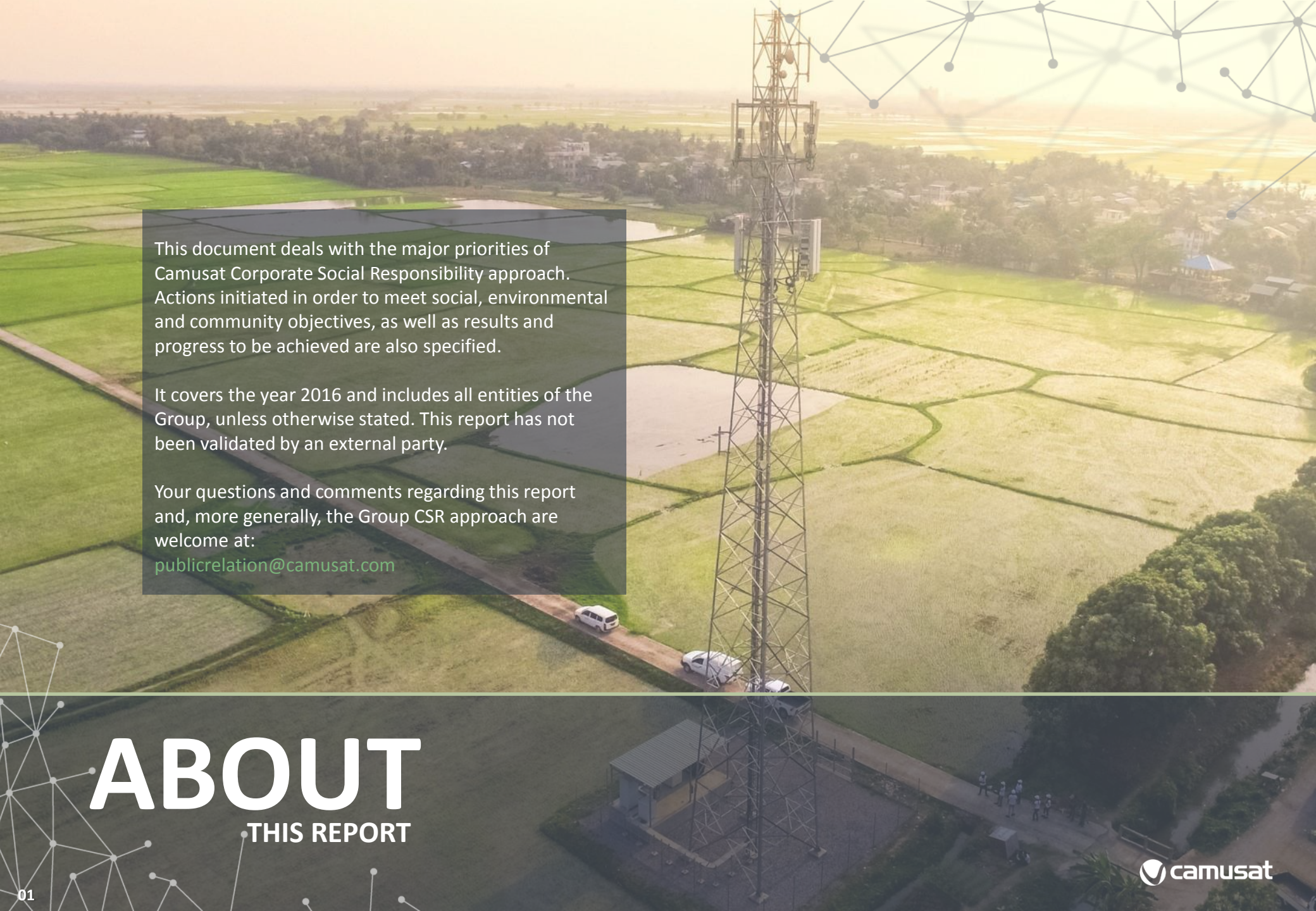




CSR REPORT 2019



camusat



This document deals with the major priorities of Camusat Corporate Social Responsibility approach. Actions initiated in order to meet social, environmental and community objectives, as well as results and progress to be achieved are also specified.

It covers the year 2016 and includes all entities of the Group, unless otherwise stated. This report has not been validated by an external party.

Your questions and comments regarding this report and, more generally, the Group CSR approach are welcome at:
publicrelation@camusat.com

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SUMMARY

Relying on a workforce of 2,500 spread all over the world, Camusat is a key player in the telecommunications industry.

The Group's success has been built on its people individual and shared values.

Its recognized engineering skills, innovative solutions – and especially its sustainable power offers portfolio – as well as its capacity for continuous connection to the market new challenges enable Camusat Group to position itself as a telecom infrastructure operator. All these principles ensure the sustainability of the Group and to its stakeholders.

Richard THOMAS
Chairman



MESSAGE

OF THE CHAIRMAN

Richard THOMAS
Camusat Group Chairman



excelling in
5
business lines



operating in
40+
countries



over
2,500
direct
employees



generating
152m€
of turnover
(2016)



success story
40+
years



faithful to
3
commitments

OUR GROUP

Camusat is a key player in telecom network roll out. Our mission is to help telecom actors to efficiently build and optimize their networks development.. Our expert teams can design, build, power and manage your telecom infrastructures anywhere in the world.

