

L'ORÉAL

United Nations Global Compact Communication On Progress ("COP") 2015

Advanced Level

September 2016



About this document

L'Oréal has been a signatory of the United Nations Global Compact since 2003 and is a member of the French network of the Global Compact (Global Compact France).

L'Oréal is committed to supporting the ten principles of the UN Global Compact relating to Human Rights, labour standards, the environment and the fight against corruption as well as reporting and communicating annually to its stakeholders on progress made to implement these principles.

L'Oréal is reporting according to the UN Global Compact “Advanced Level” and describes how it meets the 21 criteria of this Level in the following areas:

- Implementation of the 10 Principles into Strategies & Operations
- Robust Human Rights Management Policies & Procedures
- Robust Labour Management Policies & Procedures
- Robust Environmental Management Policies & Procedures
- Robust Anti-Corruption Management Policies & Procedures
- Taking Action in Support of Broader UN Goals and Issues
- Corporate Sustainability Governance and Leadership

It reflects our self-assessment on how we have met the UN Global Compact Advanced Level criteria. We consider that a criterion is met when we communicated its implementation or planned implementation of one or more of the commonly accepted best practices suggested under each criterion.

As a signatory of the Women's Empowerment Principles (WEPs), L'Oréal furthermore reports according to the WEPs Reporting on Progress Guidance.

Information in L'Oréal's 2015 COP is namely compiled from our [2015 Annual Registration Document](#), and [2015 Sharing Beauty With All Progress Report](#).

For information on external assurance, see 2015 Registration Document, 3.6.1.

L'Oréal's COP is available on L'Oréal's Corporate website (www.loreal.com).

Statement of continued support

Extract from Jean-Paul AGON's statement in the 2015 *Sharing Beauty With All* Progress Report

“For over a decade, we have supported and implemented the Principles of the United Nations Global Compact – a commitment we reiterated in 2015. L’Oréal is increasingly recognised for its sustainability achievements around the world. The Group has received recognition from NGOs like the CDP (former Carbon Disclosure Project) for its efforts in fighting climate change. It has been praised by institutions such as the International Labour Organization (ILO) for its work in protecting employees through the L’Oréal Share & Care programme and its commitment to disability. It has also been acknowledged by external bodies such as Ethisphere, which has named L’Oréal “One of the World’s Most Ethical Companies” for the sixth year.

Our sustainability policy is based on the L’Oréal Code of Ethics and our strong ethical principles: Integrity, Respect, Courage and Transparency. We strive to implement initiatives in line with the latest United Nations Sustainable Development Goals.”



A handwritten signature in black ink, consisting of several overlapping, stylized lines that form the name 'JP AGON'.

Jean-Paul AGON,
Chairman and Chief Executive Officer

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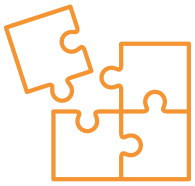
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Implementing the 10 Principles

CRITERION 1

The COP describes mainstreaming into corporate functions and business units

INDICATORS	ANSWERS
<p>Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc.) ensuring no function conflicts with company's sustainability commitments and objectives</p>	<p>The Senior Vice President & Chief Ethics Officer is the United Nations Global Compact contact, reports to the Chairman and CEO and participates in the Group's Corporate Responsibility Steering Committee.</p> <p>Since 2015, the Sustainable Development Department reports directly to L'Oréal's CEO, since our commitment is cross-functional and strategic for all L'Oréal functions, brands, divisions and countries.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com • 2015 Registration Document 1.3.2.5 p.12 • 2015 Sharing Beauty With All Progress Report p.5
<p>Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy</p>	<p>See: Code of Ethics <i>Sharing Beauty With All</i> Sustainability Commitments</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics • Sharing Beauty With All section on loreal.com
<p>Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary</p>	<p>Country Managers (or for Corporate or Zone staff, the members of the Group Executive Committee to whom they report) are responsible for ensuring the respect of the Code of Ethics.</p> <p>The Ethics Correspondents network allows all employees to have a local point of contact.</p> <p>In addition, a global network of sustainability correspondents has been put in place in the different subsidiaries of L'Oréal everywhere around the world, and in the different corporate entities (Research, Operations, brands) in order to deploy L'Oréal's sustainability strategy.</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.7.2.1 p.104 • Sharing Beauty With All section on loreal.com





INDICATORS	ANSWERS
<p>Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs</p>	<p>In 2013, Jean-Paul Agon, Chairman and Chief Executive Officer of L'Oréal, announced the commitments that L'Oréal has set itself by 2020 to reduce its impact while achieving its growth ambition. <i>Sharing Beauty With All</i> is a commitment which covers four areas:</p> <p>1 - Innovating sustainably By 2020, the Group will innovate so that 100% of products have an environmental or social benefit.</p> <p>2 - Producing sustainably By 2020, the Group commits to reducing its environmental footprint by 60%, whilst bringing beauty to one billion new consumers.</p> <p>3 - Living sustainably By 2020, the Group will empower every L'Oréal consumer to make sustainable consumption choices while enhancing the beauty of the planet.</p> <p>4 - Developing sustainably</p> <ul style="list-style-type: none"> - With employees - by 2020, L'Oréal employees will have access to healthcare, social protection and training, wherever they are in the world; - With suppliers - by 2020, 100% of the Group's strategic suppliers will be participating in the supplier sustainability programme; - With communities - by 2020, through its actions, the Group will enable more than 100,000 people from underprivileged communities, equivalent to the size of our workforce, to access work. <p>• 2015 Sharing Beauty With All Progress Report p. 8-9</p>
<p>Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts</p>	<p>The Senior Vice-President and Chief Ethics Officer, who reports directly to the Chairman and Chief Executive Officer, is in charge of ensuring the promotion and integration of best practices within the Group, providing guidance in ethical decision-making. He has a dedicated budget and team, has access to all the information and documents concerning the Group's activities and can call upon all the Group's teams and resources to carry out his mission.</p> <p>The CSR and Sustainability Department serves as an interface between all the different corporate functions on sustainability and manages non-financial reporting.</p> <p>• 2015 Registration Document 2.7.2.1 p.104</p>



INDICATORS	ANSWERS
Other established or emerging best practices	<p>In 2015, L'Oréal was recognized for the sixth time by Ethisphere as one of the World's Most Ethical Companies and the Senior Vice-President and Chief Ethics Officer of L'Oréal was awarded the Carol R. Marshall Award for Innovation in Corporate Ethics from the Ethics & Compliance Initiative (ECI)</p> <p>L'Oréal has been part of the United Nations Global Compact 100 index since its creation in 2013.</p> <p>Moreover, L'Oréal's efforts and progress were recognised and rewarded as in previous years by the most demanding organisations in this field e.g. Vigeo, Oekom & Carbon Disclosure Project (CDP) which acknowledged L'Oréal as a leader in the fight against climate change for the third consecutive year in 2015.</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.7.2.1 p.104; 3. p.116 • 2015 Sharing Beauty With All Progress Report p.27 • Acting Ethically section on loreal.com <p>In many areas L'Oréal adopts best practices which go beyond the law (see criteria 3, 6, 9). In particular, the Code of Ethics provides that “where local law or customs impose higher standards than those set out in the Code, local law and customs should always apply. If, by contrast, the Code provides for a higher standard, it should prevail, unless this results in illegal activity.”</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics

CRITERION 2

The COP describes value chain implementation

INDICATORS	ANSWERS
Analyse each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts	<p>For an upstream example, see Reducing the environmental impact of formulas.</p> <p>For a downstream example, see Reducing the environmental impact related to transportation.</p> <p>To prepare the risk map for the countries presenting risks, L'Oréal uses the Verisk Maplecroft™ indexes.</p> <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report p.11; p.16 • 2015 Registration Document 3.1.3.4 p. 142; 3.1.4.4 p.152





INDICATORS	ANSWERS
<p>Communicate policies and expectations to suppliers and other relevant business partners</p>	<p>In order to embed social, ethical and environmental concerns within its supply chain, L'Oréal launched in 2002 the <i>Buy & Care</i> programme, adhered to by all the Group's purchasers. L'Oréal asks its suppliers and subcontractors to comply with the Fundamental Conventions of the International Labour Organisation as well as local legislation, in particular with regard to minimum wages, working time and health and safety.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.4.2 p.173 <p>Through its <i>Sharing Beauty With All</i> programme, L'Oréal committed to associate suppliers to its sustainability commitments, providing them with the tools to ensure continuous improvement.</p> <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report p.24
<p>Implement monitoring and assurance mechanisms (e.g. audits/screenings) for compliance within the company's sphere of influence</p>	<p>At L'Oréal, Internal Control is a system that applies to the Company and its consolidated subsidiaries ("the Group") and aims at ensuring that:</p> <ul style="list-style-type: none"> - economic and financial targets are achieved in compliance with the laws and regulations in force; - the orientations set by General Management are followed; - the Group's assets are valued and protected; - the Group's financial and accounting information is reliable and provides true and fair statements. <ul style="list-style-type: none"> • 2015 Registration Document 2.7.1 p.103 <p>Sourcing teams forge their supplier relationships around five performance pillars: quality, supply chain & service, CSR, innovation and competitiveness. The approach is underpinned by a standard assessment used worldwide and harmonised across all sourcing domains. The CSR pillar represents 20% of the total assessment. It covers both environmental and social considerations through a set of criteria including:</p> <ul style="list-style-type: none"> - the results of social audits: 951 social audits were carried out in 2015, for a total of 7,080 social audits since 2006; - an Ecovadis assessment of suppliers' CSR policies: by the end of 2015, more than 400 suppliers - 137 of them strategic (up from 130 suppliers in 2014, of which 92 were strategic) - had been assessed, representing a total of more than 74% of the Group's strategic suppliers. <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report p.24



INDICATORS	ANSWERS
<p>Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners</p>	<p>Within the framework of its commitments for 2020 under the <i>Sharing Beauty With All</i> programme, L'Oréal has undertaken to ensure that:</p> <ul style="list-style-type: none"> - all its strategic suppliers will be evaluated and selected based on their social and environmental performance 2015 result: 51% - all its strategic suppliers will have completed a self-assessment of their sustainability policy with the Group's support 2015 result: 74% - all suppliers will also have access to L'Oréal training tools by 2020 in order to improve their sustainability policies 2015 result: first two "toolboxes" made available to suppliers E-learning modules will be made available as from the beginning of 2016 - 20% of strategic suppliers will be associated with the <i>Solidarity Sourcing</i> programme 2015 results: 4% <ul style="list-style-type: none"> • 2015 Registration Document 3.2.4.2 p.173 • 2015 Sharing Beauty With All Progress Report p.9; p.24
<p>Other established or emerging best practices</p>	<p>In 2015, 57,200 people accessed work through the <i>Solidarity Sourcing</i> programme.</p> <p>Following on from the CDP pilot WATER supply chain project carried out in 2013, L'Oréal contacted 28 suppliers in order to involve them in this process. These suppliers were chosen on the basis of their water impact (technologies that use a lot of water), their location in water stress zones, and their importance for the Group. In 2015, 22 of them participated.</p> <p>The Group's subcontractors and its suppliers of raw materials, packaging, production equipment and POS advertising/ Promotional items and materials located in countries where there is considered to be a risk are mandatorily subject to a social audit.</p> <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report p.23 • 2015 Registration Document 1.7.3.2 p.35; 3.2.4.2 p.174-175



