



# #MADE TOLAST



· THE ESSENTIALS OF SUSTAINABLE  
DEVELOPMENT 2017 ·

**€2,020.3M**

turnover in 2017

**14,934**

employees

**32M**

BIC® products sold  
each day worldwide

**80%**

of all BIC employees  
are based in countries  
with no human rights risk

**90%**

of all BIC® products  
are manufactured  
in our own factories

**€1.8M**

worth of product  
donations and financial  
aid provided to local  
communities (internal  
valuation)

**85%**

employee engagement  
in relation to the company

**85%**

of all BIC® consumer  
products sold in Europe  
are manufactured in Europe

**50%**

of all BIC®  
products have  
at least one  
environmental  
benefit

**23%**

of the Group's electricity  
consumption is covered  
by renewable energy  
certificates

**63%**

of the Group's  
suppliers  
re-evaluated by  
EcoVadis improved  
their score in 2017



**EDITORIAL BY CHRISTINE DESBOIS,**  
BIC GROUP SUSTAINABLE  
DEVELOPMENT DIRECTOR

**EDITORIAL**

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# **2025: THE BIG GROUP'S ADVENTURE IN SUSTAINABLE DEVELOPMENT**

**2017 was a year of intense mobilization for BIC's work teams, resulting in the formulation of a new sustainable development objective for the Group, entitled "Writing the Future, Together."**

**We are proud of this new and ambitious roadmap, which will guide our actions from now until 2025. During this time, we will improve our program for the benefit of all of our stakeholders, through the performance of our products and factories, and also through relationships with our partners and through our contribution to inclusive and equitable quality of education.**

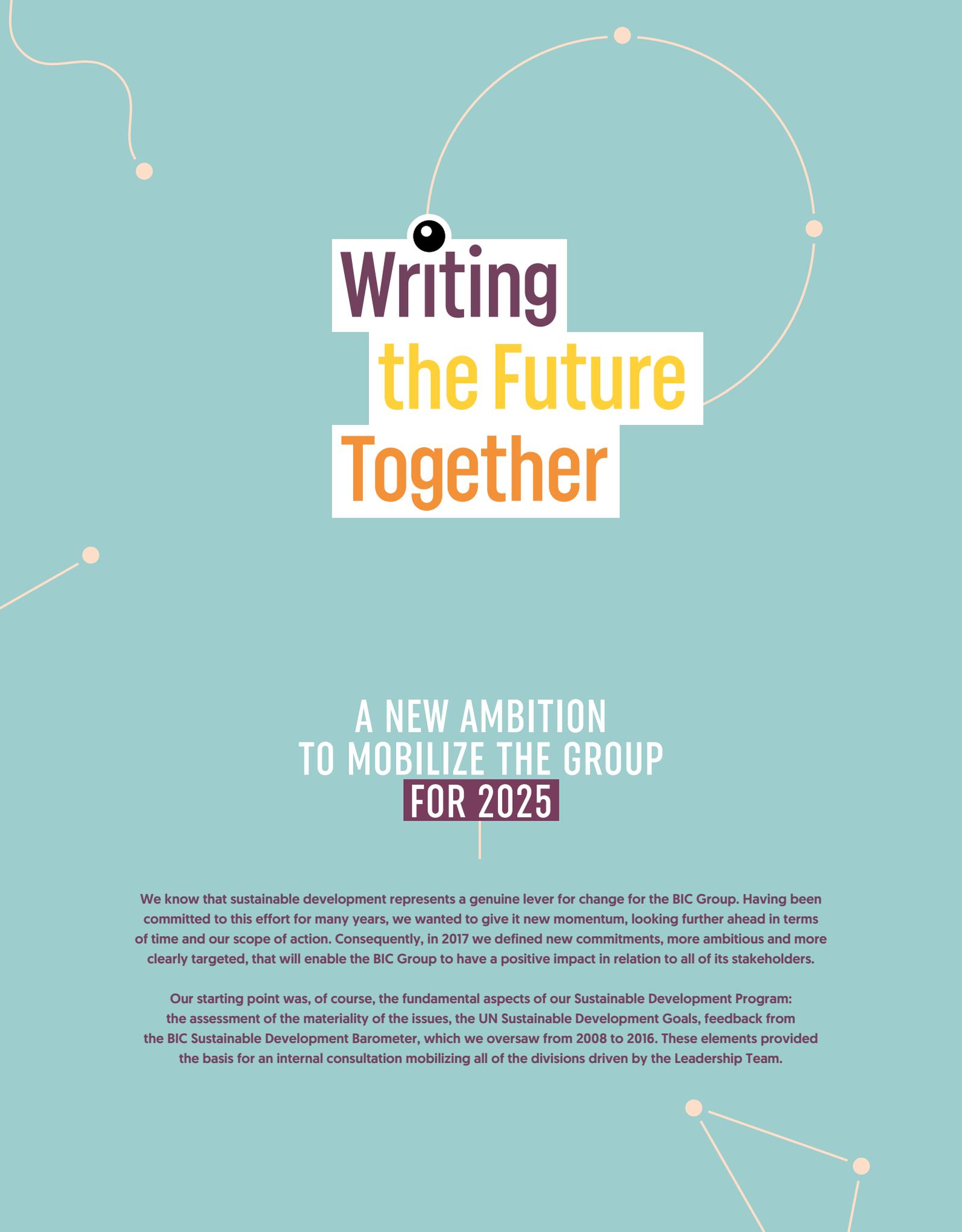
**In 2017, in parallel with their involvement in defining the goals for 2025, our teams continued to improve our performance (in energy, water, carbon...), achieving good overall results.**