Patrice CORDONNIER
Group Chief Supply Chain
Officer

Alina ZETU
Group Chief Commercial
Officer

Richard THOMAS
Chairman

Sébastien MARTIN
Vice-President Africa
and Indian Ocean

Laurent BOBENRIETH
Group Chief Financial Officer



Laurent ASTIER
Group Chief R&D,
Technologies Officer

Franck POTEREAU
Vice-President Middle East,
Asia and Pacific

Laurent ROINEAU
Group Chief Technical
Officer

Christelle REIST
Group Chief Administrative
& Communications Officer

Elodie PERRIGOT
Group Chief HR, CSR
& EHS Officer

Bérangère MONIN
Group Chief Tax & Legal
Officer

OUR EXECUTIVE COMMITTEE



OUR SOLUTIONS

We take every necessary steps to provide quality telecom network infrastructure and technology. Our powerful and innovative in-house resources accomplish a wide range of services, worldwide.

In 2016, Camusat Group created a new activity driven by a **dedicated investment vehicle**:

aktiv[↑]co

This activity is designed to meet a need of the Telecom players to **outsource** all or part of their **infrastructure**.

aktiv[↑]co finances telecommunications infrastructures such as: power solutions, data-centers, towers, satellite hubs and optic fiber.

aktiv[↑]co relies on Camusat's **global operational capabilities** to deploy its investments.

aktiv[↑]co consists of a **team of experts** in **structuring complex financial transactions** which provides adapted responses to the needs and constraints of each customer.



Advantages for the clients:

No investment



Significant reduction in
networks' operating
costs

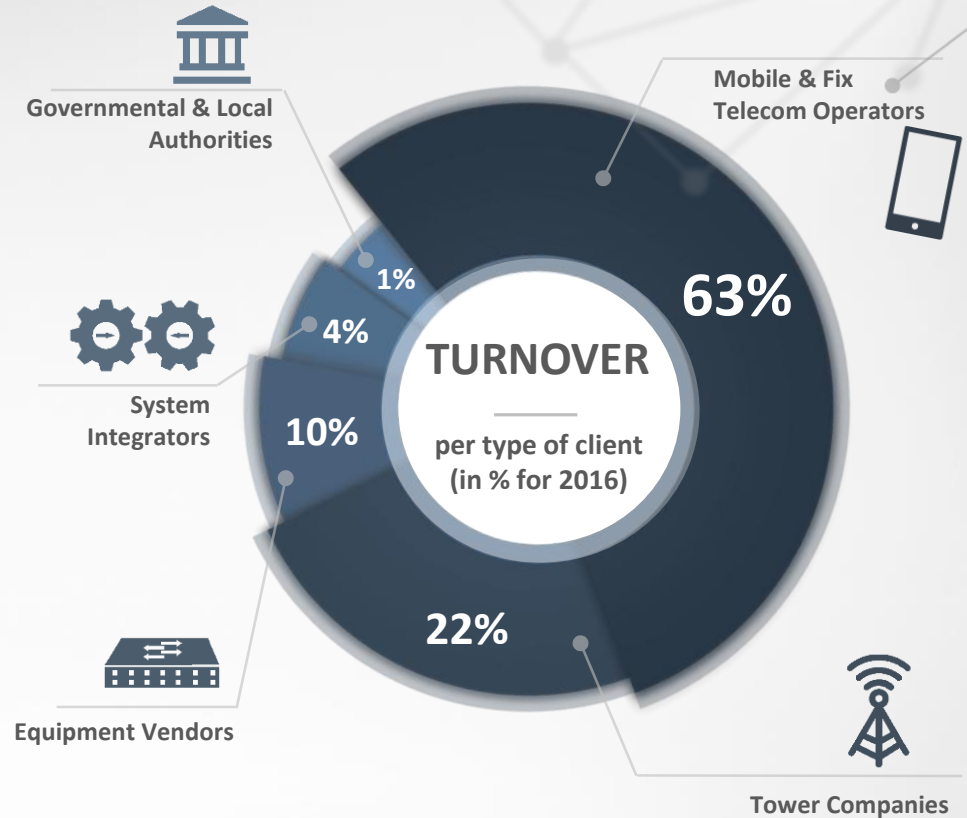
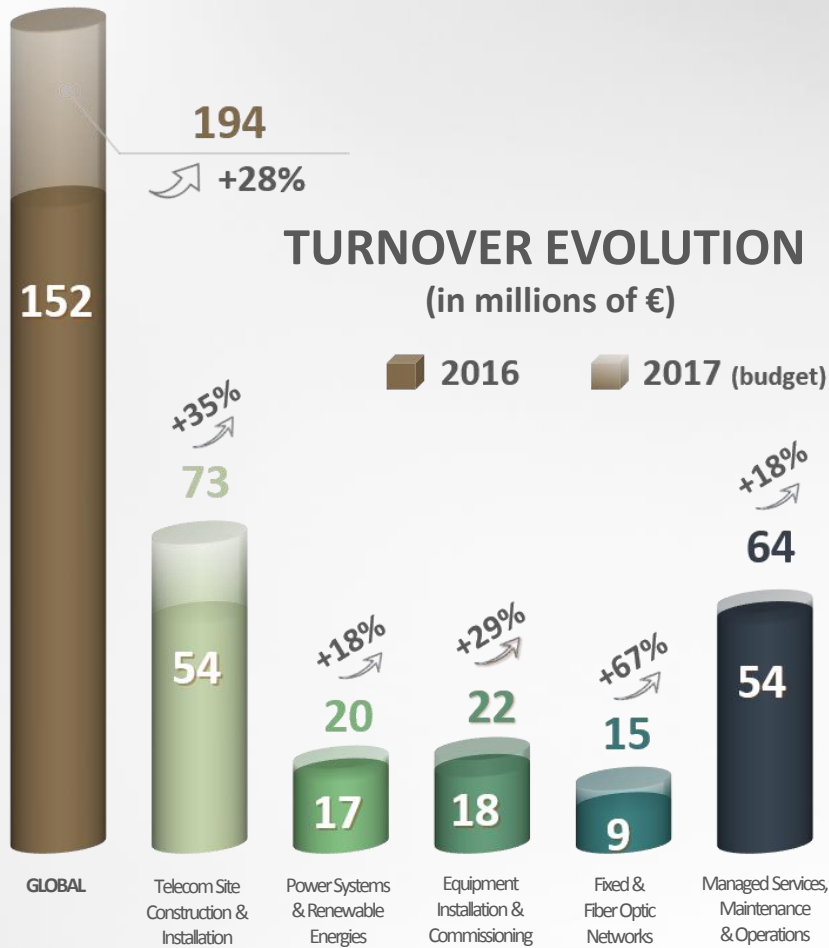


