and more suitable solutions for better efficiency





Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Building simpler, smarter and more suitable solutions for better efficiency

Solar energy

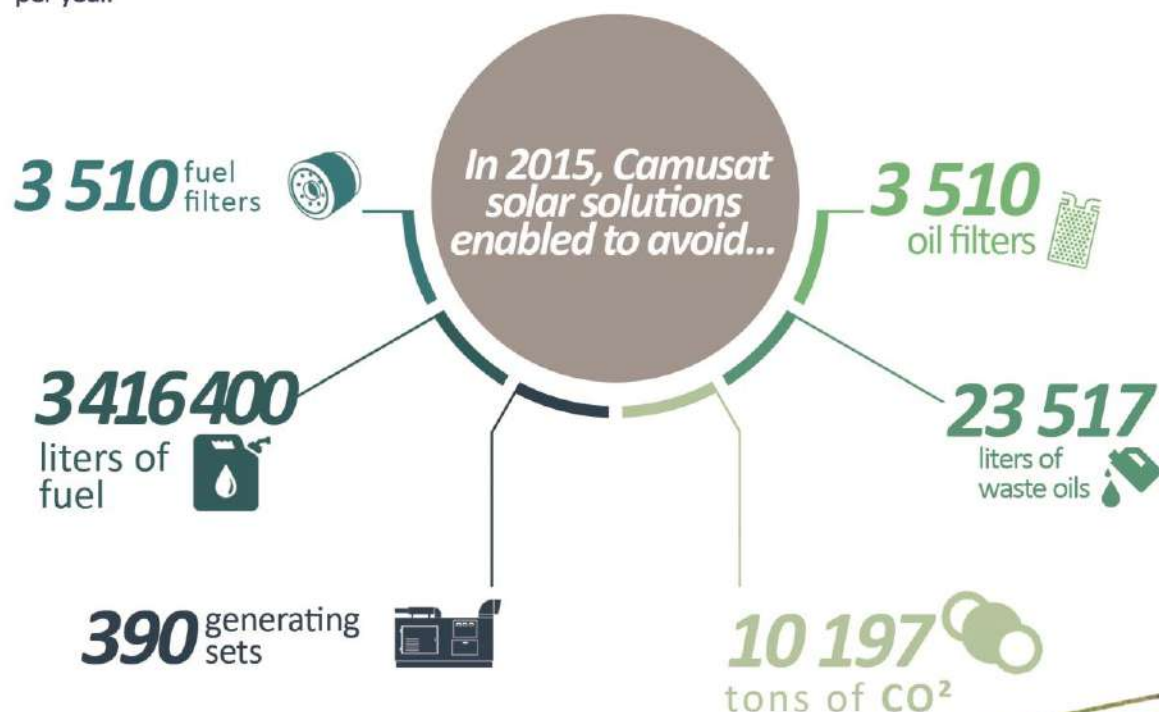
The solar energy converted to electrical energy by PV panels is a renewable energy that respects nature and the environment.

Using the sun as an energy source, our photovoltaic systems offer the advantages of a sustainable turnkey solution for our telecom sites.

The components used and especially the PV modules offer lifetimes exceeding 25 years with guaranteed returns in excess of 80% over the period.



Operating costs are significantly reduced and limited to 2 preventive maintenance operations per year.





Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Building simpler, smarter and more suitable solutions for better efficiency

Several research projects carried out by a student from ENSAM

A student at ENSAM (Energy Processes Engineering training program) based in Croissy Sur Seine (France – 78), at the headquarter of Camusat Group, worked throughout 2015 on three research projects for technical and organizational solutions to reduce the environmental footprint of Camusat. The major challenge is the reduction of fuel consumption.

Research topic n°1 :
Replacement of our existing lead batteries

Since batteries are made of lead and acid, Camusat plans to replace batteries currently on sites by lithium ion (Li-ion) batteries.

This new battery technology enables to:

- Store the electrical energy faster thanks to the battery capacity to accept high load currents,
- Reduce, therefore, the operating time of charging groups,
- Extend their lifespan,

➤ Reduce Camusat environmental impact especially thanks to the fuel consumption reduction of the e.power solution and to reduce the maintenance intervals, thus minimizing volumes of waste oils and replacement of filters. Suppliers will be selected and tests will be performed in 2016.

Research topic n°2 :
The possibility to integrate in our telecom sites wind turbines with vertical axis turning blades as an energy source

The advantage of this new generation of wind turbines is its ability to capture light winds, thus contributing to continuous production. This type of wind turbine does not need wind gusts or strong winds, even violent, to operate because it does not need to be oriented in relation to the wind. Moreover, it requires less space than the horizontal axis wind turbines and can operate regardless of the wind direction.

The first tests and the pilot site project will take place at the end of 2016.



Li-ion Battery



Vertical axis wind turbine



Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Building simpler, smarter and more suitable solutions for better efficiency

Research topic n°3 :

Looking for recycling chain for batteries installed on Camusat Telecom sites

The second life and the recycling of batteries are an important research challenge because of its cost and its environmental impact, due to the presence of lead and acid.

As batteries represent the most important purchase expenses of Camusat, and with an average life of 10 years considering optimal autonomy, the issue of their replacement and their transformation is fully integrated into the Purchasing and Environmental processes of Camusat.