Robust human rights management policies & procedures

CRITERION 3

The COP describes robust commitments, strategies or policies in the area of human rights

INDICATORS	ANSWERS
<p>Commitment to comply with all applicable laws and respect internationally recognized Human Rights, wherever the company operates (e.g., the Universal Declaration of Human Rights, Guiding Principles on Human Rights)</p>	<p>L'Oréal is committed to respecting and promoting Human Rights, namely by reference to the Universal Declaration of Human Rights dated December 10, 1948, and the United Nations Guiding Principles on Business and Human Rights dated June 16, 2011. L'Oréal has been a signatory of the United Nations Global Compact since 2003 and supports the UN Women's Empowerment Principles.</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics
<p>Integrated or stand-alone statement of policy expressing commitment to respect and support Human Rights approved at the most senior level of the company</p>	<p>The Code of Ethics is signed by the Chairman and Chief Executive Officer as well as the members of the Group's Executive Committee.</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics • Acting Ethically section on loreal.com
<p>Statement of policy stipulating Human Rights expectations of personnel, business partners and other parties directly linked to operations, products or services</p>	<p>L'Oréal's commitments on Human Rights are set out in the L'Oréal Spirit and Code of Ethics.</p> <p>L'Oréal is present in many countries, and is particularly vigilant on issues covered by the Fundamental Conventions of the International Labour Organisation (prohibition of child labour and forced labour, respect of freedom of association), promotion of diversity, women's rights, respect for the rights of people to use their natural resources and the right to health.</p> <p>Several chapters of the Code of Ethics are devoted to the practical implementation of respect for Human Rights: health, safety and security, diversity, bullying and sexual harassment, respect for privacy, contribution to the community and supplier selection and fair treatment of suppliers.</p> <p>L'Oréal's policy on child labour is also set out in its "Suppliers/ Subcontractors and Child Labour" guide.</p> <ul style="list-style-type: none"> • The L'Oréal Spirit • L'Oréal Code of Ethics • Suppliers/Subcontractors and Child Labour
<p>Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties</p>	<p>The L'Oréal Spirit and the Code of Ethics are publically available on loreal.com</p> <ul style="list-style-type: none"> • The L'Oréal Spirit • L'Oréal Code of Ethics





INDICATORS	ANSWERS
Other established or emerging best practices	<p>In 2014, the Chairman and Chief Executive Officer signed, on behalf of L'Oréal, the Women's Empowerment Principles, a UN Women and UN Global Compact initiative, which aims to promote gender equality and for the empowerment of women in the workplace, marketplace and community.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.151 <p>In countries where freedom of association and the right to collective bargaining are restricted or non-existent, L'Oréal ensures that other modes of dialogue exist with its employees enabling them to report any concerns they have.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.153 <p>L'Oréal has chosen to set a compulsory minimum age of 16 for its entire staff, a minimum age which is higher than that required by the International Labour Organisation.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.153; 3.2.4.2 p.174

CRITERION 4

The COP describes effective management systems to integrate the human rights principles

INDICATORS	ANSWERS
Process to ensure that internationally recognized Human Rights are respected	<p>L'Oréal ensures that Human Rights are respected via continued communication, training, due diligence, risk assessment and monitoring.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152
On-going due diligence process that includes an assessment of actual and potential Human Rights impacts	<p>Ongoing due diligence is based on Verisk Maplecroft™ indexes with regard to child labour, forced labour, health and safety, non-discrimination, respect of privacy and right of indigenous people.</p> <p>At local level, an ethics self-assessment tool enables Country Managers to assess their possible ethical risks (including those relating to Human Rights) and to take the necessary corrective action.</p> <p>The risk analysis for suppliers and subcontractors is performed by the Purchasing Department, notably by means of social audits.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152-153



INDICATORS	ANSWERS
<p>Internal awareness-raising and training on Human Rights for management and employees</p>	<p>Every year since 2009, L'Oréal organizes an Ethics Day in order to ensure ongoing internal communication on this topic. All the Group's employees are able to ask L'Oréal's Chairman and Chief Executive Officer questions which he answers during a live webchat. All Country Managers also have the opportunity to discuss ethics with their employees.</p> <p>In 2015, more than half the Group's employees took part in this dialogue and over 4,100 questions were asked worldwide.</p> <p>A compulsory e-learning course on ethics, namely covering Human Rights subjects, is being rolled out in all countries.</p> <p>As of December 31, 2015, 75% of employees with access to the online module had completed the course.</p> <p>In 2015, 90% of the Group's countries included subjects related to Human Rights (health, safety and security, diversity, harassment and bullying, sexual harassment, privacy, contribution to the community, and supplier selection and fair treatment of suppliers) in their local training programmes and 97% of the countries communicated on at least one of these topics.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152
<p>Operational-level grievance mechanisms for those potentially impacted by the company's activities</p>	<p>Concerns and questions can be reported in accordance with L'Oréal's Open Talk policy.</p> <p>The Ethics Correspondents' network allows all employees to have a local point of contact.</p> <p>Employees can ultimately use the L'Oréal Open Talk website which provides a secure mechanism for raising concerns directly with the Chief Ethics Officer, including those relating to Human Rights.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com • 2015 Registration Document 2.7.2.1 p.104; 3.1.4.4 p.152
<p>Allocation of responsibilities and accountability for addressing Human Rights impacts</p>	<p>The Senior Vice President and Chief Ethics Officer is in charge of overseeing the respect of Human Rights. This mission has been entrusted to him by L'Oréal's Chairman and Chief Executive Officer, to whom he reports regularly. He informs the Board of Directors and the Executive Committee.</p> <p>Country Managers are in charge of implementing the Human Rights policy in their country. The Group's Senior Vice-President and Chief Ethics Officer meets systematically with each new Country Manager and Country Human Resources Director in order to raise their awareness on Human Rights issues.</p> <p>The Human Resources teams are responsible for respect for Human Rights with regard to employees.</p> <p>The Purchasing teams are responsible for respect for Human Rights at the sites of suppliers and subcontractors.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.151 and 152
<p>Internal decision-making, budget and oversight for effective responses to Human Rights impacts</p>	<p>See above.</p>



INDICATORS	ANSWERS
<p>Processes to provide for or cooperate in the remediation of adverse Human Rights impacts that the company has caused or contributed to</p>	<p>Any allegation raised in good faith is examined in detail and appropriate measures are taken, where necessary, in the event of non-compliance with the Human Rights policy.</p> <p>With regard to suppliers, the most serious cases of non-compliance or the absence of effective implementation of a corrective action plan may lead to breaking off commercial relations or, where applicable, non-referencing of a new supplier.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152-153
<p>Process and programmes in place to support Human Rights through: core business; strategic philanthropic/social investment; public policy engagement/advocacy; partnerships and/or other forms of collective action</p>	<p>In 2010, L'Oréal created <i>Solidarity Sourcing</i>, a global purchasing programme designed to help people from economically vulnerable communities find lasting employment and income. 25 new projects were introduced in 2015, bringing the total number of initiatives to 208, benefiting 34,800 people around the world. Furthermore, The Body Shop's Community Fair Trade programme helped 22,400 people access work. Overall, 57,200 people now benefit from these two initiatives.</p> <p>L'Oréal has pledged to associate 20% of its strategic suppliers with <i>Solidarity Sourcing</i> by 2020. By the close of 2015, 4% of strategic suppliers had implemented a <i>Solidarity Sourcing</i> initiative. Between 2012 and 2015, the number of purchasers managing a <i>Solidarity Sourcing</i> project more than doubled, increasing from 56 to 130.</p> <p>To fight against the under-representation of women in the scientific world, L'Oréal created the <i>L'Oréal-UNESCO For Women in Science</i> programme with UNESCO in 1998. Over the past 18 years, more than 2,500 women of science from over 110 countries have received a distinction and have been rewarded. In 2015, over 250 scholarships have been awarded worldwide including 20 in France.</p> <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report p.23 • 2015 Registration Document 3.2.4.2 p.173 and 176; 3.1.4.2. p.145
<p>Other established or emerging best practices</p>	<p>All framework agreements signed with suppliers/ subcontractors contain a societal clause providing for compliance with the Fundamental Conventions of the International Labour Organisation.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.151 <p>Consideration for the rights of indigenous people is embedded in various operating procedures.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152



CRITERION 5

The COP describes effective monitoring and evaluation mechanisms of human rights integration

INDICATORS	ANSWERS
<p>System to monitor the effectiveness of Human Rights policies and implementation with quantitative and qualitative metrics, including in the supply chain</p>	<p>An annual ethics reporting system covers all the subjects addressed in the Code of Ethics. This information namely helps to assess the Group's performance in terms of the application of Human Rights.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152 <p>L'Oréal's <i>Buy & Care</i> programme comprises a section aimed at an audit of this compliance with social legislation enabling it to ensure that its suppliers comply with the applicable laws, Human Rights and labour law, and ensure safety for their teams and health and hygiene in the workplace.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.151; 3.2.4.2 p.173-174
<p>Monitoring drawn from internal and external feedback, including affected stakeholders</p>	<p>L'Oréal regularly runs employee surveys, including questions on respect and diversity.</p> <p>L'Oréal identified the 29 most important topics for stakeholders, through a rigorous analysis of their occurrence and intensity in the information resulting from stakeholder dialogue, such as the minutes of Stakeholder Forums or reports drawn up by sustainability rating agencies for example. Human rights were classified as a top subject.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.1 p.143 • 2015 Sharing Beauty With All Progress Report p.27
<p>Leadership review of monitoring and improvement results</p>	<p>The Chief Ethics Officer reports regularly to the Chairman and Chief Executive Officer. He informs the Board of Directors and the Executive Committee.</p> <ul style="list-style-type: none"> • 2015 Registration Document, 3.1.4.4 p.151
<p>Process to deal with incidents the company has caused or contributed to for internal and external stakeholders</p>	<p>Concerns and questions can be reported in accordance with L'Oréal's Open Talk policy.</p> <p>The Ethics Correspondents' network allows all employees to have a local point of contact.</p> <p>Employees can ultimately use the L'Oréal Open Talk website which provides a secure mechanism for raising concerns directly with the Chief Ethics Officer, including those relating to Human Rights.</p> <p>External stakeholders (e.g., suppliers and local communities) may also consult the Chief Ethics Officer.</p> <p>Any allegation raised in good faith is examined in detail and appropriate measures are taken, where necessary, in the event of non-compliance with the Human Rights policy.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com • 2015 Registration Document 2.7.2.1 p.104; 3.1.4.4 p.152 <p>With regards suppliers, the most serious cases of non-compliance or the absence of effective implementation of a corrective action plan may lead to breaking off commercial relations or, where applicable, non-referencing of a new supplier.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.153