Environmental
performance




OUR INNOVATIONS

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



OUR CLIENTS & RESULTS



HEADQUARTER IN FRANCE,
INTERNATIONAL COVERAGE
(40+ countries)

OUR GLOBAL FOOTPRINT

Our team has grown to more than **2,500 direct employees*** :

	FRANCE & ITS OVERSEAS	EASTERN EUROPE	CALA	AFRICA & INDIAN OCEAN	MIDDLE EAST	ASIA
	 150	220	200	1250	90	600

**data at June 2017*



Innovation



Reactivity



Diversity



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.

Social



Environmental



Community



OUR COMMITMENTS

We think that doing business in an economically, socially and environmentally responsible manner helps our company succeed and meet our stakeholders' expectations.





OUR SOCIAL COMMITMENT

“Promoting success, security and well-being of our employees.”



INTERVIEW

3 questions to:
Oscar NDOUYE, HR, CSR & EHS Manager
Africa & Indian Ocean Region



What is your vision of CSR and specifically of the social challenge in Africa?

CSR is an effective tool for sustainable development. This Anglo-Saxon concept is still not enough implemented on the African continent. At Camusat, implementing a CSR approach in our African subsidiaries is a real sign of differentiation from our competitors. To ensure the accession of our employees to the commitments of the Group, it is necessary to take into account the African sociocultural realities in the choice of our social actions.

How does Camusat's CSR approach help to improve the working conditions of the employees in subsidiaries under your responsibility ?

Our People are our wealth, it is our duty to put safety at the forefront of our priorities. Systematize the EHS awareness upon hiring, make mandatory some trainings, increase the frequency of refresher trainings, develop networks of First-Aiders,... are all actions driven by the Group, that allow us to familiarize our teams to the concept of prevention and consequently reduce occupational hazards.

According to you, what are the CSR key challenge(s) that contribute to the performance of our subsidiaries ?

Without doubt, the development and research of new skills that are key topics to our social commitment. The telecom market is constantly changing. The telecom products and services are evolving very quickly and companies need to adapt and anticipate skills to search for. That is why we are developing partnerships with schools and universities to integrate interns. It is a great way to find new Talent. In addition, we pay a special attention to the training in order to develop and transfer skills.

INTERVIEW

3 questions to:

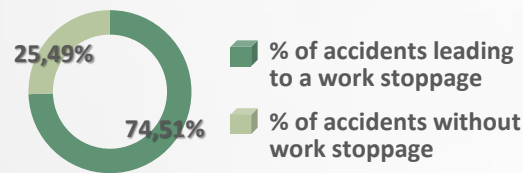
Oscar NDOUYE, HR, CSR & EHS Manager
Africa & Indian Ocean Region



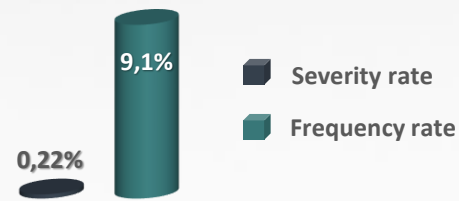
Objective 1: continuously strengthening accident prevention and protection of employees

In the continuity of our 2015 goal to improve the safety of our employees by risks management, training, EHS awareness upon hiring, we have followed since 1st of January 2016 the **frequency rate** and the **severity rate** of work-related accidents for each of our subsidiaries. The goal is to assess the control of occupational hazards and the impact of actions that subsidiaries have incurred and to identify areas for improvement.

51 work-related accidents in 2016:

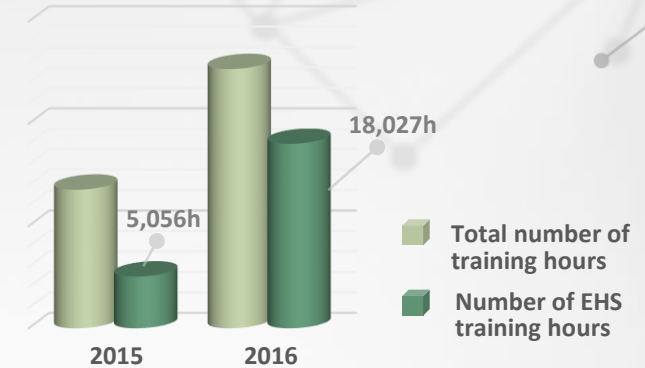


In 2016, our Group recorded a frequency rate of 9.1% and a severity rate of 0.22%. The goal of the Group is to follow the evolution of these two rates by subsidiary and to assist them in their approach of **continuous improvement**.