**The proof can be seen in Ubicuity™, the very first range of outdoor furniture manufactured in France from recycled pens, a project initiated by the BIC Group. These products are the result of a close collaboration among the parties involved in an independent recycling waste stream – a system that constitutes a daring experimental model based on the circular economy, the only one of its kind in France.**

**We have also reconfirmed our commitment to advancing education, in particular by creating the new position of Education Engagement Director.**

**In these pages we offer you an overview of the concrete accomplishments in sustainable development during 2017. They bear witness to the reality of our commitment, which, like our Group, is made with passion, made for everyone, and is made to last...**

**We hope that you enjoy this "Essentials of Sustainable Development."**



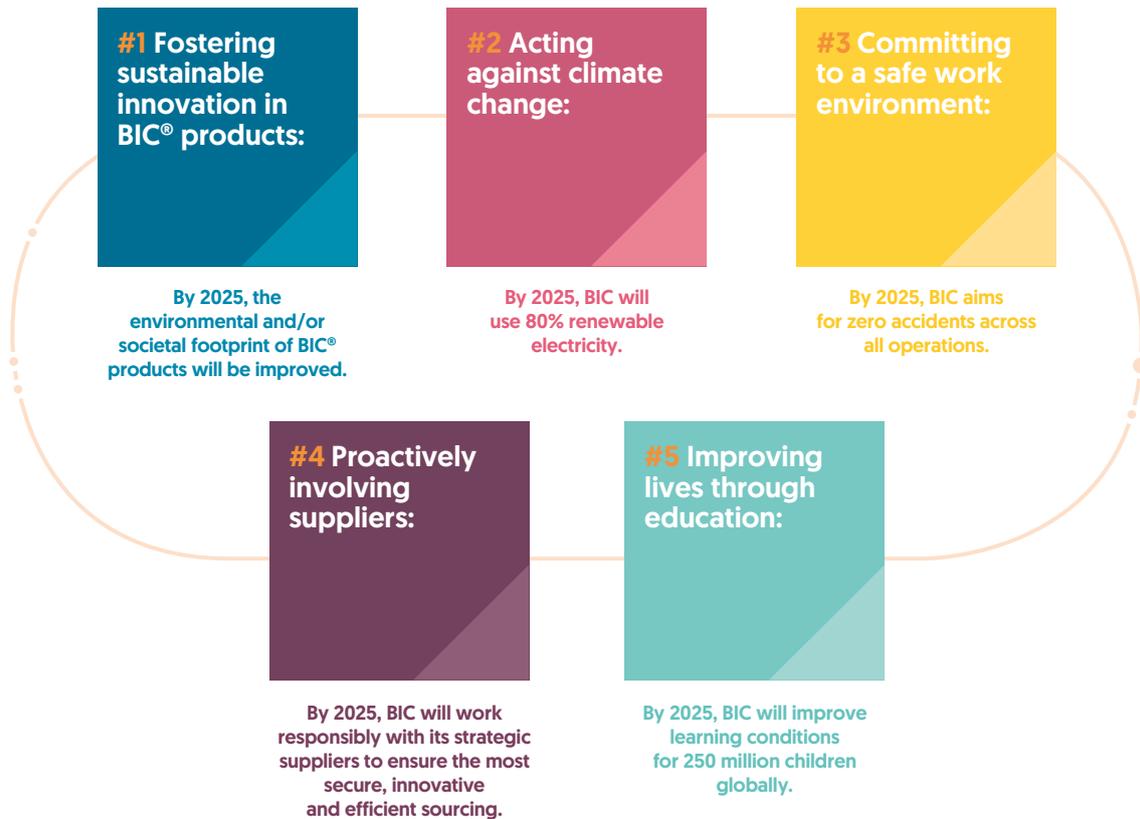
# Writing the Future Together

## A NEW AMBITION TO MOBILIZE THE GROUP FOR 2025

We know that sustainable development represents a genuine lever for change for the BIC Group. Having been committed to this effort for many years, we wanted to give it new momentum, looking further ahead in terms of time and our scope of action. Consequently, in 2017 we defined new commitments, more ambitious and more clearly targeted, that will enable the BIC Group to have a positive impact in relation to all of its stakeholders.