With a geographical deployment mainly in Africa, the issue of the second life and recycling of obsolete batteries is a real concern for those territories where the industrial fabric and branches are poorly developed. This is approximately 2,400 battery cells that have to be replaced in 2016 with an estimated growth of 20% per year over the next 10 years.

Camusat will search and select in 2016 suppliers able to recycle obsolete batteries and/or destroy lead and dissolve the acid with required technology.

camusat RESEARCH PROJECTS

1 Replacement of our existing lead batteries

- Reduce fuel consumption
- Reduce the frequency of maintenance operations
- Minimize volumes of waste oils
- Reduce replacement filters number

2 Use of wind turbines with vertical axis

- Capture all kind of winds, even the lowest ones
- Require less space

3 Looking for batteries recycling chain

- Reduce costs
- Reduce environmental impact



ENSAM student learning at the head office of the Group - Croisy sur Seine (78 - France)



Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Building simpler, smarter and more suitable solutions for better efficiency

The integration of environmental criteria in the selection of subcontractors and suppliers

As part of the qualitative selection, environmental considerations can be included as grounds for exclusion or a way to assess the technical capacity of suppliers and subcontractors.

Camusat therefore uses the following selection criteria:

- Existence and monitoring of an environmental policy and management system within the structure,
- Existence and monitoring of a management system that aims to protect the environment through the implementation of actions to conserve biodiversity, promote use of natural resources and recover and recycle waste,
- Compliance of products purchased with the local environmental regulations.

In 2015, products purchased providing an environmental added value represent 9.5 million euros, 20 % of the total value of products purchased by Camusat in 2015.

FIGURES 2015:

SHARE OF PRODUCTS WITH ENVIRONMENTAL VALUE ON TOTAL PRODUCTS PURCHASED BY THE GROUP





Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Building simpler, smarter and more suitable solutions for better efficiency

A global communication strategy focused on promoting "green" solutions

The environmental protection is for Camusat a major challenge and an opportunity. Indeed, the Group has proven it: thanks to its innovative spirit, it is able to develop and offer its customers new so-called "green" solutions for a better control of its environmental impact.

These alternatives being at the core of its priorities, Camusat has made a pillar of its overall communications strategy and conducted various activities for the year 2015: press inserts, interviews in professional magazines or participation in trade shows dedicated to the environment.


Camusat notably formalized its commitment to the environmental protection by participating at the COP21, which was held in Paris in December 2015 and brought together representatives from 192 countries in order to sign an international agreement on climate.

Camusat was indeed invited to contribute to the animation of the stand of the Global Compact of which it is a member, by presenting its innovative "green" solution, e.power by Camusat.



In 2015, the Group has also made its first corporate film. By reflecting Camusat values, this film shows the men and women who make up the group, their actions, their jobs and the challenges they face every day to connect the world. One component is obviously dedicated to solutions developed and actions implemented to address environmental issues.



To discover our corporate movie please follow our Youtube channel 



Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

Protecting the Environment

Like any human activity, Camusat jobs are in constant interaction with biodiversity. The preservation of biodiversity consists in taking measures to limit or eliminate the negative impact of Camusat activities on the environment. Beyond the simple preservation of nature, Camusat aims to identify human actions that damage it to the point of being harmful to current or future generations; and to implement the necessary corrective actions.

Alleviate the deforestation

It is now recognized that deforestation contributes significantly to global warming. Each year, several million hectares of forest are destroyed. However, the destruction of these trees has an impact on ecosystems. Destroying trees, it reduces the capacity of ecosystems to store CO2 from the atmosphere as the trees, through the photosynthesis, have the ability to absorb CO2.

Through its activities and especially in the context of the Business Line "Telecom sites Contruction" Camusat was forced to cut trees in some areas of the planet.

To compensate this, several subsidiaries of Camusat launched reforestation programs in conjunction with local associations.



This is particularly the case of **Camusat Madagascar**, which considered in the management of its operations, that for every cut tree, another tree is systematically replanted.

Additionally, vetiver hedges are planted around telecom sites to prevent soil erosion.

These hedges slow the flow of water that slopes down, securing thus the site of installation, but also have many benefits for nature.



Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

✧ Protecting the Environment

Limit the use of chemicals

The nature of its activities requires Camusat to derat and weed in order to maintain the telecom sites of its customers. Long used by professionals, the objective of the plant protection products and biocides is to destroy, deter or render pests harmless.

A series of directives and regulations have been implemented to guide and limit the use of chemicals in the European Union and the rest of the world in order to improve the protection of human and animal health and the environment by approving the products according to the actual effectiveness of their active substances and taking into account their dangerousness on humans and the environment.

In this sense, Camusat works to limit the impact of rodent and weed control on the environment focusing on:

MINIMIZING ITS ENVIRONMENTAL IMPACT

Use of non-toxic rodenticides



Use of traps



Use of ultrasonic devices



- ✧ The use of non-toxic rodenticides
- ✧ The use of traps
- ✧ The use of ultrasonic devices



Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

✚ Protecting the Environment

Several subsidiaries of Camusat have demonstrated their commitment and motivation to work for the protection of the environment. This is the case of **Camusat Madagascar** and **Camusat Cameroon** which participated in Marches for the environment in 2015.