In order to constantly improve **risks management** and the systematic respect for **safety standards**, our subsidiaries have implemented various actions such as: EHS training, evacuation & fire training, work at height training.

Number of EHS training hours:



248

Employees trained to **work at height** by our **internal trainer**

OUR **SOCIAL**
COMMITMENT

“Promoting success, security and well-being of our employees.”



Objective 1: continuously strengthening accident prevention and protection of employees

Objectives for the coming years:

In December 2016, we released our first **safety flash** whose objective was to raise our employees' awareness on the good safety practices to adopt in case of specific occupational hazards. The chosen theme was "collisions" due to several work-related accidents of the same nature occurred in 2016.

We planned to **lead** more **health-safety challenges** thanks to a positive and continuous communication. Thus, in 2017, some CSR challenges will be developed (quiz, contest, etc.) in our Group.



Examples of achievements:



Work at height training led by our internal trainer
Camusat Guinea



Training for fire prevention
CGTI by Camusat

OUR **SOCIAL**
COMMITMENT

“Promoting success, security and well-being of our employees.”



Objective 2: providing opportunities to grow and develop by training, skills development, Talents detecting and follow-up

In order to create solutions for tomorrow, we count on training and skills development of our employees.

Management and **leadership** are the two key skills of our group's subsidiaries performance.

In 2016, we have strengthened our development actions including **mentoring** as well as internal and external trainings.

In order to develop **technical skills**, an internal specific training was implemented within the Technical Support Group in Romania for the new recruited managers.

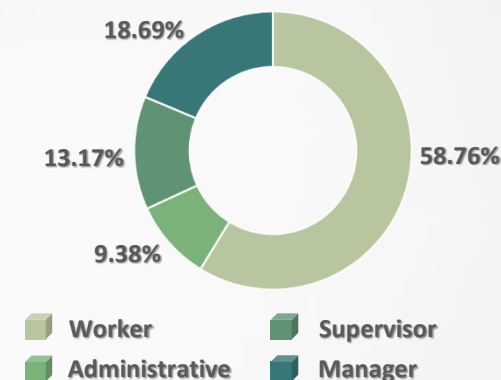
 **25,351_h**
of training provided in the Group, vs 13,541 in 2015 (i.e. +87.22%)

 **10.31_h**
of training in average per employee, vs 7h in 2015 (i.e. +47.29%)

Moreover, during the **seminar** which brings together each year managers of subsidiaries of the Group, some training sessions in management & leadership, finance and technical are provided.

The annual seminar is also an opportunity to integrate **Camusat Talents** in these training sessions to develop their skills for their future career within the Group.

Trainings provided by professional categories:



OUR **SOCIAL**
COMMITMENT

“Promoting success, security and well-being of our employees.”



Objective 2: providing opportunities to grow and develop by training, skills development, Talents detecting and follow-up

Our Group is committed in 2015 to develop **annual individual review** each year in order to assess individual performance and to identify more precisely employees' skills to develop.

In 2016, we set a return rate of 70% for annual individual review. Despite a progression, this ambitious goal has not been achieved due to subsidiaries opening.



Return rate of individual reviews

The structuring of the Group HR function will allow to further develop this management tool.

Objectives for the coming years:

In order to develop the culture of **belonging** to our Group and to promote **internal mobility**, we have the will to follow-up an indicator dedicated to intra-group transfers.

In addition, we are considering creating a web application dedicated to the management of the expatriate population of the Group in order to drive internal mobility and skills.

Within our **Talents Management** program, we will develop our pool of people by the identification of new Talents thanks to the managers and to the new HR Network implemented in 2016.



*Leadership – Management & Finance training
for Camusat Talents
2016 Seminar*

OUR **SOCIAL**
COMMITMENT

“Promoting success, security and well-being of our employees.”

Objective 3: promoting diversity and inclusion

Diversity is a pillar and one of the three values of Camusat. Working in more than 40 countries, our Group counts 51 nationalities in 2016. **Diversity** of origins, cultures and languages coupled with internal mobility policy brings a real richness for our employees and the Group.

 **51** different nationalities within the Group headcount

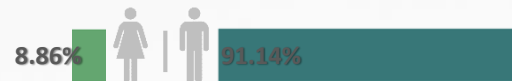
Addressing the term of diversity also means referring to **gender equality**. In a Business where Men are mostly represented, the promotion of Women in technical jobs and/or positions of responsibility is a challenge for the Group.

In order to do this, our subsidiaries implement **communications campaigns** and attendance in **forums** in order to attract the female population to these professional orientations.

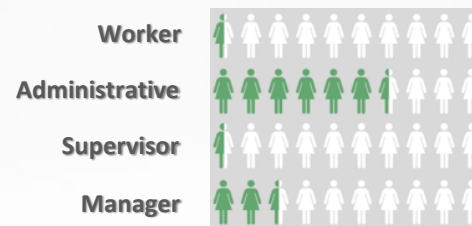
Headcount:



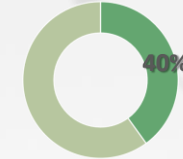
Training:



Positions held by women:



Women in the Group Executive Committee:



In order to ensure equal treatment in the recruitment process, we have disseminated our **recruitment procedure** and the associated tools within the Group. Therefore, since 2016 all of our subsidiaries is committed according to the same standards.