INDICATORS	ANSWERS
<p>Grievance mechanisms that are legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning, and based on engagement and dialogue</p>	<p>See above.</p>
<p>Outcomes of integration of the Human Rights principles</p>	<p>In 2015, 951 social audits were carried out, making a total of 7,080 such audits since 2006.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.4.2 p.175 <p>No substantial risks with relation to freedom of association, child labour and forced labour have been identified.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.153 <p>No alleged Human Rights violations were reported to the Chief Ethics Officer in 2015. The Chief Ethics Officer was not informed of any alleged violation of indigenous peoples in 2015.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152
<p>Other established or emerging best practices</p>	<p>Within the scope of the legal due diligence reviews carried out prior to proposed acquisitions, the Group’s Legal Department includes an “Ethics and Human Rights questionnaire” prepared by the Office of the Chief Ethics Officer. The answers to this questionnaire submitted to target companies are intended to identify whether the risks related, <i>inter alia</i>, to failure to respect of Human Rights have been taken into account by such companies.</p> <p>The agreement of the Group’s Security Department is required before choosing a new security services provider or renewing an ongoing contract with such a service provider. Where it is locally possible, L’Oréal gives preference to security service providers who have adhered to the International Code of Conduct for Private Security Service Providers.</p> <p>The subsidiaries enter into contracts locally for property security services and check on the skills, official accreditations and training of security guards.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152



Robust labour management policies & procedures

CRITERION 6

The COP describes robust commitments, strategies or policies in the area of labour

INDICATORS	ANSWERS
Reference to principles of relevant international labour standards (ILO Conventions) and other normative international instruments in company policies	<p>L'Oréal is particularly vigilant on issues covered by the Fundamental Conventions of the International Labour Organisation (prohibition of child labour and forced labour, respect of freedom of association), promotion of diversity, women's rights, respect for the right of people to use their natural resources and the right to health.</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics
Reflection on the relevance of the labour principles for the company	<p>L'Oréal has built its human and social project around two priorities: individual performance and social performance.</p> <ul style="list-style-type: none"> • 2015 Registration Document 1.3.1.6 p.8
Written company policy to obey national labour law, respect principles of the relevant international labour standards in company operations worldwide, and engage in dialogue with representative organisation of the workers (international, sectorial, national)	<p>See: L'Oréal's Code of Ethics Human Resources policy</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics • 2015 Registration Document 2.7.2.1 p.105; 2.7.2.4 p.106; 3.1.4.4 p.153
Inclusion of reference to the principles contained in the relevant international labour standards in contracts with suppliers and other relevant business partners	<p>Suppliers and subcontractors are asked to comply with the ethical commitment that refers to compliance with the Fundamental Conventions of the International Labour Organisation as well as local legislation, in particular with regard to minimum wages, working time, and health and safety.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.151; 3.2.4.2 p.174
Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation	<p>For L'Oréal, there can be no sustainable economic growth without social progress. Throughout its history, the Group has set itself the target of offering an environment in which everyone can reveal their talents, improve and thrive.</p> <p>L'Oréal's <i>Share & Care</i> programme launched in 2013 and now implemented in all the Group's subsidiaries, aims to offer employees in all the countries where the Group is present the same minimum set of social benefits in the areas of healthcare and social protection but also parenthood and the quality of life at work. It also encourages each subsidiary to launch its own initiatives to meet local expectations.</p> <p>L'Oréal has been engaged, for over 10 years, in an innovative, ambitious Diversity & Inclusion (D&I) policy. The Group has set itself three global priorities: gender equality, inclusion of persons with disabilities and inclusion of persons of different social and ethnic origins.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2 p.118, 3.1.2.7 p.131



INDICATORS	ANSWERS
<p>Participation and leadership in wider efforts by employers' organizations (international and national levels) to jointly address challenges related to labour standards in the countries of operation, possibly in a tripartite approach (business – trade union – government)</p>	<p>Preparation of the L'Oréal <i>Share & Care</i> programme attracted the attention of the ILO (International Labour Organization) in the context of its study on the contribution by large companies to social protection all over the world.</p> <p>Close collaboration was developed and enabled the ILO to launch the Global Business Network for Social Protection which aims to act collectively and mobilise companies in order to create a basic set of social protection measures for everyone. L'Oréal is a founding member of this new business network created by the ILO to promote social protection all over the world.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.4 p.125
<p>Structural engagement with a global union, possibly via a Global Framework Agreement</p>	<p>An agreement signed in 1996 between L'Oréal and French and European trade unions (FECCIA and EMCEF) led to the establishment of the Company's Instance Européenne de Dialogue Social/European Works Council (IEDS/EWC).</p> <p>The IEDS/EWC covers approximately 33,700 employees in 27 countries which are part of the European Economic Area; among whom the 16 countries with more than 150 employees are directly represented.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.6 p.130
<p>Other established or emerging best practices</p>	<p>The L'Oréal <i>Share & Care</i> programme aims to give the Group's employees the best benefits in four areas:</p> <ul style="list-style-type: none"> - Protect: to provide employees and their families with effective financial protection in case of unexpected life events. - Care: to contribute to employees' good health, providing employees and their families with access to a high-quality healthcare system that is among the top performers on the local market. - Balance: to allow everyone to enjoy their family life and events like maternity, while pursuing their careers. - Enjoy: to offer a high standard quality of life at work and contribute to the professional and personal fulfilment of every employee. <p>The L'Oréal <i>Share & Care</i> programme aims at making each country a social innovation laboratory, by encouraging them to develop initiatives that correspond to the wishes of their employees.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.4 p.123 • 2015 Sharing Beauty With All Progress Report p.25 <p>Concerning the abolition of child labour, all L'Oréal entities are required to verify the age of their new employees when they are hired.</p> <p>L'Oréal has chosen to set a compulsory minimum age of 16 for its entire staff, a minimum age which is higher than that required by the International Labour Organisation.</p> <p>In light of their young age, employees who are between 16 and 18 years old are subject to specific measures and in particular: no night work, no overtime, no work involving the use of hazardous substances or tools, no carrying of heavy loads, the implementation of a reinforced training programme, appointment of an internal "tutor" and inclusion on a special register.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.153



CRITERION 7

The COP describes effective management systems to integrate the labour principles

INDICATORS	ANSWERS
Risk and impact assessments in the area of labour	<p>Employee survey Social dialogue EHS culture audits Gender Equality Audits</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.6 p.130; 3.1.3.2 p.137; 3.1.2.7 p.131-132
Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labour standards	<p>Social dialogue organisation</p> <p>In Europe, since 1996, the IEDS/EWC (Instance Européenne de Dialogue Social/European Works Council) is in place and “Working conditions” is a fix point recurring at each plenary meeting.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.6 p.130
Allocation of responsibilities and accountability within the organisation	<p>The Group Collective & Social Relations Director is responsible and accountable for the integration of labour principles within the organisation.</p>
Internal awareness-raising and training on the labour principles for management and employees	<p>L’Oréal has undertaken to train its employees in diversity by organising <i>Diversity Workshops</i>. As of the end of 2015, this one-day in-class training session made it possible to raise awareness among over 18,000 employees.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com • 2015 Registration Document 3.1.2.7 p.133
Active engagement with suppliers to address labour-related challenges	<p>In order to embed social, ethical and environmental concerns within its supply chain, in 2002 L’Oréal launched the <i>Buy & Care</i> programme, adhered to by all the Group’s purchasers. Within the framework of this programme, L’Oréal asks its suppliers and subcontractors to comply with the Fundamental Conventions of the International Labour Organisation as well as local legislation, in particular with regard to minimum wages, working time and health and safety.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.4.2 p.173-174 • 2015 Sharing Beauty With All Progress Report p.24
Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) available for workers to report concerns, make suggestions or seek advice, designed and operated in agreement with the representative organisation of workers	<p>Concerns and questions can be reported in accordance with L’Oréal’s Open Talk policy.</p> <p>The Ethics Correspondents’ network allows all employees to have a local point of contact.</p> <p>Employees can ultimately use the L’Oréal Open Talk website which provides a secure mechanism for raising concerns directly with the Chief Ethics Officer.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com • 2015 Registration Document 2.7.2.1 p.104



INDICATORS	ANSWERS
Other established or emerging best practices	<p>In 2004, L'Oréal was a founding member of the first Diversity Charter in France. The Group has now signed 12 charters in all (Germany, Austria, Belgium, Hungary, Italy, the Netherlands, Poland, Spain, Finland, France, Czech Republic and Sweden), several of which were created at L'Oréal's initiative.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.7 p.131

CRITERION 8

The COP describes effective monitoring and evaluation mechanisms of labour principles integration

INDICATORS	ANSWERS
System to track and measure performance based on standardized performance metrics	<p>Most of the data is collected using the dedicated <i>Country Reporting</i> intranet system, available in all countries in which there is a L'Oréal subsidiary. The system covers several topics: workforce, training, absenteeism, labour relations, the <i>Share & Care</i> programme, remuneration, recruitment and profit sharing. A special section is dedicated to diversity.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.3.1.3 p.178 <p>There is also an automatic diversity dashboard of 30 indicators on 6 dimensions of diversity such as gender, disability etc... This dashboard helps Human Resources better allocate their diversity efforts.</p> <ul style="list-style-type: none"> • L'Oréal Diversity Report 2010-2015, Diversity in Human Resources, Measuring our Progress <p>L'Oréal's <i>Annual Ethics Reporting</i> system also covers certain items such as child labour and forced labour.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com
Dialogues with the representative organisation of workers to regularly review progress made and jointly identify priorities for the future	<p>Social dialogue organisation</p> <p>In 2015, 176 agreements were signed in France and 81 agreements were signed in the rest of the world. In total, the number of agreements in force at December 31, 2015 was 797.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.6 p.131
Audits or other steps to monitor and improve the working conditions of companies in the supply chain, in line with principles of international labour standards	<p>In 2015, 951 audits were carried out, taking the total since 2006 to 7,080.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.4.2 p.173