Camusat Madagascar has also participated in **funding a research project led by CETAMADA association** which aims at raising awareness on the protection of marine mammals and endangered species, essential to the entire ecosystem.

This project has several functions:

- ✚ Frame and promote responsible and sustainable tourism,
- ✚ Develop the education and awareness with regard to the environmental and marine heritage,
- ✚ Develop community activities, in particular raising awareness among people to respect their environment every day, including: protection of the reef and lagoon, waste management, conservation of forests and phreatic water,
- ✚ Fund scientific research by collecting data in the Indian Ocean sanctuary to track movements of the humpback whales migrating around 5600 km of coastline of the island of Madagascar; localization techniques that interest CAMUSAT particularly through the use of radio and satellite systems.

Employees of CAMUSAT Madagascar hosted a kiosk at the "Whale Festival" organized by CETAMADA, held at St. Mary on 4 -12 July 2015 in order to support and publicize the overall project CETAMADA. It was also an opportunity to present CAMUSAT, its activities and its commitment to protect the environment.



OBJECTIVE:

Each Camusat subsidiary will implement actions to demonstrate its commitment to protect the environment, thus compensating for the inevitable deforestation activities. The subsidiaries must find ways to continue to maintain the telecom site with as much quality but finding more environmentally friendly solutions.

Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

Reducing our environmental footprint

The ecological footprint is an estimate of the area required for one person to produce his/her consumption and absorb what s/he rejects. Human society currently uses more than what the global ecosystem can renew. Yet CO2 emissions can be reduced by converting our employees into eco-citizens.

Raise awareness among employees about eco-gestures

Being an eco-citizen means, in the first instance, recognizing and taking into consideration the incidence on the environment of all our everyday actions. So it means being environmentally aware that we belong to a territory which endures our lifestyle and on which we have impacts. This implies rights (enjoying an healthy environment) as well as duties (not to pollute to preserve our environment).

In other words, an eco-citizen thinks ahead before acting, s/he is concerned about her/his actions on our environment. S/He adopts eco-gestures.

An eco-gesture is an ordinary action of our daily life that will participate in sustainable development, environment protection, solidarity, principle of precaution and responsibility .



Since 2015, Camusat has launched its internal communications campaign on eco-gestures to adopt in the Group's employees daily life, whether at home or at the office.



Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Reducing our environmental footprint

Reduce consumption of electricity

The electricity consumption in companies is mainly linked to heating and air conditioning, both being a major source of pollution.

To reduce consumption, Camusat subsidiaries have initiated actions in 2015 to reduce consumption:

- Favoring maximum use of natural light through the reorganization of work spaces,
- Proscribing the halogen lamps,
- Setting computers to automatically go into sleep,
- Turning on copiers and printers only in case of need,
- Shutting down screens when employees leave their office,
- Turning off lights (standard bulbs) when employees are not in the offices,
- Avoiding repeated on and off switching in offices,
- Closing doors and windows during and after the room was air-conditioned or heated,
- Ensuring the proper maintenance of heating and cooling equipment.

Reduce water consumption

Despite the fact that $\frac{3}{4}$ of the planet surface is made of water, 99% of this amount of water is salted or non-drinkable. The freshwater from lakes, creeks, rivers and streams accounts for less than 0.01% of the water reserves in the world.

A lot of energy is spent to extract and clean the water that we use daily. After having used the surface layers of phreatic water, we draw today from very deep slicks.

The water is now a scarce resource.

Made also aware of this eco-gesture, employees of Camusat subsidiaries shall ensure that:

- The valves are closed and they do not drip,
- The valves are closed while washing hands with soap,
- The flushing economic mode is preferably used,
- Nothing is throw down the toilet or toxic products are not dumped into drains,
- The water temperature is adjusted without using hot water unnecessarily.

FIGURES 2015:

CAMUSAT SUBSIDIARIES WATER AND ELECTRICITY CONSUMPTION:





Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Reducing our environmental footprint

Paper saving

The use of paper leads to tree-cutting in forests that are otherwise still not managed sustainably; or, during photosynthesis, a tree absorbs CO₂, limiting the greenhouse effect.

In addition, the paper industry is one of the highest five economical sectors in terms of energy footprint, but it also consumes large amounts of water (producing a kilogram of paper requires 60 liters of water) and uses some pollutant chemicals to meet the demand for increasingly white paper.

All Camusat employees have adopted the following actions to reduce paper consumption:

- Favour writing on both sides or use the back of old documents,
- Avoid printing systematically,
- Favour the email to paper mail,
- Limit the number of pages of documents, by reducing the font size, margins and white spaces,
- Only print one copy if a document will be read by more people,
- Configure the printer so that the documents are printed by default duplex,

- Use of light weight paper,
- Use more environmentally friendly paper, throughout its life cycle.

Reduce fuel consumption

The transport sector is highly responsible for the increase in energy consumption and for nearly 25% of the greenhouse gas emissions in the world.

Over 90% of these emissions are caused by road transport. Air traffic accounts for about 3% of transportation emissions, maritime transport for a little over 2% and rail transport for about 0.5%.