Our starting point was, of course, the fundamental aspects of our Sustainable Development Program: the assessment of the materiality of the issues, the UN Sustainable Development Goals, feedback from the BIC Sustainable Development Barometer, which we oversaw from 2008 to 2016. These elements provided the basis for an internal consultation mobilizing all of the divisions driven by the Leadership Team.

Our vision is expressed in the signature  
**"Writing the Future, Together"**, encompassing five ambitious commitments  
 in line with the Group's strategy:



## BIC ambition for sustainability

At BIC, we believe in providing simple, innovative, reliable choices for everyone, everywhere, every time. And we believe in doing so responsibly - with the planet, society and future generations in mind.

**Our approach to sustainability is deeply rooted in our values** and is an integral part of our day-to-day operations. **Staying true to our philosophy of honoring the past and inventing the future,** we want our

ongoing commitment to sustainable development to be long-lasting and far-reaching.

**Our ambition is to ensure that we limit our impact on the planet** and make a meaningful contribution to the lives of the people we employ and society in the long term, simply because it is the right thing to do.

We believe that improving our environmental and societal product

footprint, acting against climate change, providing our employees with a safe workplace, making our supply chain more responsible and reinforcing our commitment to education, are **key in shaping our business for tomorrow so that we can write a sustainable future for all.**

The next chapter of our sustainability journey starts here. **With you. Today.**

Lightweight  
and long-lasting  
products



## PRODUCTS

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# BEING LIGHTWEIGHT IS A HEAVY RESPONSIBILITY

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**All BIC products® are made responsibly, leaving out anything superfluous. Our priorities have never changed: to be ever more economical and innovative in our use of raw materials.**

## APPROACH

### 1 Maximum performance from minimum resources

A product's environmental performance starts in the design phase. BIC does everything possible to apply the basic principles of eco-design, seeking out an optimal balance among environmental, social, technical and economic factors. A BIC® product is designed to be produced with just what's necessary in terms of raw materials, integrating recycled and innovative materials as much as possible.

As a result of this ongoing effort, the Group became the first writing instrument manufacturer to earn the *NF Environnement* ecolabel<sup>(1)</sup>.

(1) Primary selection criteria: the use of minimal or recycled raw materials, writing length and durability of pencil leads.

### 2 Eco-friendly alternative materials

For BIC, eco-design is not a limitation, but an opportunity to innovate.

Upholding a responsible approach, we use existing alternative materials whenever possible while pursuing scientific and industrial partnerships to develop new ones.

For the past several years we have maintained more than 100 partnerships with startups, companies at the leading edge of innovation, universities, research institutes and R&D laboratories for recycled materials, bio-sourced materials and clean technologies for plastics and inks.

Examples include Inofib and Pilibio, two French startups that specialize respectively in natural cellulose fibers and the production of inks from microorganisms.

### 3 Our products are singular, but not single-use!

BIC® products are often described as "disposable," but in fact they are not used just once. BIC® products are all designed for maximum performance life: up to 3 km of writing for a ball pen, 3,000 flames for a lighter and 17 shaves for a three-blade shaver.

## COMMITMENT FOR 2025

**#1 Fostering sustainable innovation in BIC® products**

By 2025, the environmental and/or societal footprint of BIC® products will be improved by deploying a comprehensive eco-design process within each of our categories.



## RESULTS

BIC® Évolutions®, a complete line of writing products made from recycled materials

# T60

days of shaving with the BIC® Easy / BIC® Hybrid and its six refill blades

# 3KM

Up to 3 kilometers of writing for a BIC Cristal<sup>(2)</sup>

# 19

flagship products in the BIC® range have earned the NF Environnement ecolabel

# 3,000

flames for a BIC® Maxi lighter

## IN 2017



The "BIC Shave Club" is the first of its kind in France: an online subscription for BIC® refillable men's shavers. Through this simple, adaptable, no-strings-attached program, consumers receive a refillable shaver with their first order, followed by monthly refills, all delivered directly to their home. This new distribution mode, in step with today's habits, optimizes the potential of the Group's refillable shavers.



(2) SGS tests 2013/2014 – average writing length for blue and black cartridges.