INDICATORS	ANSWERS
<p>Process to positively engage with the suppliers to address the challenges (i.e., partnership approach instead of corrective approach) through schemes to improve workplace practices</p>	<p>A <i>Welcome On Board</i> (WOB) supplier referencing process makes sure that suppliers understand L'Oréal's expectations.</p> <ul style="list-style-type: none">• 2015 Registration Document 3.2.4.2 p.174
<p>Outcomes of integration of the Labour principles</p>	<p>Suppliers social audits results in 2015:</p> <ul style="list-style-type: none">- 20.7% of the incidents of non-compliance related to remuneration- 23.1% related to working hours- 37.5% related to working conditions, health and safety <ul style="list-style-type: none">• 2015 Registration Document 3.5 p.185
<p>Other established or emerging best practices</p>	<p>Supplier social audits are carried out on behalf of L'Oréal by independent external service providers. The initial audits and the re-audits three years later are financed by L'Oréal and the follow-up audits are paid by the suppliers.</p> <ul style="list-style-type: none">• 2015 Registration Document 3.2.4.2 p.174



Robust environmental management policies & procedures

CRITERION 9

The COP describes robust commitments, strategies or policies in the area of environmental stewardship

INDICATORS	ANSWERS
Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development)	<p>In 2010, the signatory countries to the Convention on Biological Diversity adopted the Nagoya protocol, aimed at regulating access to the resources of a given region and the fair and equitable sharing of the benefits arising from the use of those resources.</p> <p>L'Oréal Research was already aware of these issues well before the protocol came into force and since 2005 has continuously striven to secure its supply chains to response to the issues of sustainable use of biodiversity.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.1.1 p.156
Reflection on the relevance of environmental stewardship for the company	<p>L'Oréal is mindful of its impact on the natural environment, including biodiversity, and constantly seeks to reduce it.</p> <p><i>Sharing Beauty With All</i>, L'Oréal's Sustainability Commitments</p> <p>By 2020, the Group pledges to reduce its environmental footprint all along its value chain by :</p> <ul style="list-style-type: none"> - reducing the environmental footprint of its product formula and packaging; - reducing by 60% from a 2005 baseline, the environmental footprint of its operations. <ul style="list-style-type: none"> • The L'Oréal Spirit • Sharing Beauty With All section on loreal.com • 2015 Sharing Beauty With All Progress Report p.8-9; p.11; p.15-18 • 2015 Registration Document 3.1.3.4 p.141
Written company policy on environmental stewardship	<p>See: L'Oréal's Code of Ethics <i>Sharing Beauty With All</i>, L'Oréal's Sustainability Commitments L'Oréal's Environment, Health and Safety (EHS) policy L'Oréal's Environmental policy</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics • 2015 Sharing Beauty With All Progress Report p.8-9 • 2015 Registration Document 3.1.3 p.133-134; 3.1.3.4 p.141-142



INDICATORS	ANSWERS
<p>Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners</p>	<p>Member of the Carbon Disclosure Project (CDP) since 2003 and the CDP Supply chain since 2007, L'Oréal continues to encourage its suppliers to measure and reduce their CO2 emissions. In 2012, L'Oréal stepped up its strategy with regard to the CDP: it is no longer only the environmental experts who discuss these issues with suppliers, buyers trained in the CDP have now become ambassadors of this process. The environmental performance of suppliers and the reduction of greenhouse gas emissions have been integrated into the supplier relationship are therefore discussed at strategic meetings (Business Reviews). In 2015, 183 Business Reviews were carried out.</p> <p>In 2015, L'Oréal obtained scores of A for performance and 99 for transparency and enlisted 237 suppliers as members for this project.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3 p. 116; 3.1.3.4 p.142; 3.2.4.2 p.173 • 2015 Sharing Beauty With All Progress Report p.24
<p>Specific commitments and goals for specified years</p>	<p><i>Sharing Beauty With All</i>, L'Oréal's Sustainability Commitments</p> <p>2020 Targets :</p> <ul style="list-style-type: none"> - 100 % of L'Oréal products will demonstrate an environmental or social benefit - A 60% reduction of CO2 emissions at the Group's plants and distribution centres in absolute terms, from a 2005 baseline - A 60% reduction in water consumption per finished product unit from a 2005 baseline - A 60% reduction in waste generation per finished product unit from a 2005 baseline - Sending zero industrial waste to landfill - Reducing the CO2 emissions from transportation of products by 20% per finished product/Km from a 2011 baseline - In 2015, L'Oréal announced its ambition to balance its residual CO2 emissions (scopes 1 & 2, downstream transport of its finished products) by 2020, in order to become a "Carbon balanced" company <p>In December 2015 at the time of the COP21, L'Oréal pledged that suppliers representing 80% of direct purchases:</p> <ul style="list-style-type: none"> - will participate in the CDP Supply Chain; - will set targets for reducing their carbon footprint; - will communicate on their action plans to succeed in reaching this target <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report, p. 6-9; p.24 • 2015 Registration Document 3.2 p.155; 3.2.2.1 p.166; 3.2.4.2 p.175



INDICATORS	ANSWERS
<p>Other established or emerging best practices</p>	<p>Because deforestation is a major cause of greenhouse gas emissions, L'Oréal made a public commitment in 2014 to a "Zero deforestation" policy with the aim that none of its products will be associated with deforestation by 2020 at the latest.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.1.1 p.158 • 2015 Sharing Beauty With All Progress Report p.14 <p>At the end of 2015, 100% of purchases of palm oil and derivatives are certified as sustainable according to the RSPO criteria (www.rspo.org), 100% of soya oil purchases in Brazil are certified as organic and obtained from fair trade sources, 100% of paper used for product leaflets and 99.8% of the cardboard used for boxes are from sustainably managed forests (FSC or PEFC).</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.1.1 p.159 • 2015 Sharing Beauty With All Progress Report p.14 • 2015 Palm Oil Progress Report <p>The Group currently has 44 factories, 36 of which are ISO 14001-certified (Environmental management). An ISO 50001 (Energy management) certification programme was launched in 2015, with the objective of certifying all its factories by 2020.</p> <p>As of the end of 2015, 11% of the factories had been ISO 50001 certified, namely 5 factories: 3 in France, 1 in India and 1 in Germany.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.3.4 p.142

CRITERION 10

The COP describes effective management systems to integrate the environmental principles

INDICATORS	ANSWERS
<p>Environmental risk and impact assessments</p>	<p>L'Oréal has a comprehensive programme of EHS audits, which includes risk audits, "Culture Audits", combined Risk and Culture audits, loss prevention audits by insurance companies, real estate audits and subcontractor audits.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.3.2 p.137



INDICATORS	ANSWERS
<p>Assessments of lifecycle impact of products, ensuring environmentally sound management policies</p>	<p>L'Oréal has made the commitment that 100% of new products will have an environmental or social benefit by 2020. This means that every time L'Oréal creates or renovates a product, L'Oréal will improve its environmental or social profile against at least one of the following criteria:</p> <ul style="list-style-type: none"> - The new formula will reduce the environmental footprint, particularly with regard water use - The new formula will use sustainably sourced renewable raw materials or raw materials derived from green chemistry - The new packaging will have an improved environmental profile - The new product will have a positive social impact <p>2015 results: 74% of new or renovated products have an improved environmental or social profile.</p> <p>Since 2014, the Group has put in place a simplified tool that makes it possible to assess, in the form of an index, the social and environmental performance of its products.</p> <p>Four brands (Biotherm, Redken US, Garnier and La Roche-Posay) have been pilots to test this assessment tool over the whole of 2015, and thus assessed the performance of their products on the basis of 11 environmental and social criteria.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.1 p.156; 3.2.3.1 p.170 • 2015 Sharing Beauty With All Progress Report p.20-21
<p>Allocation of responsibilities and accountability within the organisation</p>	<p>The Group Quality & EHS Director reports to the Executive Vice-President Operations, who in turn reports to the Group Chairman and Chief Executive Officer. He is responsible for safety, health and the environment.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.3.2 p.135
<p>Internal awareness-raising and training on environmental stewardship for management and employees</p>	<p>The EHS expertise training course, launched in 2013 specifically for the EHS teams, continued to be deployed in 2015. 46 people have been trained worldwide.</p> <p>Managers continue to receive training in environment, health and safety culture all over the world. In 2015, 183 managers and supervisors took part in the <i>EHS Operations and Labs</i> course and 48 top managers in a session on <i>EHS Safety & Leadership</i>.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.3.2 p.136
<p>Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts</p>	<p>The first point of contact for employees is their Environment, Health and Safety manager.</p> <p>Concerns and questions can be reported in accordance with L'Oréal's Open Talk policy.</p> <p>The Ethics Correspondents' network allows all employees to have a local point of contact.</p> <p>Employees can ultimately use the L'Oréal Open Talk website which provides a secure mechanism for raising concerns directly with the Chief Ethics Officer.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com • 2015 Registration Document 2.7.2.1 p.104





INDICATORS	ANSWERS
Other established or emerging best practices	<p>The remuneration of factory managers and distribution centre managers is partly linked to their performances in the areas of safety, health and the environment.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.3.2 p.135 <p>A standard tool for analysis and exhaustive mapping of water consumption has been deployed in each of the Group's factories – the "Waterscan tool". This tool makes it possible to categorise the different uses of water (washing, cooling, sanitation, etc.) and to identify consumption in each of these categories. The best performances for a given use are established as a Group standard, and are then set as a target for each factory.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.2.2 p.167

CRITERION 11

The COP describes effective monitoring and evaluation mechanisms for environmental stewardship

INDICATORS	ANSWERS
System to track and measure performance based on standardized performance metrics	<p>82% of L'Oréal factories are ISO 14001-certified.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.3.4 p.142
Leadership review of monitoring and improvement results	<p>The Strategy and Sustainable Development Committee reports on its work to the Board whenever necessary, and at least once a year.</p> <ul style="list-style-type: none"> • 2015 Registration Document 5.1 p.83
Process to deal with incidents	<p>In the area of safety, the Group ensures compliance with the regulations and observance of its own standards on its industrial sites (plants or distribution centres). This was recently extended to Administrative and R&I sites. Subcontractor manufacturers are audited on a risk based approach to ensure the safety of persons and the environment. In 2016, this will be extended to subcontractor distribution centres.</p> <p>The EHS manual furthermore determines the measures to be applied to control the facilities and activities, in particular to reduce the risks of injury to persons and damage to property and the environment to a minimum. It covers the following areas in particular:</p> <ul style="list-style-type: none"> - the safety of persons and property - fire safety - maintenance and work - risks of accidental pollution - efficiency of the use of resources, water and energy consumption - greenhouse gas emissions, discharges of waste water, waste generation and treatment <p>This policy is accompanied by the monthly reporting of detailed indicators which make it possible to monitor changes in the results with regard to each of these areas and thus to identify anomalies and incidents.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.3 p.134; 3.1.3.2 p.136