The measures implemented in this sector aim primarily to improve energy efficiency of new vehicles used for road transport, to encourage development of low emission vehicles (rechargeable electric vehicles or plug-in hybrids), development of biofuels, and to favour modal shift to means of transportation that emit less. On December 31, 2015 Camusat Group counts 830 vehicles used in its activities. Subsidiaries are therefore required to take action to:

- Renew the vehicle fleet older than 5 years with new greener vehicles, allowing to significantly reduce the average CO₂ emissions,
- Encourage the modal shift to means of transportation that emit less CO₂, such as maritime transport instead of air transport,
- Raise awareness among employees on eco-driving in order to reduce the road risks, but also fuel consumption and thus reduce the emission of greenhouse gases.

FIGURES 2015:

PAPER AND FUEL CONSUMPTION OF CAMUSAT SUBSIDIARIES:





Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Reducing our environmental footprint

Reduce waste and recycle as much as possible

If the economic growth is a consumer of natural resources, it also produces waste in a quantity that is steadily increasing.

Sorting waste allows separating different categories of materials for recycling. Once separated in a sorting centre, waste is directed to recycling plants where they are processed and become again a secondary raw material.

In countries where Camusat is located and where the industrial fabric allows it, the Camusat subsidiaries have established sorting centres of their own waste.

The preliminary steps were to:

- Identify waste generated by the structure; (industrial - non-industrial waste, hazardous - not hazardous waste),
- Learn about the rules, techniques and local opportunities for waste disposal,
- Raise awareness among the staff on waste management.

Actions have been taken in order to:

- Prevent/ reduce the source of waste generation and limit their treatment (storage, collection, recovery). This consists mainly in limiting the consumption of waste-generating products,
- Sort/ store waste in the company. So that they can be subject to an internal (reuse or recycling of the material) or external subsequent recovery, through appropriate channels, waste is sorted and stored by category. Non-hazardous waste is separated from hazardous waste. Sorting is performed based on the possibilities for collection and subsequent recycling,
- Collect waste,
- Arrange monitoring of waste. This monitoring is based on the flow of different types of waste, their locations, costs, etc. This will allow tending towards an optimal waste management.

Approach initiated by Camusat

Preliminary steps:

-  Identify Waste
-  Learn about local rules
-  Aware the staff

Actions implemented:

-  Limit the consumption
-  Sort / Store
-  Collect
-  Monitor



Challenge #2

Providing our customers with quality, low environmental impact products and services and demonstrating our commitment to reduce our own impact

➤ Reducing our environmental footprint

Waste oils:

Waste oils are part of the category of dangerous products which have a strong impact on the environment. Soil may be contaminated following the accidental spill of such a harmful product for the eco-system.

Waste oils must be stored and recycled.

By installing a large number of generator sets on its Telecom sites, certain subsidiaries of Camusat generate waste oils.

Camusat subsidiaries store these oils in order to recycle them, whenever possible.

OBJECTIVES FOR THE COMING YEAR:

➤ Subsidiaries aim to reduce their water, electricity, paper and fuel consumption in 2015 compared to 2016.

➤ In 2016, Camusat subsidiaries will also integrate the recording of pollution events in their environmental management system.

➤ With the support of the Group Management, the subsidiaries will carry out an assessment of the greenhouse gas for their vehicle fleet.



FIGURES 2015:





COMMUNITY

Challenge #3:

Investing in development and recognition within our host communities

Challenge #3 Investing in development and recognition within our host communities

↳ Creating job opportunities for local communities

Promote and support access to culture, to employment through promotion of cultural activities, respect and appreciation of local cultures and traditions, use of the knowledge systems of local and traditional communities and help to preserve and protect the heritage is the first responsibility of Camusat with regard to the populations of countries where the Group operates.

The advent of globalization is a phenomenon that connects worldwide businesses to local communities, with all its social implications.

Camusat pays particular attention to communities which may face some difficulties in order to benefit or get access to job offers of the subsidiaries, particularly young people finishing their education or low skilled people. Therefore, Camusat subsidiaries do not hesitate to reach out to local communities.

So that they can provide information on the activities and professions within the Group, but also of the available job opportunities, Camusat subsidiaries are sometimes invited to participate in forums to promote both our business and our jobs.

This is particularly the case of **Camusat Kenya** which participated in 2015 in a trade show dedicated to Employment and organized by the Embassy of France in partnership with the «Grandes Ecoles».

It was an opportunity for Camusat Kenya to present its activities and to meet students interested in Camusat Group.

Following and thanks to this meeting, Camusat Kenya received at its premises representatives of the Centrale de Nantes engineering school (France) in order to discuss the needs in terms of human resources in Kenya, as well as to demonstrate the will of Camusat Kenya to support the education and integration of trainees.



Camusat Dominican Republic also participated in the 9th edition of INTECNOLOGIA fair organized by the Technological Institute of Santo Domingo and sponsored by the subsidiary. Craving to encourage the students' interest in innovation & technology, it is natural that Camusat Dominican Republic has partnered with the event.

The employees present at the fair had the opportunity to participate in conferences on robotics and automation and presentation of innovative projects by students of the institute.



Challenge #3 Investing in development and recognition within our host communities

Creating job opportunities for local communities

The direct approach of local communities is in line with the overall social policy of Camusat that promotes local recruitment. It is the primary responsibility of Camusat regarding companies.

Over 94.7% of Camusat employees are nationals of or permanently resident in the country in which they work.