We show a major importance to the education of young people and especially their integration within the Group. For this, our subsidiaries develop partnerships with schools and regularly integrate interns and **working student**.

OUR **SOCIAL**
COMMITMENT

“Promoting success, security and well-being of our employees.”



Objective 3: promoting diversity and inclusion

Objectives for the coming years:

We will further develop our **relations with schools** in order to promote the Group's products and services and to **attract skills** of tomorrow.

Our Group also plans to enhance its communication with the aim of **promoting women's access to technical positions and/or responsibilities**.

Examples of achievements:



*Welcome of intern
Camusat Senegal*



*Welcome of intern
Camusat Myanmar*



*Alina ZETU, Group Chief Commercial Officer
Member of the Executive Committee since 2016*



*Women holding technical positions
Camusat Myanmar*

OUR **SOCIAL**
COMMITMENT

“Promoting success, security and well-being of our employees.”



OUR ENVIRONMENTAL COMMITMENT

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





INTERVIEW

3 questions to:
Cindy BOUAZZA, HR, CSR & EHS Manager
CALA & Antilles-Guyane Region



What does "Environment" mean for you?

Behind the word environment are found many concerns, including energy management, greenhouse gas emissions, pollution, waste management, safeguard of biodiversity, etc. According to me, it is my duty as a representative of the CSR function within the CALA & Antilles Region to raise awareness of the populations for whom the environment is not part of their major concerns. This may be translated into the dissemination of good practices within the company that can be replicated in their daily lives.

How did you incorporate the environmental challenge into your organization ?

The key issue was to federate teams on the subject. A good communication is essential. Thus, we made the employees aware of the notion of sustainable development, carried out a communication campaign on eco-gestures and eco-driving, encouraged employees to reduce energy consumption. On this occasion, we participated in the Eko Boulo ecological challenge for a period of 6 months to highlight employees' efforts to decrease our consumption in general. Our efforts have been rewarded as we finished in 3rd position in the best energy efficiency category.

What is the major environmental challenge in the countries that you are managing?

We are promoting the sustainable solutions of our products and services portfolio to our customers. We need to adjust to the specificities of the countries. Operating in developing countries, grids are sometimes almost non-existent, which is why we offer more energy efficient solutions and adapted to rural areas. Thus, We have recently installed 25 e.power by Camusat for one of our clients in Haiti. Thanks to these installations, 242 tons of direct emissions of carbon dioxide are avoided every year.

INTERVIEW

3 questions to:

Cindy BOUAZZA, HR, CSR & EHS Manager
CALA & Antilles-Guyane Region



Objective 1: building simpler, smarter and more suitable solutions for better efficiency

In order to meet the needs of our stakeholders and to the market's requirements, our Group offers two green solutions in its portfolio of products and services :

-  **e.power**
by camusat
- pure solar energy.

Our different solutions meet the most stringent environmental regulations, focusing mainly on the **reduction of fuel consumption**, implicitly **limiting** the amount of **greenhouse gas emissions** and **maximizing battery life**.

 **350** green solutions marketed in 2016

In 2016, we put on the market a new version of our **hybrid power system e.power by Camusat** (e.pL), working with Lithium-Ion Phosphate batteries (LiFePO4 chemistry).

This new innovative product can reduce fuel consumption as low as 0.39 L/kWh and thus offers our customers a **sustainable new solution** with a low environmental impact.



e.pL by Camusat

Our solar and hybrid power solutions installed in 2016 helped to avoid:

 **5,202** fuel filters

 **508** generating sets

 **5,202** oil filters

 **34,853** liters of waste oil

 **12,342** emissions of CO2 (in tons)

 **9,374** emissions of NOx (in kg)

OUR **ENVIRONMENTAL** COMMITMENT

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



Objective 1: building simpler, smarter and more suitable solutions for better efficiency

In 2015, research projects have been conducted by a student of ENSAM in support of Camusat R&D Department to offer sustainable and innovative solutions, always more effective for our customers.

The first project focused on the replacement of batteries, lead-acid by more environmentally friendly **Lithium-Ion batteries**. This project has been a success since this new type of batteries is now part of the e.power system.

The second project was to integrate **wind turbines with vertical axis** as a power source for telecom sites.

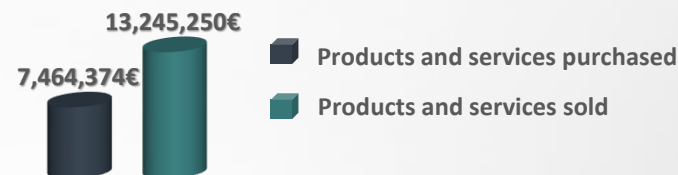
These new generation wind turbines allow to capture all types of winds and minimize the space required to its installation. End of 2016, a partner was identified and the first tests will be conducted in 2017.

The third and final project aimed at finding a **line of recycling** old generation **battery** which become obsolete. Camusat has implemented a procedure of storage and recycling of these batteries in connection with specialized external companies. Camusat Niger will be the first subsidiary to recycle all its fleet of obsolete batteries with more than 800 batteries.