INDICATORS	ANSWERS
<p>Audits or other steps to monitor and improve the environmental performance of companies in the supply chain</p>	<p>In order to assess suppliers' environmental performance, a scorecard has been developed jointly with the CDP. In 2015, 237 suppliers (out of the 253 suppliers who were invited), responded positively to L'Oréal's invitation to also join the CDP.</p> <p>In 2015, for the third edition of the Water Disclosure Project, L'Oréal contacted 28 of its suppliers in order to involve them in this process. These suppliers were chosen on the basis of the following 3 criteria: technology that uses a lot of water, location of the production sites in water stressed areas and significance of the volumes of the purchases by L'Oréal. By the end of 2015, 22 of them had agreed to take part in the programme.</p> <p>Furthermore, at the end of 2015, more than 430 suppliers had their social, environmental and ethical policies evaluated by Ecovadis as well as the deployment of such policies at their own suppliers. 137 of them represent 74% of the Group's strategic suppliers.</p> <ul style="list-style-type: none"> • 2015 Registration Document 1.7.3.2 p.35; 3.2.2.2 p.168; 3.2.4.2 p.176 • 2015 Sharing Beauty With All Progress Report p.24
<p>Outcomes of integration of the environmental principles</p>	<p>2015 results:</p> <ul style="list-style-type: none"> - 74% of new or renovated products have an improved environmental or social profile - 22% of new or renovated products have an improved environmental profile thanks to a new formula reducing the environmental footprint - 46% of new or renovated products have an improved environmental/social profile thanks to a new formula using renewable raw materials that are sustainably sourced or derived from green chemistry <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report p.8 <ul style="list-style-type: none"> - 56% reduction in CO2 emissions (tons, in absolute term) from plants and distribution centres since 2005 - 45% reduction in water consumption (litre/finished goods produced) in plants and distribution centres since 2005 - 31% reduction in waste generation (gram/finished goods produced) in plants and distribution centres since 2005 - 0 industrial waste to landfill has been achieved in plants by the end of 2015 <ul style="list-style-type: none"> • 2015 Registration Document 1.7.3.3 p.35 • 2015 Sharing Beauty With All Progress Report p.8 <p>In 2015, 100% of the paper used for product leaflets and 99.8% of the cardboard boxes were from sustainably managed forests in accordance with FSC or PEFC standards.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.1.1 p.159



INDICATORS	ANSWERS
Other established or emerging best practices	<p>4,200 tonnes of packaging materials were saved between 2008 and the end of 2015 due to actions to reduce them at source.</p> <ul style="list-style-type: none">• 2015 Registration Document 3.2.1.2 p.161• 2015 Sharing Beauty With All Progress Report p.13 <p>In late 2015, Matrix in Brazil revamped Biolage, its range of shampoos and conditioners. These products are now packaged in bottles 100% made from plastic biosourced in Brazil using a local sugarcane derivative, bio-PE, a renewable raw material that reduces the carbon footprint of the product. This is the Group's first bioplastic bottle.</p> <ul style="list-style-type: none">• 2015 Sharing Beauty With All Progress Report p.13 <p>For the third year running, CDP has given L'Oréal an A rating representing the highest level of performance in the Climate Disclosure Leadership Index (CDLI) for the management of its carbon footprint and in and its strategy to cope with climate change.</p> <ul style="list-style-type: none">• 2015 Registration Document 3 p.116• 2015 Sharing Beauty With All Progress Report p.27



Robust anti-corruption management policies & procedures

CRITERION 12

The COP describes robust commitments, strategies or policies in the area of anti-corruption

INDICATORS	ANSWERS
Publicly stated formal policy of zero-tolerance of corruption	<p>L'Oréal's Code of Ethics publicly states a zero-tolerance policy on corruption. It applies to all Group employees, executive officers and directors, and members of the Executive and Management Committees, and to those of its subsidiaries worldwide.</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics • The L'Oréal Spirit • 2015 Registration Document 3.1.4.4 p.148
Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes	<p>L'Oréal's Code of Ethics publicly states a commitment to respect the laws of the countries in which it operates.</p> <p>The Group Legal Department and local internal or external legal advisors helps L'Oréal's business units to keep abreast of changes in the local law.</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics • Acting Ethically section on loreal.com • 2015 Registration Document 3.1.4.4 p.148-149
Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption	<p>L'Oréal is a signatory of the United Nations Global Compact, supports the fight against corruption, and undertakes to comply with the United Nations Anti-Corruption Convention of October 31, 2003 and to apply all the applicable laws, including anti-corruption laws.</p> <p>L'Oréal is a member of the International Chamber of Commerce Anti-Corruption Commission and a member of Transparency International France.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.148 • Acting Ethically section on loreal.com



Robust anti-corruption management policies & procedures

INDICATORS	ANSWERS
Detailed policies for high-risk areas of corruption	<p>L'Oréal's Code of Ethics covers issues such as bribery and facilitation payments, conflicts of interests, accuracy in financial records, selections of supplier as well as gifts and entertainment.</p> <p>In 2013, a specific anti-corruption guide was rolled out throughout the Group. This guide, which underlines the need both to respect local practices and regulations and also comply with the Group's ethical commitment, addresses relations with each of L'Oréal's stakeholders and in particular public authorities and intermediaries.</p> <p>To complete the corruption prevention policy, an employee guide was distributed in 2014 to specify the rules with regard to gifts and invitations.</p> <p>Other policies such as "The Way We Buy", a practical and ethical guide on the relationships between suppliers and all employees involved in purchasing decisions, also address these issues. This document currently exists in 12 languages.</p> <ul style="list-style-type: none">• L'Oréal Code of Ethics• 2015 Registration Document 3.1.4.4 p.148-149• Acting Ethically section on loreal.com
Policy on anti-corruption regarding business partners	<p>L'Oréal wants to share its anti-corruption commitment with its business partners and compliance with the law is included in the Group's general terms of purchase.</p> <p>A new anti-corruption clause is currently being rolled out for intermediaries operating in high risk countries.</p> <p>L'Oréal reserves the right to put an end to any relationships with business partners who fail to comply with anti-corruption laws.</p> <ul style="list-style-type: none">• 2015 Registration Document 3.1.4.4 p.150
Other established or emerging best practices	<p>The Chief Ethics Officer meets systematically with each new Country Manager in order to raise their awareness in particular on corruption prevention.</p> <p>During Ethics Day employees are able to ask questions on L'Oréal Ethical Principles, including on the prevention of corruption.</p> <ul style="list-style-type: none">• 2015 Registration Document 3.1.4.4 p.152



CRITERION 13

The COP describes effective management systems to integrate the anti-corruption principle

INDICATORS	ANSWERS
Support by the organisation's leadership for anti-corruption	<p>L'Oréal's corruption prevention policy was approved by the Chairman and Chief Executive Officer and the Executive Committee and presented to the Board of Directors.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.148-149
Carrying out risk assessment of potential areas of corruption	<p>The risk of corruption is included in the Group-level risk assessment.</p> <p>At local level, an ethics self-assessment tool enables Country Managers to assess their possible local ethical risks (including corruption) and to take the necessary corrective action.</p> <p>Within the scope of the legal due diligence reviews carried out prior to acquisitions, the Group's Legal Department includes an "ethics questionnaire" prepared by the Office of the Chief Ethics Officer. The answers to this questionnaire submitted to target companies are intended to identify whether corruption risk prevention has been taken into account by such companies.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.150
Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees	<p>L'Oréal's corruption prevention commitment is supported by Human Resources procedures via the ethical competency "Obtains results with integrity", which is included in the annual appraisal system for all employees.</p> <p>In a spirit of transparency and in order to exchange ideas, the Group communicates regularly - both internally and externally - on the implementation of its corruption prevention policy and programme.</p> <p>Bribery and facilitation payments, gifts and entertainment and conflicts of interests are addressed in the e-learning on ethics.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.150 • Acting Ethically section on loreal.com
Internal checks and balances to ensure consistency with the anti-corruption commitment	<p>The Group's Internal Control system provides for control procedures for operational activities and in particular with regard to separation of tasks.</p> <p>L'Oréal's Annual Ethics Reporting platform helps monitor the group's ethical performance on this subject. Each Country receives a report which allows them to see how they compare to other entities with regards the implementation and monitoring of ethical issues, including corruption prevention.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.150; 3.3.4.3 p.179



Robust anti-corruption management policies & procedures

INDICATORS	ANSWERS
<p>Actions taken to encourage business partners to implement anti-corruption commitments</p>	<p>L'Oréal wants to share its anti-corruption commitment with its business partners and compliance with the law is included in the Group's General Terms of Purchase.</p> <p>A new anti-corruption clause is currently being rolled out for intermediaries operating in high risk countries.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.150
<p>Management responsibility and accountability for implementation of the anti-corruption commitment or policy</p>	<p>The Country Managers, or for Corporate or Zone staff, the members of the Group Executive Committee to whom they report, are responsible for the proper deployment of the corruption prevention programme, and the respect of the corruption prevention policy.</p> <p>The Director of Risk Management and Compliance is in charge of developing the corruption prevention programme. The Risk Management and Compliance Director reports to the Executive Vice President of Administrative & Finance.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.149
<p>Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice</p>	<p>Concerns and questions can be reported in accordance with L'Oréal's Open Talk policy.</p> <p>The Ethics Correspondents' network allows all employees to have a local point of contact.</p> <p>Employees can ultimately use the L'Oréal Open Talk website which provides a secure mechanism for raising concerns directly with the Chief Ethics Officer, including those relating to corruption.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com • 2015 Registration Document 3.1.4.4 p.149; 2.7.2.1 p.104
<p>Internal accounting and auditing procedures related to anticorruption</p>	<p>L'Oréal's Internal Audit teams are particularly vigilant in this respect. Corruption risks are systematically reviewed during internal audit assignments, through individual interviews with regard to Ethics. These interviews include questions specifically concerning corruption and are conducted separately with the Country Manager and the Administrative and Financial Director. They give rise to an individual report reviewed and signed by these latter persons.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.150





CRITERION 14

The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption

INDICATORS	ANSWERS
Leadership review of monitoring and improvement results	<p>The Chief Ethics Officer reports regularly to the Chairman and CEO and informs the Board and Group’s Executive Committee.</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.7.2.1 p.104
Process to deal with incidents	<p>Any allegation raised in good faith is thoroughly examined in detail and appropriate measures are taken, where necessary in the event of non-compliance with L’Oréal’s corruption prevention policy.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com • 2015 Registration Document 3.1.4.4 p.150
Public legal cases regarding corruption	<p>There were no public cases regarding corruption in 2015.</p>
Outcomes of integration of the anti-corruption principle	<p>In 2015, it was decided not to work with three suppliers, including a prospective supplier, due to corruption attempts. A fourth supplier was maintained in the portfolio of L’Oréal suppliers after the implementation of an enhanced action plan: creation of a dedicated Ethics team, of a Code of Ethics, unannounced audits, etc.</p>