Whatever the country where Camusat operates, all means are implemented to encourage the development and internal promotion of local employees.

In 2015, the proportion of employees in categories "supervisors" and "managers" who are nationals of or permanently resident in the country in which they work represents 85% of all supervisors and managers of the Group.



DCEO - Camusat Guinea



CEO - Camusat Egypt

FIGURES 2015:

EMPLOYEES FROM OR RESIDENTS IN THE COUNTRY IN WHICH THEY WORK.



SUPERVISERS AND MANAGERS ORIGINATING OR RESIDENT A PERMANENT IN THE COUNTRY IN WHICH THEY WORK :



Challenge #3 Investing in development and recognition within our host communities

➤ Creating job opportunities for local communities

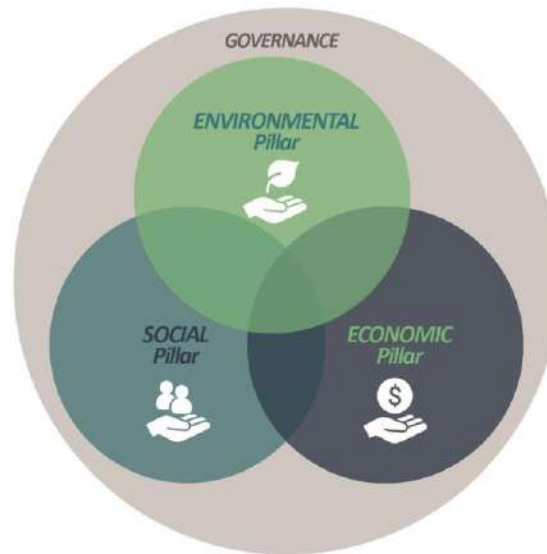
Responsible Purchases:

The Purchasing function has a fundamental role to play in establishing a CSR policy within an entity.

Incorporate the requirements of sustainable development in its purchasing strategy goes beyond seeking the protection of the image, reputation and compliance with regulatory constraints and environmental guidelines. A responsible Purchasing strategy also allows to meet the customers' expectations and improve the quality of products and services provided.

A responsible purchase is defined as:

“Any purchase integrating, in a spirit of balance between stakeholders, requirements, specifications and standards for the protection and development of the environment, of social progress and favouring the economic development, in particular by the research of efficiency, improvement of the quality of services and comprehensive cost optimization (immediate and delayed) in a value chain.”



Camusat buyers are seeking efficiency, improvement of service quality and optimization of overall costs (immediate and delayed) in a value chain and then measure their impact.

Camusat regional buyers attended a training program to learn and understand what the term "responsible purchase" means, better understand the approaches of Camusat in this area and establish how to best contribute to the Group's commitments. Reminders are made every year at the annual seminar that brings together all Camusat managers.

Their objectives are clear:

- Avoid legal risks,
- Avoid financial risks,
- Maintain our image if published by the media or NICT,
- Prevent social risks,
- Prevent the risk of disruptions in the supply chain,
- Limit the loss of customers.

Challenge #3 Investing in development and recognition within our host communities

Creating job opportunities for local communities

In their purchasing actions, Camusat buyers constantly ensure:

✓ **The respect of human rights:** avoid discrimination, respect civil and political rights related to subcontractors or local employees, fight against any violation of the physical and psychological integrity,

✓ **Good working relations and environment:** establish a balanced relationship between suppliers and employees of the Group. Respect of the decent social protection of employees and suppliers, health and safety of employees. Verification of the existence and respect of a charter among subcontractors and strategic suppliers,



✓ **Protection of the environment:** sustainable use of resources (energy efficiency, low consumer purchasing), prevent pollution, rehabilitate the natural environment and take into account the end of life of products,

✓ **Good business practices:** avoid weakening a major link in the chain and communicate a positive image of the group.

The business relationships must be balanced, fair, the rights of property respected, the fraud and corruption banned, the non-quality costs and the resulting risks for the client are to be minimized. Access to tenders is non-discriminatory and the selection criteria are transparent, ✓ **Consumer issues** in order to maintain interests on matters of health, safety, assistance, complaints and dispute resolution in a balanced and sustainable way,

✓ **Community involvement**, taking care not to weaken the local economy and facilitate market access (reasoning in overall cost, transport-related resource management, etc.).

To meet all of these criteria that are designed to take into account the economic, social and local environmental issues, most Camusat Purchasing acts are necessarily decentralized. Preference shall be given to local suppliers when tendering and the overall process shall include the following steps:

-  1. The selection of suppliers respecting a pre-selection process based on their degree of compliance with respect to CSR requirements defined in the Charter of Camusat Responsible Purchases established and distributed to all Group subsidiaries in 2015
-  2. Contractualisation with suppliers taking into account the commitment of suppliers to meet the general conditions of purchase, including compliance with the CSR principles defined in the Camusat CSR Charter.

FIGURES 2015:



This responsible purchasing policy allows the development of a dynamic network of companies and the creation of many jobs in the countries.

OBJECTIVE:

As part of its selection process, Camusat will introduce in 2016 its first CSR audits with regard to suppliers called "strategic".

Challenge #3 Investing in development and recognition within our host communities

➤ Enhancing responsible and regulation-compliant activities

Ethics goes beyond compliance with laws and regulations that govern labor relations in Camusat.