ENSAM student learning at the Group headquarters in Croissy-sur-Seine (78 – France)

Turnover of products and services purchased and sold adding environmental value:



OUR **ENVIRONMENTAL** COMMITMENT

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



Objective 2: protecting the Environment

In the continuity of the process initiated in 2015, Camusat Group carried out actions in 2016 in order to **compensate for deforestation**, inevitable in its activity. Those actions consisted in:

- planting vetiver around telecom sites to prevent soil erosion;
- planting trees in order to regulate the rainfall and contributing to the reduction of CO2 emissions.



*Plantation d'un arbre
Camusat Niger*

The protection of the environment also involves the **rational use of chemicals**. Thus, our subsidiaries prefer mechanical or manual weeding in order to achieve “Green maintenance” of telecom sites for which we have a responsibility. We thus ensure the biodiversity of our sites.



*Maintenance verte
Camusat Antilles-Guyane*

Objectives for the coming years:

New actions will be initiated at the Group level to **fight against deforestation** and to federate further our employees around the protection of the environment.

We will develop a **hazardous materials and waste management procedure** as well as a **pollution event management procedure** to minimize our environmental impact.

OUR **ENVIRONMENTAL**
COMMITMENT

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



Objective 3: reducing our environmental footprint

In 2015, Camusat has distributed to all its subsidiaries the **eco-gestures** in order to raise employees' awareness on environmental issues and to reduce their consumption.



All new person hired in the Group is also made aware on the subject through a dedicated presentation included in *Camusat Welcome Kit*.

After more than a year, Camusat recorded an **overall decrease** of its **consumption** of water, electricity, paper and fuel.

Consumption of water, electricity and paper of Camusat subsidiaries in 2016:

 **22,589 m³**
vs 29,014 m³ in 2015

 **1,666 MWh**
vs 2,008 MWh in 2015

 **10,027 kg**
vs 14,486 kg in 2015

A special focus is given on the **management of vehicle fleets**. Camusat Group particularly encourages the use of vehicles of less than 5 years and educates its employees in **eco-driving**.



*Intervention vehicle
Camusat Romania*

 **958 vehicles on**
31/12/2016
vs 830 in 2015

 **3,528 L** *average*
consumption/vehicle
per year
vs 4,086 L in 2015

OUR **ENVIRONMENTAL**
COMMITMENT

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



Objective 3: reducing our environmental footprint

Reducing its environmental footprint goes also through waste sorting generated by the subsidiaries.



When industrial network allows to do so, Camusate subsidiaries implement waste sorting and/or rely on specialized companies in **waste recycling and recovering**, mainly for industrial waste (electronic equipment, used oils, etc.).



Waste sorting
Camusate Myanmar



Waste sorting
Camusate Romania

Objectives for the coming years:

Camusate is intended to raise awareness among its employees to eco-gestures by **Group Challenges** on the theme of Environment.

In order to standardize waste management, Camusate will provide a **Group waste and dangerous products management policy**.

Camusate will search for new streams for **waste recycling and recovering** to maximize the collected amount.

In order to optimize travel to sites and thus **reducing fuel consumption**, we will deploy a tracking module, integrated into our **e.sight platform**, already used by two subsidiaries.

OUR **ENVIRONMENTAL**
COMMITMENT

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



OUR COMMUNITY

COMMITMENT

“Investing in development and recognition within our host communities.”



INTERVIEW

3 questions to:

Ravaka ANDRIAMALALA, HR, CSR & EHS Manager
Southern Africa & Indian Ocean Region



“How are you involved in the development of local communities?”

The essential element is the creation of direct jobs. We therefore promote hiring people from or living on a permanent basis in the host country. Of course, we have a population of expatriates, but it remains a minority and occurs mainly at the beginning of opening a new subsidiary. To recruit and raise skills of local employees are our priorities.

Do you face difficulties in achieving your CSR mission?

As in any international company, the ethics in business is a priority at all levels of the organization. I exercise my activity in emerging countries where we can be particularly exposed to situations of corruption. Here is my main difficulty in my CSR mission on a daily basis: make sure that all our employees adopt an exemplary behavior. Compliance with the Camusat Code of ethics is essential. That is why, each new hired person is made aware of the ethics during his induction process. Dedicated training are also regularly organized for our employees.

How does Camusat contribute to improve local living conditions within subsidiaries of your region?

We develop an associative culture towards our employees. Thus, we conduct many actions within the subsidiaries. We work on all different topics ensuring we meet the expectations of our stakeholders. The actions are organised around the following topics: promoting education, federating around sport events, supporting the associations. At Camusat, we believe that solidarity is a virtuous circle.

INTERVIEW

3 questions to:

**Ravaka ANDRIAMALALA, HR, CSR & EHS Manager
Southern Africa & Indian Ocean Region**



Objective 1: creating job opportunities for local communities

Our Camusat Group is present in more than 40 countries. Local anchor is one of our responsibilities and goes mainly through **local recruitment**.

In order to do this, subsidiaries of the Group regularly participate in recruitment **fairs** and **forums**. Those events are the best ways to promote Camusat while meeting the employees of tomorrow in the countries where we operate.



Students forum
Camusat New Caledonia

Moreover, we prefer local hiring, especially for **supervisor** and **management** positions. More than 90% of the employees of the Group are local employees or permanent residents in the country in which they work.

Local employees or permanent residents in the countries in which they work:



Supervisors and managers from or permanently residents in the countries in which they work:



Induction meeting
Camusat Dominican Republic



QEHS Manager (in the center)
Camusat Madagascar

OUR **COMMUNITY**
COMMITMENT

“Investing in development and recognition within our host communities.”