Taking action in support of broader UN goals and issues

CRITERION 15

The COP describes core business contributions to un goals and issues

INDICATORS	ANSWERS
<p>Align core business strategy with one or more relevant UN goals/issues</p>	<p>See: Code of Ethics <i>Sharing Beauty With All</i> Sustainability Commitments</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics • 2015 <i>Sharing Beauty With All</i> Progress Report p.8-9 • Sharing Beauty With All section on loreal.com
<p>Develop relevant products and services or design business models that contribute to UN goals/issues</p>	<p>Examples of products or business models contributing to the UN goals and issues include namely Alternative Testing Methods, Green Chemistry, Formula Biodegradability, Packaging Eco-Design, <i>Solidarity Sourcing</i> and The Body Shop's <i>Community Fair Trade</i> programme.</p> <ul style="list-style-type: none"> • 2015 <i>Sharing Beauty With All</i> Progress Report p.12; p.23 • 2015 Registration Document 1.6.3 p.35; 3.2.1 p.156-157; 3.2.1.2 p.160-162; 3.2.1.4 p.162; 3.2.4.3 p.176-177
<p>Adopt and modify operating procedures to maximize contribution to UN goals/issues</p>	<p>See: The L'Oréal Spirit Code of Ethics <i>Sharing Beauty With All</i> Sustainability Commitments L'Oréal's Diversity & Inclusion Policy <i>Share & Care</i> programme <i>Buy & Care</i> programme</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics • Acting Ethically section on loreal.com • 2015 <i>Sharing Beauty With All</i> Progress Report p.8-9; p.24-25 • 2015 Registration Document 3.2 p.155-177; 3.1.2.7 p.131-133; 3.1.2 p.118; 3.2.4.2 p.173 <p>All employees are evaluated according to two ethical competencies: "Acts/ Leads with Human Sensitivity" and "Obtains results with integrity".</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.7.2.1 p.104



INDICATORS	ANSWERS
<p>Other established or emerging best practices</p>	<p>Considered as a residue, the quinoa husk (which protects the grain) has never been used up to now. L'Oréal's researchers have shown that the saponins and polyphenols that it contains have exfoliating properties.</p> <p>In 2015, the Group set up a responsible procurement project for quinoa husks in Bolivia, thereby offering a new outlet for this crop which be of benefit to 250 families.</p> <p>With its local partners, L'Oréal contributes to training producers in low-carbon farming practices. Renewable, sustainably sourced, obtained through a green chemistry process and biodegradable, the quinoa husk is an exemplary raw material in L'Oréal's sustainable innovation programme.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.1.1 p.157 • 2015 Sharing Beauty With All Progress Report p.12 <p>To accelerate the mobilisation of its subsidiaries, L'Oréal has conducted every two years, since 2008, an internal competition known as <i>Disability Initiatives Trophies</i> which reward concrete actions to include people with disabilities.</p> <p>In 2014, 65 countries in the Group showed their commitment to Disability & Inclusion by submitting 80 projects.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.7 p.133

CRITERION 16

The COP describes strategic social investments and philanthropy

INDICATORS	ANSWERS
<p>Pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy</p>	<p>In 2015, the L'Oréal Group invested around 30 million euros in Philanthropy projects through:</p> <ul style="list-style-type: none"> - The L'Oréal Foundation, which developed in France programmes in keeping with the company values, particularly in the fields of Science and Beauty: <i>For Women in Science</i> and <i>Beauty for a Better Life</i> - The L'Oréal corporate divisions that implement locally the L'Oréal Foundation programmes and also support local initiatives. Ex: <i>Hairdressers against AIDS</i> - The L'Oréal Brands that support general interest initiatives in line with their identity and values. Ex.: <i>MySkinCheck</i> (La Roche-Posay), <i>#1DayOn10Liters</i> Challenge (Armani)... <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.2 p.145; 3.2.3.2 p.171



INDICATORS	ANSWERS
<p>Coordinate efforts with other organisations and initiatives to amplify – and not negate or unnecessarily duplicate – the efforts of other contributors</p>	<p>Citizen Day is the day every year when all L'Oréal's staff throughout the world are able to carry out voluntary work for associations, on public utility projects and projects providing support to their surrounding communities, while receiving their normal remuneration for the day from the company.</p> <p>In 2015, nearly 25,000 people in 75 countries took part in the 7th edition of this event, which has become a real, federating and meaningful occasion within the Group. In 2015, L'Oréal thus supported several hundreds of projects throughout the world, involving actions in the fields of solidarity, education, culture or the environment.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.3 p.147
<p>Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups</p>	<p>L'Oréal has always been committed to worthy causes and to the surrounding communities. First created in 2007, the purpose of the L'Oréal Corporate Foundation is to coordinate all the corporate philanthropy initiatives developed all over the world through the Group's subsidiaries and its brands. This commitment to good corporate citizenship now plays a strategic role in its development.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.2 p.145
<p>Other established or emerging best practices</p>	<p>The Foundation has developed an education and training programme, <i>Beauty For a Better Life</i>, that is offered free of charge to the disadvantaged and relies on the L'Oréal Group's know-how in areas such as hairdressing and make-up. The beneficiaries are vulnerable women experiencing social or economic problems, young people who have left home or who have dropped out of school or victims of conflict or domestic violence.</p> <p>2,700 people in a very difficult living situation were trained in the beauty profession in 2015 within the framework of this training programme.</p> <ul style="list-style-type: none"> - <i>Beauty for a Better Life</i> is also committed to supporting women in a medical and social context through beauty care treatments. In 2015 over 5,700 people have benefitted from the programme. - The Foundation also provides funding to Médecins du Monde for its <i>Opération Sourire</i> programme offering surgery to children with facial disfigurement. <p>In 2015 the Foundation funded 17 missions and 800 operations in 7 countries.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.2 p.146



CRITERION 17

The COP describes advocacy and public policy engagement

INDICATORS	ANSWERS
Publicly advocate the importance of action in relation to one or more UN goals/issues	<p>In 2014, the Chairman and Chief Executive Officer signed, on behalf of L'Oréal, the Women's Empowerment Principles, a UN Women and UN Global Compact initiative, which aims to promote gender equality and for the empowerment of women in the workplace, marketplace and community.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.1 p.117; 3.1.4.4 p.151 <p>The Body Shop is one of the founding members of the ETI (Ethical Trading Initiative), an alliance of companies, NGOs and trade unions that work together to improve the working conditions of poor, vulnerable people all over the world.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.4.2 p.174
Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues	<p>In 2015, L'Oréal once again hosted the ENAR (European Network Against Racism) conference in order to explore best corporate practices to address the question of ethnic and cultural origin in the workplace.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.7 p.133
Other established or emerging best practices	<p>In 2015, L'Oréal was one of the first companies to sign the Global Business and Disability Network Charter by the ILO (International Labour Organisation), aimed at promoting and including people with disabilities in the company.</p> <ul style="list-style-type: none"> • 2015 Registration document 3.1.2.7 p.133

CRITERION 18

The COP describes partnerships and collective action

INDICATORS	ANSWERS
Develop and implement partnership projects with public or private organisations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy	<p>Many partnership projects are organized either with public organisations for example UNESCO or with private organisations, industry peers or suppliers at a Corporate, Brand or local level.</p> <p>Examples include <i>Beauty for a Better Life</i>, UNESCO <i>For Women in Science</i>, <i>For Girls in Science</i>, <i>Hairdressers against AIDS</i>, <i>Opération Sourire</i>, Médecins du Monde, Armani/Green Cross International, FSC, the Carbon Disclosure Project, Wild Asia, Fairtrade International...</p> <p>All L'Oréal's sustainable sourcing projects are set up in partnership with a local NGO such as Yamana in Morocco for argan oil sourcing, Technoserve in India for guar, Entrepreneurs du Monde in Burkina Faso for shea butter.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.3.7 p.9; 3.1.4.2 p.145-146; 3.2.3.2 p.171 • 2015 Sharing Beauty With All Progress Report p.14; p.24





INDICATORS	ANSWERS
<p>Join industry peers, UN entities and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives extending the company's positive impact on its value chain</p>	<p>Beyond its economic performance, L'Oréal is committed to civil society. Via the Sharing Beauty With All programme, the Group has reaffirmed its commitment to responsible growth shared with its employees, its suppliers and the surrounding communities. The Group's societal commitment extends well beyond its philanthropic activities and it maintains an ongoing dialogue with its stakeholders and continually interacts with the local social and economic fabric.</p> <ul style="list-style-type: none">• 2015 Registration Document 3.1.4 p.143 <p>L'Oréal actively participates in different initiatives on sustainability issues, such as:</p> <ul style="list-style-type: none">• World Business Council for Sustainable Development (WBCSD - founding member)• We Mean Business coalition• Better Buildings Better Plants US programme• Consumer Goods Forum (Board member)• Roundtable for Sustainable Palm Oil (RSPO)• Cosmetics Europe, AIM (European Brands Association)• Europen• Eco Emballages (France - Board member)• Ecofolio (France) <p>In 2015, L'Oréal was part of the French Business Act on Climate Pledge alongside French industry in response to a call from the French government. L'Oréal USA also joined the American Act on Climate Pledge, launched for the second time on October 19, 2015.</p> <p>In 2015, L'Oréal joined the UN Global Compact LEAD group, a group reserved for the most advanced companies in terms of responsible business conduct.</p> <ul style="list-style-type: none">• 2015 Annual Report, Sustained commitment to the United Nations Global Compact



Corporate sustainability governance and leadership

CRITERION 19

The COP describes ceo commitment and leadership

INDICATORS	ANSWERS
<p>CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact</p>	<p>See extract from Jean-Paul AGON's statement in 2015 <i>Sharing Beauty with All</i> Progress Report.</p> <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report p.5 <p>As part of the United Nations Global Compact 15th anniversary celebration on June 24th, 2015, Jean-Paul Agon, Chairman and CEO of L'Oréal, was chosen to represent the business community.</p> <ul style="list-style-type: none"> • 2015 Annual Report, Sustained commitment to the United Nations Global Compact
<p>CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards</p>	<p>In 2015, L'Oréal CEO Jean-Paul Agon signed the first Global Business and Disability Network Charter under the aegis of the ILO in Geneva.</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.5.5.1 p.95; 3.1.2.7 p.133 <p>In May 2015, Jean-Paul Agon spoke at the UNESCO Business Climate Summit, sharing that <i>"L'Oréal is committed to being a significant contributor to a low-carbon economy, demonstrating that performance and responsibility can go hand in hand."</i></p> <p>In September 2015, Jean-Paul Agon announced the ambition of L'Oréal to become a "carbon balanced" company by 2020. This announcement was made in the presence of Nicolas Hulot, Special Envoy of the President of the Republic of France for the Protection of the Planet and President of the Nicolas Hulot Foundation and Christian de Perthuis, Professor at the Paris Dauphine University and founder of the Climate Economics Chair.</p> <p>L'Oréal is also an active member of the Consumer Goods Forum dealing with issues such as deforestation and waste. Jean-Paul Agon is member of the Board.</p>