## RESULTS



# 25M

writing instruments collected  
in partnership with TerraCycle  
in Europe since 2011

## PRODUCTS

# DEVELOPING "VIRTUOUS CIRCLES"

BIC is the force behind Ubicuity™, the first line of outdoor furniture manufactured in France from recycled pens. Based on the principle of the circular economy, this unprecedented model is the result of an innovative and fruitful collaboration among all of the parties in an independent recycling waste stream, the only one of its kind in France.

## APPROACH

### 1 Ubicuity™: the circular economy in action

Launched in October 2017, Ubicuity™ is innovative in a number of ways. To create this outdoor furniture range, BIC Group imagined a permanent recycling system that would "check all the boxes" of a virtuous circle: demonstrating to citizens and schoolchildren that, thanks to their sorting efforts, used pens can be transformed into benches, tables and other types of furniture to equip their schools and urban spaces; accelerating and optimizing the recycling of wastes, especially plastic; and financing the extension of the used pen collection program.

### 2 And the circle is completed...

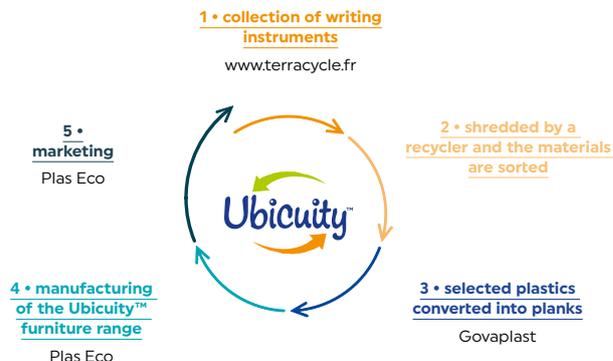
BIC, in partnership with TerraCycle, encourages users to organize the collection of writing instruments (of all brands) directly at the site of consumption – schools, offices, etc.

The collected pens are shredded by a recycler and the materials are sorted. The plastics are then selected and converted into planks of recycled plastic by the Govaplast company.

The planks are recuperated by Plas Eco, which designs, manufactures and markets the products of the Ubicuity™ line: benches and standing seats for secondary schools, benches and planter boxes for primary schools, picnic tables and tree benches.

### 3 Durable products with a low environmental footprint

The products of the Ubicuity™ range are made entirely of recycled plastic. They are recyclable, rot-proof, UV-resistant, anti-graffiti, economical in terms of maintenance and highly durable (ten-year guarantee).



## RESULTS

94.9%

of BIC's cardboard packaging now comes from certified and/or recycled sources, surpassing the goal of 90%

88.5%

of our plastic packaging is PVC-free worldwide, and 99% on the European market

## IN 2017

In North America and Oceania, the packaging of the BIC® Soleil line has been given a "makeover": 20% less plastic but 100% visibility on the shelf! Moreover, this optimization comes with a reduction of about 15% in transport-related costs and CO<sub>2</sub> emissions.

## PACKAGING

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# REDUCING OUR PACKAGING... DOWN TO NOTHING?

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**Our packaging is the first thing the customer sees. All of our packages must be as exemplary as their contents, and above all they must be discreet! That is why we make them as lightweight as possible, using responsible materials – and even, when possible, no packaging at all!**

## APPROACH

### 1 Good packaging should make itself dispensable...

BIC has long pursued a policy of selling products with no packaging or in value packs. For example, 81% of the lighters sold in Europe in 2017 had no consumer packaging. But when it is not possible to eliminate packaging entirely, we strive to keep its weight and volume at the minimum for each market.

81%

of lighters in Europe are sold without consumer packaging

### 2 ... and responsible...

Since our packaging is manufactured mainly from cardboard and plastic, we aim to use materials that incur the least environmental impact. For the former, we favor recycled or certified origins, and for the latter we are completing the transition from PVC to PET.

### 3 ... leaving no trace behind.

Our packaging centers are striving to reach the goal of 100% recycling or reuse of packaging waste.



## RESULTS

### ENVIRONMENTAL MANAGEMENT SYSTEMS

# 82%

As of 2017, 82% of all BIC factories are equipped with an EMS

### ENVIRONMENT

# 53

projects were launched or finalized in BIC factories to reduce their environmental impact

### RENEWABLE ENERGY

# 23%

of the electricity consumed by the Group is covered by "green" energy certificates, representing 37% of BIC's indirect greenhouse gas emissions

### GREENHOUSE GAS EMISSIONS

# -1.8%

per ton of production between 2016 and 2017

### WASTE

# 85%

of the waste generated by BIC's factories are recycled or reused

## FACTORIES

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# SMART SOLUTIONS FOR REDUCING OUR FACTORIES' ENVIRONMENTAL FOOTPRINT

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**Environmental management systems, certifications, reduced water and energy consumption, reduced greenhouse gas emissions, recycling and reuse of wastes... Every contribution helps. The Group is fighting on every front to reduce the environmental impact of its production facilities.**

## APPROACH

### 1 Coordinated environmental management

Our Environment, Health & Safety policy calls for the adoption of pragmatic environmental management systems (EMS). Based on clearly defined goals, they mobilize all employees to strive for continuous improvement.