Camusat has chosen to comply with the fundamental principles of CSR:

- Ensure that the company has an ethical behavior in all circumstances,
- Be transparent,
- Recognize the interests of its stakeholders,
- Rely on international norms of behavior.

Camusat bases its ethical approach on **9 principles**: respect for human rights, respect for law and regulations, good practice in the conduct of business, protection of intellectual property, use of social networks, confidentiality, respect for people, social dialogue and diversity.


As part of the implementation of the integration programme, all new recruits are always made aware of all these nine fundamental principles.

Information sessions are also organized within the subsidiaries in order to educate employees on these foundations.

A professional whistleblowing system has also been set up called "**Whistleblower Policy**". This system is not compulsory but it allows any Camusat employee to report facts or behaviors that are contrary to the law or to external or internal regulations, which are likely to affect the activity or reputation of the Group.

In 2015, a guide was sent to all subsidiaries to clearly establish the system characteristics, its scope, modalities of its implementation and its treatment as well as guarantees provided to whistleblowers in good faith. This guide lists the situations likely to be treated by the whistleblowing channel.

FIGURES 2015:

 **144** employees were trained in ethics and awareness of anti-corruption.

OBJECTIVES FOR THE COMING YEARS:

In 2016 Camusat will strengthen its auditing team in order to increase the governance audits in subsidiaries.



Challenge #3 Investing in development and recognition within our host communities

➤ Contributing to improve local living conditions

Society's expectations from companies and in particular from multinationals are increasing as it develops and as the population yearns to satisfy not only material needs but also its social requirements and personal development.

By a supported local anchorage

Promoting local anchorage is a comprehensive performance guarantee for Camusat. Beyond the obligation and its image, developing local anchorage of Camusat subsidiaries both from a social, environmental and societal point of view, allows:

- To **innovate and expand opportunities**: develop new skills, adapt its offer to local needs in the country, experiment and attract talent,
- Find **both material and immaterial resources**: pools of skills, local supply chains, inter-company cooperation with local authorities, etc.,
- Foster **its right to exercise**: help maintain its activities in the long term by creating a dynamic trust with local stakeholders in the country.

Local collectivities have an important role to play. They provide Camusat with support services for the implementation and development in the country. With their local knowledge, they also help facilitate the development and valorification of local human capital and thus be a privileged actor of the subsidiaries in the search for new skills matching their needs. More broadly, they participate in the development of collective intelligence by promoting networking and synergies between local socio-economic actors that are the companies, the associations, the suppliers, the subcontractors, etc...



The **Non-Governmental Organisations (NGO)** are mobilizing the public opinion on subjects like Human Rights, environment protection or improvement of local life conditions. To reach their objectives, they side with country's economical actors, mainly private companies, so being responsible is generally important and gives the opportunity to evolve. Having NGOs as customers is reinforcing the links Camusat has with such institutions and is helping the local anchorage of subsidiaries of the Group. In 2015, Camusat has accounted a total of 7 NGOs as customers.



Challenge #3 Investing in development and recognition within our host communities

↳ Contributing to improve local living conditions

Present in over 40 countries, especially in developing countries, and because people are the main wealth of Camusat and that anyone can become a future employee, Camusat pays particular attention to the conditions in which people live. The goal that Camusat sets for itself, as a major social mission, is to improve health and social conditions in the countries.

Concretely, this means voluntary contributions from Camusat subsidiaries to the cultural, humanitarian and sports activities.

Fight against poverty

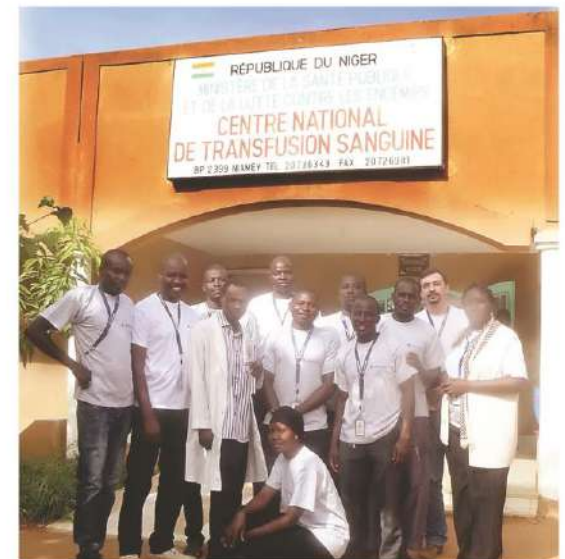
The subsidiaries **Camusat Botswana** and **Camusat Madagascar** have particularly worked in 2015 to improve the lives of children through donations of clothing and food in schools.

Camusat Romania organized a collection of toys, clothes and sweets from its employees for a scheduled visit in an orphanage.



Contribute to better health conditions

Employees of **Camusat Niger** volunteered to participate in a blood donation operation at the National Blood Transfusion Centre in Niamey.



Challenge #3 Investing in development and recognition within our host communities

➤ Contributing to improve local living conditions

Invest in rehabilitation following natural disasters

Following the cyclone that hit Vanuatu in March 2015, **Camusat New Caledonia** & **Camusat Vanuatu** teams have mobilized to help rebuild the village of Eton. Employees went and installed sheet to cover the roofs of the church & school. They also distributed T-shirts to the villagers.