INDICATORS	ANSWERS
<p>CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation</p>	<p>The Chief Ethics Officer and the Chief Sustainability Officer report to the Chairman and CEO.</p> <p>The Strategy and Sustainable Development Committee is chaired by the Chairman and CEO.</p> <p>Since the announcement of the <i>Sharing Beauty With All</i> programme, an external governance body called the Panel of Critical Friends, consisting of leading international experts on environmental and social issues, has been set up to review progress, critically evaluate any action taken, suggest improvements and challenge L'Oréal's sustainability goals once a year.</p> <p>In September 2015, the panel met in the presence of Jean-Paul Agon in Rio de Janeiro, in Brazil.</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.3.2 p.72; 3.1.4.1 p.144; 3.2 p.155 • 2015 Sharing Beauty With All Progress Report p.26
<p>Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team</p>	<p>40% of the CEO's annual variable remuneration is calculated on the basis of an assessment of the qualitative aspects of management and namely actions to help society.</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.5.5.1 p.95 <p>Announced at the end of 2015, performance targets related to L'Oréal's sustainability programme will be integrated as of 2016 into the bonus systems for all L'Oréal executives. This will allow their individual contributions to be acknowledged and will make the success of the programme a new key performance indicator.</p> <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report p.5

CRITERION 20

The COP describes board adoption and oversight

INDICATORS	ANSWERS
<p>Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance</p>	<p>The Board analyses strategy, the group's economic and financial management and the Company's commitments to the environmental, social and societal fields.</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.3. p.70-72
<p>Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability.</p>	<p>Strategy and Sustainable Development Committee</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.3.2 p.72
<p>Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress)</p>	<p>L'Oréal's <i>Sharing Beauty With All</i> Progress Report is examined by the Strategy and Sustainable Development Board Committee members and approved by Jean-Paul Agon, the Group's Chairman and CEO.</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.3.2 p.72





CRITERION 21

The COP describes stakeholder engagement

INDICATORS	ANSWERS
Publicly recognize responsibility for the company's impacts on internal and external stakeholders	<p>L'Oréal attaches great importance to the dialogue with its stakeholders, namely with all those whose actions are likely to have an impact on L'Oréal and all those who are concerned by its activities.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.1 p.143 • 2015 Sharing Beauty With All Progress Report p.26
Define sustainability strategies, goals and policies in consultation with key stakeholders	<p>As the importance and handling of the challenges related to corporate social and societal responsibility differ from one country to the next, L'Oréal has set up stakeholder forums all over the world in order to promote dialogue at a local level with regard to both local and global issues.</p> <p>The dialogue conducted by L'Oréal with its stakeholders has taken place in three phases:</p> <ul style="list-style-type: none"> - 1st phase: upstream of the definition of the Group's sustainable development commitments for 2020, L'Oréal engaged a dialogue between 2011 and 2013 with 754 organisations, including a physical dialogue with 232 of them, through forums organised by the Group in 8 key countries, and also with internal experts (think tank). - 2nd phase: the Group set up in 2013 a dialogue platform hosted on the loreal.com website making it possible to continue this dialogue on-line, offering the possibility for NGOs, associations and not-for-profit organisations to interact with the Group's experts. - 3rd phase: since 2013, L'Oréal has set up special-purpose panels and consultations with regard to various topics in order to include the views of NGOs, associations, not-for-profit organisations and experts in its thought process and its projects. 58 NGOs, associations and academic experts were consulted in 2015. <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.1 p.143
Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance	<p>The stakeholders forum and the Panel of Critical Friends aim to collect feedback on L'Oréal's strategy regarding sustainability to nurture the Group's strategic thinking.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.1 p.143-144 • 2015 Sharing Beauty With All Progress Report p.26
Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'	<p>Concerns and questions can be reported in accordance with L'Oréal's Open Talk policy.</p> <p>The Ethics Correspondents' network allows all employees to have a local point of contact.</p> <p>Employees can ultimately use the L'Oréal Open Talk website which provides a secure mechanism for raising concerns directly with the Chief Ethics Officer, including those relating to Human Rights.</p> <ul style="list-style-type: none"> • Acting Ethically section on loreal.com • 2015 Registration Document, 2.7.2.1 p.104; 3.1.4.4 p.152





INDICATORS	ANSWERS
Other established or emerging best practices	<p>Every year since 2009, L'Oréal organizes an Ethics Day in order to ensure ongoing internal communication on this topic. All Group employees are able to ask L'Oréal's Chairman and Chief Executive Officer questions which he answers during a live webchat. All Country Managers also have the opportunity to discuss ethics with their employees.</p> <p>In 2015, more than half the Group's employees took part in this dialogue and over 4,100 questions were asked worldwide. In 2015, this webchat was enhanced with a crowdsourcing on the <i>Sharing Beauty With All</i> sustainable development programme that made it possible to receive more than 1,400 ideas from employees in 58 countries.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.1 p.144; 3.1.4.4 p.152 <p>As a leader in the cosmetics industry, L'Oréal considers that it has a duty to be proactive and to take part in discussions around the formulation of local regulations in the countries in which it operates. It is for this reason that the Group is active within various professional associations such as Cosmetics Europe, the US cosmetics industry association, CAFFCI (China Association of Fragrance Flavour and Cosmetic Industries), ISTMA (Indian Soap and Toiletries Mfrs Association), etc.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.1 p.144



Annex: Women's Empowerment Principles

CRITERION A

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the workplace

INDICATORS	ANSWERS
<p>Achieving and maintaining gender equality in senior management and board positions & in middle management positions</p>	<p>In line with the Women's Empowerment Principles, L'Oréal establishes high-level corporate leadership for gender equality and ensures that all women and men are treated fairly at work, promotes education, training and professional development for women and measures and publicly reports on progress to achieve gender equality.</p> <p>One of L'Oréal's objectives is the nurturing and the emergence of talents of women at the top level of the organisation.</p> <p>L'Oréal will comply with French law which requires a participation rate of 40% women on the Board by the end of 2016.</p> <p>As of December 31, 2015, women account for:</p> <ul style="list-style-type: none"> - 61% executives - 41% of expatriates in place - 41% of Group key positions - 59% of brands are managed by women - 31% of the Executive Committee members - 38.5% of the Board of Directors members <p>• 2015 Registration Document 3.1.2.7 p.131</p>
<p>Equal pay for work of equal value</p>	<p>Another of L'Oréal's objectives is to reduce the difference in salaries between men and women to the point that they disappear.</p> <p>In each country, the remuneration policy is based on a performance assessment system applied worldwide.</p> <p>Since 2009 in France, INED (Institut National d'Etudes Démographiques) conducts a yearly pay analysis which shows that L'Oréal is reducing the gender pay gap. This study is being expanded to other countries.</p> <p>• L'Oréal Diversity Report 2010-2015, Key Figures</p> <p>The different gender audits that are conducted in the countries (Worldbank, GEES and EDGE) assess, among other criteria, if the equal pay for equal work principle is applied in the countries and propose concrete action plans to improve the situation if necessary.</p> <p>• 2015 Registration Document 3.1.2.7 p.131-132</p>
<p>Flexible work options</p>	<p>The ENJOY pillar of L'Oréal's <i>Share & Care</i> programme aims to enhance the quality of life at work and focuses among other topics on the development of flexible work arrangements around the world.</p> <p>• 2015 Registration Document 3.1.2.4 p.123-124</p>



Annex: Women's Empowerment Principles

INDICATORS	ANSWERS
Access to child and dependent care	<p>Local initiatives address child and dependent care issues, such as working time arrangements, kinder gardens for young children. As an example, L'Oréal Mexico has proven to be a fine example by helping mothers assume their families, and at the same time allowing them to advance professionally. Since 2011, the subsidiary has been particularly active in child care. They have now opened four nurseries located near their work sites for convenience. Two kinder-gardens are also available to mothers.</p> <ul style="list-style-type: none"> • L'Oréal Diversity Report 2010-2015, Diversity in Human Resources
Support for pregnant women and those returning from maternity leave	<p>In order to avoid maternity leaves and parenthood having a negative effect on the career of women at L'Oréal, various initiatives have been taken. The L'Oréal <i>Share & Care</i> programme is namely quite unique because it aims to ensure that women working at L'Oréal can benefit from a maternity leave of a minimum of 14 weeks, paid at 100%, in all countries.</p> <p>As an example, L'Oréal Austria, in order to improve the work-life balance, has set up the "Home office" programme, which allows employees to work at home 2 days a month. This flexibility is increased by 1 day a week, one month before and one month after maternity leave.</p> <ul style="list-style-type: none"> • 2015 Registration document 3.1.2.4 p.124; 3.1.2.6 p.130
Recruitment and retention, including training and development, of female employees	<p>In recruitment the goal is to achieve a balanced recruitment in all functions. L'Oréal carries out a specific action to increase the representation of women in some Business Units or functions where women are underrepresented (IT, Operations).</p> <ul style="list-style-type: none"> • L'Oréal Diversity Report 2010-2015, Key Figures <p>The L'Oréal Foundation launched in France in 2014, a new programme dedicated to young girls, L'Oréal For <i>Girls in Science</i> (<i>Pour les Filles et la Science</i>). Intended to encourage more scientific vocations among girls at secondary schools and to fight against pre-conceived ideas relating to science and women in science.</p> <p>This programme was the subject of an agreement with the French Ministry of National Education, Higher Education and Research in 2015.</p> <ul style="list-style-type: none"> • 2015 Registration Document 2.2.4.2. p.67; 3.1.4.2 p.145 • L'Oréal Diversity Report 2010-2015, Key Figures