### 2 Reducing energy consumption and greenhouse gas emissions

To optimize its energy consumption without compromising its productivity, the Group has been steadily replacing its production equipment with more energy-efficient installations.

In parallel, the factories are also gradually upgrading their lighting, heating and air conditioning systems and, depending on local availability, using more and more electricity from renewable sources.

## IN 2017

### Buildings

In Greece, the BIC Viorex factory initiated the BREEAM certification process for one of its buildings (Building Research Establishment Environmental Assessment Method, the world's foremost environmental rating system for buildings). The new Conté-Samer building in France was designed with improved insulation, cooling systems with heat recovery, and natural or LED lighting.

### Energy

In France, the BIC Écriture 2000 site reduced its energy consumption per ton of production by more than 6% by installing automated regulation for the cooling systems as well as new LED lighting.



### 3 Limiting water consumption

BIC's factories are constantly developing projects to reduce water consumption, including closed cooling systems, collecting rainwater for sanitary use or machine cooling, etc. Good practices are shared and inspire more new projects every year.

#### Water

In France, the BIC Rasoirs site, which accounts for 13% of the Group's water consumption, managed to reduce its consumption per ton of production by 41% by switching from water-based to air-based cooling systems.

### 4 Minimizing wastes

The Group's "just what's necessary" principle applies not only to its end products: the manufacturing processes are regularly upgraded to save raw materials and limit the production of wastes. Based on the model of the circular economy, the Group has implemented waste recycling and reuse programs in its factories around the world.

#### Waste

In Gaffney (U.S.), the BIC CORPORATION site takes action starting with its molding operations for the shredding and reuse of waste – a good example for others! In Mexico, BIC Shavers Mexico has installed new molding and assembly machines that can produce more units with no additional waste.

## COMMITMENT FOR 2025

### #2 Acting against climate change

By 2025, BIC will use  
**80% renewable electricity.**

We are seeking to reduce the Group's greenhouse gas emissions by purchasing renewable energy and will also study the potential production of renewable electricity on-site. Also, we actively encourage all team members to get involved and be mindful of energy usage, as well as ways to reduce it through energy-efficient habits or conversion projects.

# 82%

As of 2017, 82% of all BIC factories are equipped with an EMS



## RESULTS

# 100%

In 100% of our calls for transport tenders, sustainable development is a criterion for selection

# + 97%

For the past four years, more than 97% of all intra-company transport has been operated without air freight

## TRANSPORT

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# ELIMINATING CARBON FROM OUR TRANSPORT OPERATIONS

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Our products are sold in nearly 4 million points of sale. It is our responsibility to supply this enormous distribution system while keeping the cost and environmental impact of our shipping as low as possible.

## APPROACH

### 1 Nearby production means shorter shipping

We operate factories all over the world, thus minimizing the distances that our products have to travel. For example, 85% of our Consumer Products sold in Europe are manufactured in Europe – a double savings, in euros and in CO<sub>2</sub>!

### 2 Planning means optimization

Air freight represents only 1.4% of our total shipments by weight but 55.7% of our transport-related emissions. The challenge is thus to reduce air transport as much as possible. The first step toward that goal is the accurate planning of sales volumes. We are monitoring this effort very closely: based on precise, regular reports, each zone manager implements actions to reduce our reliance on air freight.

### 3 Rethinking transport routes and distribution modes

In addition to air freight, all leverage points for reducing emissions (mileage reduction, multimodal transport, load optimization, etc.) are constantly being analyzed and optimized by the Group's logistics teams.

### 4 Choosing responsible partners

New transport service providers are selected for their capacity to help us reduce the environmental footprint of our distribution, in terms of equipment, certifications, etc. Every link in the supply chain is pulling together!



## RESULTS

1.4%

Air freight represents 1.4% of freight-in transport

85%

of consumer products sold in Europe are manufactured in Europe

## IN 2017

Nearly 85% of the imports arriving in Mexico by sea were shipped by rail from the port of Veracruz to the country's warehouse, for a savings of 250 teqCO<sub>2</sub>.