Last July, strong winds and torrential rains caused major landslides and flooding in several regions in Myanmar. The teams of **Camusat Myanmar** travelled to the most affected areas from the first moment to help the victims. Thanks to the donations received from Camusat employees and Camusat Myanmar and to the efforts of all staff members, Camusat Myanmar has organized and participated in actions to provide food, water and medical supplies to victims in flooded and isolated villages in the country.

Defend causes around sporting events

The employees of the **Support Group** in France have meanwhile chosen to participate in the Odyssée race which gathered a total of 5800 runners and walkers and helped raise 45,000 euros for the benefit of the research against breast cancer.

Camusat Romania supported one of its employees in bicycle races organized for the purpose of raising funds to help children with autism and their families.



Challenge #3 Investing in development and recognition within our host communities

➤ Contributing to improve local living conditions

Launch of the campaign "I volunteer with Camusat"

Driven by the associative involvement of Mrs. Beatriz MEIJIDE, Administrative and Finance Director for the Africa area, Camusat decided to launch a communication campaign to support associative personal initiatives of its employees, entitled "I volunteer with Camusat".



Camusat actively seeks to help (in various forms) its collaborators actively involved in associations working for the promotion of Education, Health and Environment and assures that these are fully integrated into the CSR measures year by year.

The selection of projects to finance consists of several stages:



1. Launch of a call for projects: employees who are interested in submit their application by filling in a form



2. Selection of projects: applications received are studied and selected according to criteria specified in the dossier

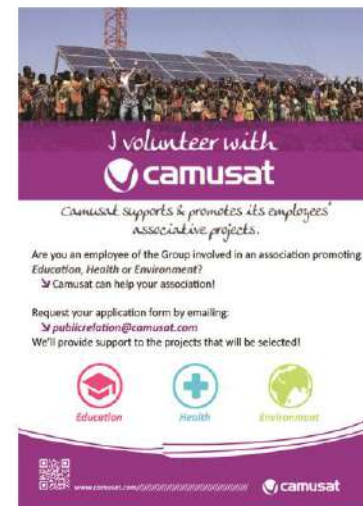


3. Placement of aids: candidates selected are then contacted and Camusat will work closely together with them in order to determine what kind of support can be offered to help their association



4. Committed employees and their projects showing off: Camusat will communicate on selected projects and their progress on a regular basis

In 2016 Camusat will select projects to support that meet the criterias previously defined for a subject that will be initiated this year.



OBJECTIVES FOR THE COMING YEARS:

- Camusat has the aspiration to create its own Camusat foundation for developing CSR actions across the Group.
- Camusat subsidiaries will initiate more patronage and sponsorship actions.



EVALUATION

Parameters and evaluation

Camusat's commitment in terms of Corporate Social Responsibility of the Company rests on a concrete strategy, measured on the basis of strict criteria. Camusat uses a panel of indicators that will grow each year as part of a continuous improvement on its three commitments: social, environmental and societal.

Reporting parameters

The realization of this annual report, led by the Human Resources Department - Corporate Social Responsibility of Camusat with support from the Communication Directorate, is the result of the mobilization of all the teams present at the Group headquarters and of all subsidiaries of Camusat.

This annual report will not be available in print but only in electronic format that can be downloaded from Camusat website.

While this report cannot respond fully to all of our stakeholders, we strive to present information and performance statistics relative to the most pertinent qualitative and quantitative data gathered over the considered period.

The 2015 CSR Annual Report is the first edition of this yearly exercise. Camusat commits to publish its annual report for the year n-1 at the end of the second quarter of each year n.

This annual report covers the performance of our CSR commitments in 2015, the reporting period for qualitative and quantitative information ends on 31 December 2015.

Information perimeters

Within Camusat, changes of perimeters, namely the creation, closures of sites and activity transfers in 2015 were processed according to the predefined rules in order to assess the Group's performance on a perimeter that can evolve from one period to another in terms of the growth of the overall organization.

All Camusat subsidiaries are subject to quantitative CSR reporting once an employee is hired by an entity.



Parameters and evaluation

The involvement of the whole staff and especially of the management ensure the success of the Group's responsible approach. The set up of a reporting and internal evaluations enable to involve Camusat's management who has totally integrated the Corporate and Social Responsibility objectives and programs.

Protocols for reporting

To ensure the consistency and reliability of indicators used for all entities, the Group has implemented a common repository of social, environmental and societal reporting.

This repository specifies the methodologies to be followed for reporting indicators of the entire Group: definitions, methodological principles, calculation formulas.

In addition, Camusat created a common tool for data collection, the e.csr web application in which two reporting modules are available to subsidiaries:

▼ **"e.csr kpis"**: reporting module of monthly, biannual and annual indicators. All operating subsidiaries carry out this reporting, i.e. those that have an operational activity and employs at least one person.

▼ **"e.csr actions"**: reporting module on the progress of CSR measures in each quarter. The subsidiaries that are large enough and have an activity that is considered sustainable, carry out this reporting. An arbitration on the eligibility of this reporting is performed by Camusat Direction.