Objective 1: creating job opportunities for local communities

To further develop our local presence, we encourage the use of **local suppliers** and suppliers managed locally. They represent more than 90% of the Group's suppliers and they are the majority of SMEs.

The Group also initiated **CSR audits** with some suppliers called 'strategic' in order to make sure that our CSR commitments are well applied within the structure, as they committed to do so when signing the contract.

Thus, in 2016, 350 suppliers were audited.

In order to ensure that commitments and CSR objectives are respected throughout the supply chain, we train our buyers to the concept of **Responsible Purchasing** and its implementation within the Group.

Percentage of buyers trained to Responsible Purchasing:



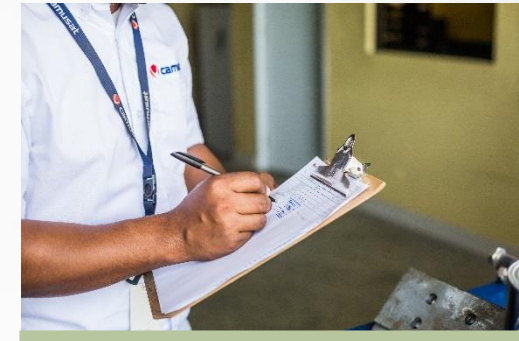
Percentage of local suppliers:



Objectives for the coming years:

Our Group is committed to the promotion of **hiring employees from local communities**, mainly for supervisors and managers positions.

Strengthening the use of local suppliers also fits into this objective of job creation in the countries in which the Group operates.



OUR

COMMUNITY

COMMITMENT

“Investing in development and recognition within our host communities.”

Objective 2: enhancing responsible and regulation-compliant activities

In order to ensure compliance with **Camusat Code of ethics, training on anti-corruption** and more generally on rules of good conduct applicable in the Group are organized within subsidiaries.

By their exemplary conduct and messages they convey, managers are crucial to the application of the rules of the Code of ethics by our employees. We have therefore implemented **audits of governance** and **CSR audits** within our subsidiaries aiming at:

- checking the application of the rules of good conduct;
- guiding managers to raise awareness among their staff.

 **187**

employees trained to Ethics and anti-corruption



*Audit of governance
Camusat Guinea*



*CSR audit
Camusat Mali*

Objectives for the coming years:

We will strengthen our **awareness and training actions on our Code of ethics** by local actions but also by actions initiated by the Support Group.

OUR **COMMUNITY**
COMMITMENT

“Investing in development and recognition within our host communities.”



Objective 3: contributing to improve local living conditions

Because at Camusat we have made the strategic choice to set up mainly in emerging countries, it is our duty to contribute to the **improvement of local living conditions**.

Actions carried out by subsidiaries are directed around the following topics:

- helping the rehabilitation following natural disasters;
- fighting against poverty;
- contributing to better health conditions;
- defending causes around sport events.

Local anchor is also fundamental, that is why we have developed 14 partnerships with local stakeholders (institutions, associations, etc.).

 **14** partnerships with local stakeholders in 2016



*Donations of computer equipment to a school
Camusat Dominican Republic*



*Donations to a school
Camusat Mali*



*Support for the fight against breast cancer
Camusat Uganda*



*Sponsorship of a female Rally Team
Camusat Madagascar*

OUR

COMMUNITY

COMMITMENT

“Investing in development and recognition within our host communities.”

Objective 3: contributing to improve local living conditions

Launched in 2015 for our employees, the campaign "***I volunteer with Camusat***" resulted in the support of a project in 2016.

The selected project was carried out by Mrs. Beatriz MEIJIDE, Administrative and Finance Director for Africa and Indian Ocean, also a volunteer for the Kyeni Consolata hospital.

The project involved the purchase and installation of a solar water heating system for a center of pediatrics and maternity of 79 beds in Kenya. Thanks to this system, 1200 liters of hot water are produced for two units of the Center.



*"I volunteer with Camusat" – Beatriz Meijide
Camusat Kenya*

Objectives for the coming years:

Our subsidiaries will continue to develop **actions and projects in favor of local communities.**

Moreover, they will increase their involvement in actions of **sponsorship.**

Our Group will renew its campaign "***I volunteer with Camusat***" in order to **support new projects each year.**



OUR **COMMUNITY**
COMMITMENT

“Investing in development and recognition within our host communities.”



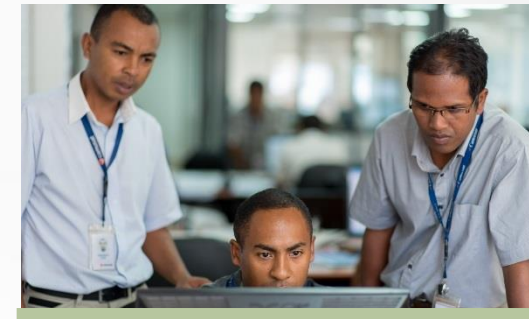
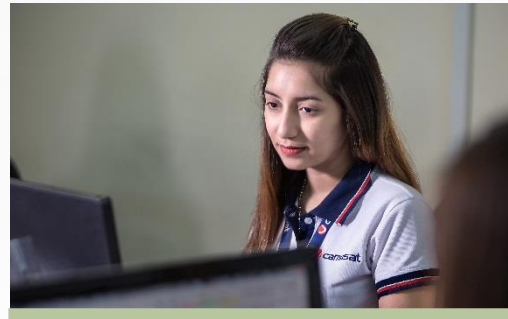
OUR INDICATORS & EVALUATIONS

The range of indicators that we use allows to measure the CSR commitment. In 2016, **new indicators** have been implemented in order to obtain even more specific and detailed information to further enhance our practices.