The ECP co-packing center in Slovakia has adopted intermodal transport for its shipment flows with Turkey, thus saving 27% on shipping costs, 33% on GHG emissions and 63% on fuel by volume.





## SOCIAL

# ENSURING THE HEALTH, SAFETY AND WELL-BEING OF OUR EMPLOYEES

At BIC we take safety seriously. Firmly committed to providing a safe and health working environment to every employee, the Group has deployed an array of measures to prevent workers' accidents.

## RESULTS

127

managers attended the "Manage Safely" training module launched in late 2016

91%

of all BIC sites have health and safety management systems

## APPROACH

### Health-Safety

To ensure maximum safety in the workplace, BIC implements safety management systems at its production sites. The Group is also constantly striving to improve its employees' working environments and heighten their safety awareness.

For example, the Stationery category has adopted the "Vision Zero" approach developed by the International Social Security Association, a strategy based on seven "golden rules": demonstrate commitment, control risks, develop programs, ensure a safe and healthy system, ensure safety and health in machines, equipment and workplaces, develop competence, and motivate by participation.

## COMMITMENT FOR 2025

### #3 Committing to a safe work environment

By 2025, BIC aims for zero accidents across all operations.

This ambition integrates the dimensions of safety, health, and well-being at work at every level, and seeks to attain zero lost time due to workers' accidents for everyone in the Group.

It is based on further intensification of our safety policies and culture across our operations and includes the implementation of specific local actions.

## IN 2017



The EH&S managers of the Stationery category were trained in the new "Vision Zero" reference system. "Safety talks" have become a regular monthly event in the Stationery factories. These open discussions between managers and their teams allow them to work together to identify hazardous situations and solutions for improving them. In Mexico, 817 employees were trained in the "STOP" method developed by DuPont.

## RESULTS

**75%** of the Group's employees benefitted from training in 2017

**36%**

internal development and promotion rate

## SOCIAL

# GROWING TOGETHER

BIC offers its employees opportunities to grow in their careers, acquire new skills and develop their employability within the company or elsewhere. Because each individual's success makes all of us proud.

## APPROACH

### Encouraging all forms of learning

To allow everyone in the Group to find their own path to fulfillment, BIC strives to create a working environment that allows employees to acquire new skills and apply their experience, based on the 70/20/10 model:

**70%**

**Learning from new experiences** by working in project mode as part of a multi-functional team.

**20%**

**Learning from contact with others** by fostering a feedback culture.

**10%**

**Learning from training**, in particular through the BIC University network of training centers.



#MADE WITH PASSION

<https://madeto2017-18.bicworld.com>

## IN 2017

BIC University continued its expansion, in order to be available to everyone everywhere.

After its launch in Latin America, all zones now have BIC U contacts in each country, internal and external resources, and access to the online training platform BICUonline.

In employee reviews, 68% of the programs have been rated as "better" or "much better" than average quality, once again confirming, as in previous years, the high quality of BIC's training programs.



## RESULTS

40%

of BIC's contract manufacturers were audited in 2017

60%

The remaining 60% were either audited in 2016 or will be in 2018

48

The average score of the Group's strategic suppliers, rated by EcoVadis, which is higher than the system's average of 42

#MADE FOR EVERYONE

<https://madeto2017-18.bicworld.com>

## SOCIETAL

# EXPANDING OUR SCOPE OF RESPONSIBILITY

Respect for human rights, ethics and fighting corruption are high priorities at BIC. Whether in its own operations or through those of its subcontractors, the Group always upholds the same principles, formalized in the BIC Code of Conduct, Code of Ethics and Anti-Corruption Policy. More than a simple chain of production, BIC has created a chain of responsibility.

## APPROACH

### 1 The BIC Group Code of Conduct

All of the Group's operations are governed by ten professional and social principles derived from the standards of the International Labour Organization (ILO). This code applies to all BIC factories as well as those of its contract manufacturers.

### 2 The social audit program

The Code of Conduct is implemented through a social audit program: BIC factories conduct self-evaluations that are reviewed by external auditors, while contract manufacturers are assessed by third-party auditors in a two-year cycle during which corrective actions are taken to improve any identified weak points.

### 3 Responsible purchasing

The Responsible Purchasing Charter ensures that the Group's relations with its suppliers and service providers comply with its five Values: Ethics, Responsibility, Teamwork, Simplicity, Ingenuity.

### 4 The fight against corruption

The Group generates 36% of its sales in countries identified by Transparency International as having a high or very high corruption risk. BIC is committed to fighting corruption of all types and maintains a zero-tolerance policy toward all forms of corruption and bribery. The BIC Group Anti-Corruption Policy defines inviolable principles for conducting operations that involve third parties.