Internal evaluation

The internal control and social responsibility of organizations are two concepts that are closely related. The internal control has become essential in the governance of subsidiaries. The internal audits of governance were established in 2015 and are to provide reasonable assurance to the Group to a level of mastery of the activities of subsidiaries and ensure that major risks are managed.

CSR audits are also conducted in the Camusat subsidiaries in order to ensure compliance with the rules defined at the Group level. Thus, the audit team verifies the proper implementation of policies and procedures in the subsidiaries in the context of the Group's commitments: Social, Environmental and Societal. Individual action plans are then followed in order to improve processes and activities of subsidiaries.

Parameters and evaluation

The Group CSR approach makes sense only if it is controlled by an expert third-party. That is the reason why Camusat has committed to submit to international top references the results of its actions on a yearly basis. Those reports and evaluations prove the company's commitment regarding social, community and environmental concerns.

External Evaluation

Joining the Global Compact

Since 2015, Camusat is a signatory of the United Nations Global Compact, a major initiative that encourages companies to respect 10 principles relating to the rights of men, labor standards, environment and the fight against corruption.

This membership marks a concrete commitment of Camusat and formalized the CSR approach taken by the Group, which undertakes to report annually on the progress made in all areas of corporate responsibility.



1. Businesses should support and respect the protection of internationally proclaimed human rights and...

2. ... make sure that they are not complicit in human rights abuses

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

4. The elimination of all forms of forced and compulsory labour

5. The effective abolition of child labour and...

6. ... the elimination of discrimination in respect of employment and occupation

7. Businesses should support a precautionary approach to environmental challenges

8. Undertake initiatives to promote greater environmental responsibility and...

9. ... encourage the development and diffusion of environmentally friendly technologies

10. Businesses should work against corruption in all its forms, including extortion and bribery

EcoVadis

At the request of several customers, EcoVadis assesses the performance of Camusat on Corporate Social Responsibility since 2014.

EcoVadis aims to improve the social, environmental and societal practices of companies relying on the influence of global supply chains. EcoVadis manages the first collaborative platform, allowing companies to assess the sustainable development performance of their suppliers.

In 2015 Camusat was awarded a silver medal and set the objective to be among the top 30% performers for next evaluation.





SOCIAL		Units of measure	2015
HEADCOUNT			
Total headcount on 12/31/2015	Number		2009
Women	Number		264
Men	Number		1745
Headcount distribution by contract category	Number		
Unlimited-term contracts	Number		634
Limited-term contracts	Number		1375
Headcount distribution by geographic area			
Africa	%		53.31
French overseas territories and Pacific Ocean	%		2.59
Asia	%		19.71
Caribbean and Latin America	%		6.87
Europe	%		14.93
Middle-East	%		2.59
Headcount distribution by occupational category			
Workers	%		41.49
Administratives	%		12.16
Supervisors	%		31.77
Managers	%		14.49
Recruitments/departures			
Recruitments	Number		675
Departures	Number		1066
TRAINING			
Total number of training hours	Hours		13541
Hours of EHS training	Hours		5056.5
Average number of training hours per employee	Number		7
HEALTH AND SAFETY AT WORK			
Work related accidents	Number		79
Work related accidents which resulted in work stoppage	Number		46
Calendar days of work stoppage following a work related accident	Number		415
SOCIAL DIALOGUE			
Staff representative employees	Number		28
DIVERSITY			
Women in the workforce	%		13.15
Female managers and supervisors	%		27.29
Female Executive Committee members	%		33.33
Employees below the age of 30 years at the last day of period	Number		642
Employees above the age of 50 years at the last day of period	Number		144
Disabled employees at the last day of period	Number		7

**ENVIRONMENT**

Units of measure

2015

SOLAR GREEN SOLUTION

Avoided power generators over the period	Number	390
Fuel consumption avoided over the period	Liters	3416400
Avoided oil filters over the period	Number	3510
Avoided waste oils over the period	Number	23517
Avoided fuel filters over the period	Number	3510
Avoided direct emissions of CO2 over the period	Tons	10197
Solar green solutions orders over the period	Number	438

HYBRID GREEN SOLUTION

Avoided power generators over the period	Number	31
Fuel consumption avoided over the period	Liters	162936
Avoided oil filters over the period	Number	496
Avoided waste oils over the period	Number	3323
Avoided fuel filters over the period	Number	496
Avoided direct emissions of CO2 over the period	Tons	486

WASTE OIL

Recycled waste oil over the period	Liters	49721
Stored waste oil at the last day of the period	Liters	27632

PAPER

Paper used during the period	Kg	14487
------------------------------	----	-------

WATER

Water consumption during the period	M3	29014
-------------------------------------	----	-------

ELECTRICITY

Electricity consumption during the period	Kwh	2008534
---	-----	---------

VEHICLES AND FUEL

Vehicles at the last day of the period	Number	830
Vehicles fuel consumption during the period	Liters	3376932

**COMMUNITY**

Units of measure

2015

LOCAL ANCHORAGE

Local employees	%	94.7
Local employees of occupational categories supervisor and manager	%	85
Customers governmental organizations	Number	9

RESPONSIBLE PURCHASING

Local suppliers	%	95
Locally managed suppliers	%	93.2

ETHICS

Employees trained on Ethics and anti-corruption	Number	144
---	--------	-----



Contact: publicrelation@camusat.com
www.camusat.com