Reporting parameters: This annual report covers the performance of our CSR commitments on the calendar year 2016, closed on December 31st, 2016.

Scope of informations: Information has been collected within all our subsidiaries, taking into account the organizational changes which took place in 2016 (creation, closure, transfer of activity).

Reporting protocol: As last year, information has been collected through the web application e.csr (e.csr KPIs and e.csr ACTIONS modules). In 2016, this tool has been enriched of an additional module: **e.csr DMS**. The aim of this new module is to reference all policies, charters, procedures, posters and HR, CSR & HSE forms in order to streamline and automate their lifecycle (creation-change-cancellation).



OUR INDICATORS & EVALUATIONS

Internal evaluation :

- **New governance internal audits** have been made in 2016 in order to ensure the control level of the activities of our subsidiaries and risk management.
- **CSR internal audits** were also conducted in subsidiaries to check compliance with the rules defined at Group level.
- The most important project in 2016 was the **development of the Group HR, CSR & EHS structure**. The main objective was to improve the global network on 3 levels: Group - Region - Country.

In order to do so, we have mainly used external recruitment. We also develop some employees' skills.

Once the structure implemented, audits of subsidiaries were conducted in 2016 and will continue in 2017, to **improve HR, CSR & EHS practices** within our Group.



External evaluation : The external evaluation is carried out by two third party experts :

- First of all, by the signing the United Nations **Global Compact**. We sent our "Communication On Progress" (COP) which led us to renew our membership for the year 2016.
- Then, the platform **EcoVadis** evaluates the performance of our Group in terms of Corporate Social Responsibility. In 2016, we have maintained our silver medal obtained in 2015 and we have reached the goal of positioning us among the 30% of top rated companies.

OUR INDICATORS & EVALUATIONS



SOCIAL	Units of measure	2016
HEADCOUNT		
Total headcount on 31/12/2016	Number	2,460
Women	Number	309
Men	Number	2,151
Headcount distribution per type of contracts		
Permanent contracts	Number	1,103
Temporary contracts	Number	1,357
Headcount distribution per geographical area		
Africa	%	50.00
French overseas territories and Pacific Ocean	%	3.62
Asia	%	25.45
Caribbean and Latin America	%	6.38
Europe	%	11.18
Middle East	%	3.37
Headcount distribution per occupational category		
Workers	%	49.52
Administratives	%	16.42
Supervisors	%	21.67
Managers	%	11.99
Hirings/Leavings		
Hirings	Number	1,163
Leavings	Number	738

	Units of measure	2016
TRAINING & SKILLS		
Total training hours	Hours	25,351
EHS training hours	Hours	18,027
Average number of training hours per employee	Number	10.31
Employees internally trained for work at height	Number	248
Training hours provided to Women	%	8.86
Training hours provided to Men	%	91.14
Training hours provided to "Workers" employees	%	58.76
Training hours provided to "Administratives" employees	%	9.38
Training hours provided to "Supervisors" employees	%	13.17
Training hours provided to "Managers" employees	%	18.69
Annual reviews achieved	%	57.71
HEALTH AND SAEFTY AT WORK		
Work-related accidents	Number	51
Work-related accidents leading to a workstoppage	Number	38
Calendar days of work stoppage following a work-related accident	Number	1,016
Frequency rate	%	0.22
Severity rate	%	9.10
SOCIAL DIALOGUE		
Staff representatives employees	Number	51
DIVERSITY		
Nationalities	Number	51
Headcount feminization	%	12.56
Female Supervisors and Managers	%	29.45
Female Group Executive Committee members	%	40
Employees under the age of 30 on 31/12/2016	Number	871
Employees above the age of 50 on 31/12/2016	Number	131
Employees in a disability situation	Number	6

OUR INDICATORS & EVALUATIONS



ENVIRONMENT	Units of measure	2016
HYBRID & SOLAR GREEN SOLUTIONS		
Generating sets avoided	Number	508
Oil filters avoided	Number	5,202
Waste oil avoided	Liters	34,853
Fuel filters avoided	Number	5,202
Direct greenhouse gas emissions avoided	Tons	12,342
NOX emissions avoided	Kilograms	9,374
Green solutions sold	Number	350
WASTE OIL		
Recycled waste oil	Liters	26,167
Stored waste oil on 31/12/2016	Liters	92,018
PAPER		
Paper used	Kilograms	10,027
WATER		
Water used	m ³	22,589
ELECTRICITY		
Electricity used	Mwh	1,666
VEHICLES AND FUEL		
Vehicles on 31/12/2016	Number	958
Average consumption per vehicle	Liters	3,528



COMMUNITY	Units of measure	2016
LOCAL ANCHORAGE		
Local employees	%	93.98
Supervisors and Managers local employees	%	88.29
Governmental organizations which are clients	Number	7
Partnerships	Number	14
RESPONSIBLE PURCHASING		
Purchasers trained to Responsible Purchasing	%	90.91
Local suppliers	%	92.46
ETHICS		
Employees trained to Ethics and aware of anti-corruption	Number	187

OUR INDICATORS & EVALUATIONS



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