## IN 2017

### Responsible purchasing

The Group continued to evaluate its suppliers' performance according to environmental, social and governance criteria using the EcoVadis system. These evaluations focus on suppliers of strategic materials: plastics, metals, inks and certain types of packaging.

### Fight against corruption

An independent audit enabled us to improve our understanding of the risks linked to corruption, enabling us to undertake actions that will ensure our compliance with the standards that we have adopted.

### Training

Training on the Anti-Corruption Policy is now mandatory for all employees in North America, Europe and Latin America.

### "BIC Speak-up" hotline

An anti-corruption hotline, "BIC Speak-Up," is accessible to all BIC employees by telephone or Internet 24 hours a day, in more than 200 languages and with total anonymity and confidentiality.

## COMMITMENT FOR 2025

### #4 Proactively involving suppliers

By 2025, BIC will work responsibly with its strategic suppliers to ensure the most secure, innovative and efficient sourcing. BIC will identify its "strategic suppliers" according to criteria relating to innovation, finance and security.

# 63%

of the re-evaluated suppliers improved their scores



## SOCIETAL

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# PROMOTING ACCESS TO EDUCATION

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**By making its writing products affordable to everyone, BIC does its part to uphold the ideal of universal access to education. A long-time champion of this cause, the Group is proud to contribute to UN Sustainable Development Goal n°4: "Ensure inclusive and equitable quality education."**

## IN 2017

To bolster our commitment to promoting education, we created a new position for an "Education Engagement Director" in charge of furthering BIC's actions in this area.

## APPROACH

### 1 Taking part in a global movement to promote access to education

For many years, BIC has been committed to helping achieve UN Sustainable Development Goal n°4: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all." This declaration of intent is a strong motivation for addressing two major challenges that BIC takes to heart:

- **Improving access to education**  
Today, 12% of the world's school-age children do not have access to primary or secondary education;
- **Ensuring equality in education**, which still remains overly dependent on place of residence, gender and the parents' socio-professional status. Millions of children in the world never get a chance to acquire fundamental skills like reading, writing and basic arithmetic.

### 2 Improving learning conditions

Handwriting is a basic skill that helps structure the thought process. Pens and pencils are thus indispensable tools for improving learning conditions. As a designer and manufacturer of writing instruments, the BIC Group bears a core responsibility in achieving this goal. To this end, it has implemented, for example:

- **The BIC® Kids range** (and the associated website), which was created with the help of psychomotor specialists, ergonomists and teachers, helps children learn the proper way to hold and use a writing instrument.
- **Special operations** like an awareness campaign to highlight the importance of education and writing, targeting schools in many countries (South Africa, Cameroon, Egypt, Spain, Morocco, Nigeria, the Philippines, etc.).

## COMMITMENT FOR 2025

### #5 Improving lives through education

By 2025, BIC will improve learning conditions for 250 million children globally. The Group aims to help children succeed in their education by providing improved learning conditions and promoting the developmental benefits of handwriting.

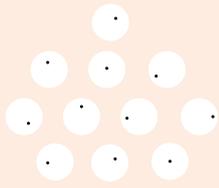
A range created with teachers, psychomotor specialists and ergonomists



# 12%

**of all school-age children do not have access to primary or secondary education**

## RESULTS



**11** projects have been supported by the BIC Corporate Foundation since its founding two years ago



<https://madeto2017-18.bicworld.com>

## IN 2017

The BIC Corporate Foundation held two board meetings in 2017.

Examples of the results achieved from its actions include:

- The funding of a school on the shores of the Brahmaputra River in northern Bangladesh, opening six classrooms that currently benefit 180 pupils;
- The funding of "A New Center, A New Start," a project in India developed by the NGO Life Project 4 Youth. The Foundation matched funds donated by Group employees through the BIC Citizens in Action program;
- The launch of an internal call for projects among BIC subsidiaries. The six chosen projects will receive the backing of the BIC Corporate Foundation for three years. Four of the selected projects are in Latin America.

## SOCIETAL

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# THE GIFT OF LEARNING WITH THE BIC CORPORATE FOUNDATION

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Born of the Group's desire to promote its civic activities and structure its philanthropic approach while bolstering its employees' sense of pride and belonging, the Foundation supports access to education, putting the emphasis, over the long term, on the funding of social entrepreneurship and innovation in education.

## APPROACH

### 1 One key mission: education

The BIC Corporate Foundation supports projects for reducing the school dropout rate and promoting equal access to education for boys and girls, as well as the advancement of environmental education.