Annex: Women's Empowerment Principles

INDICATORS	ANSWERS
<p>Education and training opportunities for women workers</p>	<p>In order to allow women to enhance their leadership skills, L'Oréal participates in many leadership trainings and conferences. For example, L'Oréal is an official partner of the EVE Programme since its creation with Danone. The EVE programme is a women leadership programme which aims at working both on the individuals and on the organisation, as it offers to work on one's evolution in order to bring change in the organisation. Created in February 2011 to continue the conversation, network & empowerment of the EVE programme participants, "EVE le blog" was launched. It is the only French-speaking medium that is dedicated to female leadership. L'Oréal, as one of the editorial members, shares best practices on the blog and exchanges information with the other members (Danone, Crédit Agricole, KPMG France, Orange). In 2014, on the initiative of L'Oréal and Danone, EVE Asia-Pacific was launched in October in Shanghai. In 2015, the second edition took place.</p> <p>Further examples include L'Oréal USA which runs the "Women's offsite" programme. This conference is aimed to empower senior women across the company.</p> <p>L'Oréal's programme includes the Global Summit of Women, the Women's Forum, JUMP, aufeminin.com day, ELLE active.</p> <p>L'Oréal also contributes to women career development, through training, promotions and expatriations.</p> <ul style="list-style-type: none"> • L'Oréal Diversity Report, Key Figures
<p>Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers</p>	<p>In order to raise awareness on diversity, L'Oréal employees take part in one-day Diversity workshops. As of the end of 2015, more than 18,000 employees have taken part in "Diversity Workshops".</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.7 p. 131-133 • L'Oréal Diversity Report 2010-2015, Key Figures
<p>Mentoring and sponsorship opportunities for women workers</p>	<p>As a founding partner of the EVE Programme, L'Oréal has already seen over 200 of its male and female employees trained in women's leadership through this intercompany seminar which is unique in its social innovation.</p> <p>To further help women achieve top positions, the <i>L'Oréal by Women</i> mentoring programme was initiated at Group level.</p>



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INDICATORS	ANSWERS
Other established or emerging best practices	<p>In 2014, L'Oréal obtained the Vigeo prize for its actions in favour of women and L'Oréal USA was recognized as one of the "Top 10 Champions of Global Diversity".</p> <p>In 2015, L'Oréal was awarded the Human Capital Trophy in the "Place of Women in the Company" category for its initiative on "successfully combining career and motherhood".</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.7 p.132; 2.5.5.1 p.95 <p>L'Oréal's efforts to certify their subsidiaries with the GEES gender equality label have been recognised by the Arborus Fund, the founding organisation for the GEES label. In November 2014, L'Oréal received a special award for the most extensive certification network in Europe.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.7 p.131 <p>L'Oréal is member of the Executive Board of the International Dual Career Network, a non-profit association formed through the collaboration of companies, NGOs and academic institutions with the purpose of facilitating the job search for mobile employees' partners, and providing member companies access to a turnkey pool of talent.</p> <ul style="list-style-type: none"> • L'Oréal Diversity Report 2010-2015, Key Figures <p>L'Oréal actively participates in the UN WEP Council.</p>

CRITERION B

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the marketplace

INDICATORS	ANSWERS
Supplier diversity programme	<p>Because a company's purchasing power is an economic development and societal impact factor, L'Oréal has decided to make its purchases a novel way of promoting social inclusion. The Group thus created a global solidarity purchasing programme in mid-2010 known as <i>Solidarity Sourcing</i>.</p> <ul style="list-style-type: none"> • 2015 Sharing Beauty With All Progress Report p.23 • 2015 Registration Document 1.7.3.2 p.35
Supplier monitoring and engagement on women's empowerment and gender equality including promotion of the Women's Empowerment Principles to suppliers	<p>Social audits of suppliers namely cover non-discrimination, sexual harassment and hostile working environment.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152-153



INDICATORS	ANSWERS
Gender-sensitive marketing	<p>The L'Oréal Code of Ethics prohibits the undermining of human dignity in advertising or the presentation of degrading stereotypes. It also addresses the growing concern about eating disorders amongst young women and the growing debate about the early sexualisation of young children.</p> <p>L'Oréal has set up a department responsible for pre-approving advertising and marketing communications for all products marketed and sold by the Group around the world. This central department is staffed with teams of experts boasting extremely precise knowledge both of L'Oréal's product performance and of advertising regulations.</p> <ul style="list-style-type: none"> • L'Oréal Code of Ethics • 2015 Registration Document 1.9.1.3 p.41 <p>Integrating diversity – origins, disabilities, age, gender – in L'Oréal's marketing approach is an opportunity to create brand value and to create new links with the consumer. The goal is to identify the consumer segments with needs that are not adequately met, to better address them with relevant products and services accessible to everyone.</p> <ul style="list-style-type: none"> • L'Oréal Diversity Report 2010-2015, Diversity and Marketing
Gender-sensitive product and service development	<p>L'Oréal offers a wide range of products dedicated to men and women.</p> <ul style="list-style-type: none"> • L'Oréal Diversity Report 2010-2015, Diversity and Marketing

CRITERION C

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the community

INDICATORS	ANSWERS
Gender impact assessments or consideration of gender-related impacts as part of its social and/or human rights impact assessments	<p>Ongoing human rights due diligence is based on Verisk Maplecroft™ indexes namely with regards to non-discrimination.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.4 p.152
Ensuring female beneficiaries of community programmes	<p>Many of L'Oréal's community programmes involve female beneficiaries, such as:</p> <ul style="list-style-type: none"> - 30,000 women gathering shea nuts in Burkina Faso: 100% of the Group's shea butter purchases were made through the Solidarity Sourcing programme, thanks to which they receive in April-May, at the end of the dry season when stocks of food have been almost used up, pre-financing for their crops and a purchase price that is higher than the market price - An innovative, inclusive waste management project in India was implemented in 13 Mumbai districts with a team of 200 women overseeing the waste collection. This initiative will gradually be extended to all Mumbai districts, as well as other parts of India. <ul style="list-style-type: none"> • 2015 Registration Document 3.2.1.4 p.162 • 2015 Sharing Beauty With All Progress Report p.7 • Media section on loreal.com



Annex: Women's Empowerment Principles

INDICATORS	ANSWERS
<p>Community initiatives specifically targeted at the empowerment of women and girls</p>	<p>The commitments of the L'Oréal Foundation centre round two major thematics which are part of the Group's DNA: science and solidarity beauty. Thanks to its <i>For Women in Science</i> action, the L'Oréal Foundation generates vocations from young women students in secondary schools, encourages women researchers and recognizes excellence in an area where women should be even more represented.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.2 p.145 <p>In June 2015, L'Oréal and La Roche-Posay participated in a dedicated one-day event for single parents. L'Oréal's recruiters gave advice on writing a CV and Make-up experts from La Roche-Posay animated make-up and skin care sessions.</p> <p>Since 2012 L'Oréal Paris organizes in collaboration with the magazine "ELLE" the forum ELLE Active that is dedicated to female workers and women empowerment.</p> <p>In 2015 L'Oréal Paris celebrated the 10th anniversary of the Women of Worth programme in the United States. Each year, L'Oréal Paris awards 10 exceptional women with \$10,000 to support their efforts to serve their communities.</p>
<p>Strategies to ensure that community investment projects and programmes (including economic, social and environmental) positively impact women and girls.</p>	<p>See Above</p>
<p>Strategies to ensure that community investment projects and programmes (including economic, social and environmental) include the full participation of women and girls.</p>	<p>See Above</p>
<p>Other established or emerging best practices</p>	<p>The L'Oréal Foundation launched in October 2014 L'Oréal <i>For Girls in Science</i>, intended to encourage more scientific vocations among girls at secondary schools and to fight against pre-conceived ideas relating to science and women in science. This programme is based on 2 elements:</p> <ul style="list-style-type: none"> - Visits of female scientists as "role models" in high school to speak to high school boys and girls to show a new face of science and fight against stereotypes on science and on women in science; a specific training and a specific tool kit have been developed for these interventions. The programme reached 16,000 high school students in its first year. - Digital communications: #LesFillesAussi on social networks with specific content (videos, figures, etc.) dedicated to 15-18 year olds. <ul style="list-style-type: none"> • 2015 Registration Document 3.1.4.2 p.145 • L'Oréal Foundation website



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CRITERION D

The COP contains or refers to sex-disaggregated data

INDICATORS	ANSWERS
Achieving and maintaining gender equality in senior management and board positions	<p>As of 31st December 2015, 38.5% of Board members, 31% of L'Oréal's executive committee members and 59% of brand managers are women.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.7 p.131
Achieving and maintaining gender equality in middle management positions	<p>The composition of the workforce and the percentage of women in the different geographical zones is of 69% in Western Europe, 73% in North America and 67% in new markets.</p> <p>Women account for 69% of the Group's total workforce</p> <ul style="list-style-type: none"> - 61% of executives - 41% of expatriates in place - 59% of the brands are managed by women <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2 p.119; 3.1.2.7 p.131 • L'Oréal Diversity Report 2010-2015, Key Figures
Equal pay for work of equal value	<p>This indicator is not consolidated at Group level.</p> <p>In France, since 2009, L'Oréal has called on independent experts to analyse pay. The Group selected INED (Institut National d'Etudes Démographiques) to conduct the yearly pay analysis, which shows that L'Oréal is making real progress in its commitment to closing the gender pay gap, with above-average results compared to other French companies.</p> <p>For example, for the Executive category, the gender pay gap, for management level and net of structural effects and coefficients, has been narrowed from 5.90% in 2007 to 3.21% in 2015.</p> <ul style="list-style-type: none"> • L'Oréal Diversity Report 2010-2015, Key Figures
Recruitment and retention, including training and development, of female employees	<p>In 2015:</p> <ul style="list-style-type: none"> - 81% of all hires were women - 64% of employees who had a promotion were women <ul style="list-style-type: none"> • L'Oréal Diversity Report 2010-2015, Key Figures
Education and training opportunities for women workers	<p>In 2015, 72.6% of the Group's employees received at least one training during the year.</p> <p>In 2015, 60% of employees who followed a training were women.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.2.4.1 p.172 • L'Oréal Diversity Report 2010-2015, Key Figures



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INDICATORS	ANSWERS
<p>Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers</p>	<p>In 2015, 30 entities obtained gender equality certifications which help to raise awareness on the topic in the different countries (24 GEES, 6 EDGE), representing 58% of the total workforce.</p> <p>L'Oréal's employees take part in 1 day classroom diversity workshops in order to raise awareness on the group's Diversity & Inclusion policy.</p> <p>Over 18,000 employees took part in such workshops.</p> <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.7 p.131-133 • L'Oréal Diversity Report 2010-2015, Key Figures
<p>Mentoring and sponsorship opportunities for women workers</p>	<p>This indicator is not followed.</p>
<p>Other established or emerging best practices</p>	<p>Reporting of additional key figures:</p> <ul style="list-style-type: none"> - Workforce breakdown by part-time/full-time contract by gender - Workforce breakdown by temporary/permanent contract by gender <ul style="list-style-type: none"> • 2015 Registration Document 3.1.2.6 p.129



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