### 2 Three experts who share our commitment

Its Board of Directors consists of nine members, six from the BIC Group plus three external experts:

- **Runa Khan**, founder and president of the NGO Friendship;
- **Marine de Bazelaire**, managing director of the HSBC Foundation for Education;
- **Jean-Marc Guesné**, general manager of the Ashoka France network.





## SOCIETAL

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# GUARANTEEING OUR PRODUCTS' AFFORDABILITY

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**"Offer simple, inventive and reliable choices for everyone, everywhere, every time." BIC's founding promise has never gone out of date. More than a motto, it's a vision that guides everything we do, wherever we are.**

## IN 2017

Some 3 billion people in the world live on less than three U.S. dollars per day. Although its products are already adapted to the widest possible consumer population, the Group's vision of offering simple choices for everyone means creating solutions and products that meet the needs of Bottom of the Pyramid (BOP) populations. The BOP and Social Business Director, a position created in 2016, has developed a roadmap in keeping with the Group's strategy. This manager's mission is to advance BIC's existing initiatives, forge local partnerships and, when appropriate, expand on other initiatives already underway. The Group will also launch inclusive distribution projects to be evaluated according to their economic viability and social impact. Three pilot projects will be launched in 2018 with the goal of instituting long-term sales systems.

## RESULTS

33%

of the BIC Group's turnover is generated in developing markets

## APPROACH

### 1 A good quality-price ratio for every market

Our products are part of the daily lives of millions of consumers in more than 160 countries. We consider it our duty to offer them the best quality-price ratio. That means constantly adapting our product range, to ensure that all BIC® products offer all users the same degree of satisfaction.

### 2 Adapting the products and their distribution to developing markets

To make its products affordable for everyone, BIC adapts to local conditions and buying power by:

- **Manufacturing locally**, with factories near their distribution markets;
- **Launching products adapted** to the needs of developing markets;
- **Rethinking the packaging** to match usage patterns and selling certain products in single or two-unit packs, like the BIC® 1 and BIC® 1 Lady shavers;
- Developing **alternative distribution** modes that are adapted to local conditions: kiosks, micro-shops...;
- Creating **innovative solutions** for the lowest income populations.

**The BIC® 1 shaver and the BIC® 1 lady shaver , which are sold in single unit or two-unit pouches in Nigeria, Kenya, Madagascar, Côte d'Ivoire, Cameroon, Mali, Pakistan and Bangladesh.**



BIC® 1 shaver sold in two-unit pouches

## RESULTS

Breakdown by number of operations  
- BIC Group - 2017



26%  
Health

20%  
Other<sup>(1)</sup>  
(1) (environmental protection, sports, humanitarian aid, etc.)

157

operations involving product donations, monetary gifts and/or volunteer work worldwide in 2017

€ 120,000

raised by the BIC Citizens in Action operation

#MADE FOR EVERYONE

## SOCIETAL

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19

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# PHILANTHROPIC BY NATURE, MOTIVATED BY PRINCIPLE

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Concern for others is the driving force behind our philanthropic outreach actions, which can take the form of product donations, monetary gifts and/or volunteer work. In most cases, the Group and its subsidiaries contribute to operations in their local area, in order to have a direct impact on the nearby communities.

## APPROACH

### 1 BIC Citizens in Action

Every two years since 2008, a major fundraising drive is organized, encouraging employees around the world to contribute to environmental protection and local community aid efforts. The amount of money collected in personal donations is then matched by the Group through the BIC Corporate Foundation.



### 2 Projects initiated by BIC and its employees

Concern for others is also the motivation for numerous projects initiated by BIC employees around the world, who donate their time, skills and resources to help and support local charitable organizations, primarily in health and education.

## IN 2017

€60,000 was raised by the BIC Citizens in Action operation and matched by the BIC Corporate Foundation to reach a total of €120,000. The Group has joined forces with the NGO Life Project 4 Youth to fund "A New Center, A New Start," a project to open a youth center in the state of Chhattisgarh in India. Providing training and assistance, it will benefit more than 600 young people by 2020 and serve as a driver for economic development in the region.

BIC employees were also mobilized in 2017 for:

- Donations of BIC® products for the "Rentrée Solidaire" ("Back-to-School Outreach") project to provide school supplies for a primary school in Ziguinchor, Senegal;
- Donations by BIC Mexico of shavers and writing products to the Red Cross after the earthquakes that hit in the country in 2017;
- Donations of funds and products to the U.S.-based organization Enactus<sup>(4)</sup> to sponsor three events: the U.S. National Exposition in St. Louis, the Canada National Exposition and the Enactus World Cup in Toronto.

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The annual Sustainable Development Report



The charts in the Annual Report t



The *Sustainable Development* playlist on the BIC Group Official YouTube channel



The Sustainable Development section of the BIC Group website



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