

# Social and environmental data

The Eiffage annual sustainable development report meets the requirements of articles L.225-102-1, R.225-104 and R.225-105 of the French Commercial Code. It represents the Group's response to implementation decree 2012-557 of 24 April 2012 concerning social and environmental data transparency requirements for companies.

The decree's application thresholds for 2014 require the publication of CSR data for the Group and its divisions, and for APRR SA, AREA SA and Clemessy SA. It should be noted that the actions and policies applicable to the Group scope include the scope of the subsidiaries.

## 1. GENERAL INFORMATION

The sustainable development report was reorganised in 2014 and is now available in different formats:

- a report in strict accordance with regulatory requirements is published together with the annual report and the financial report submitted to the AMF;
- a new website, *Eiffage sustainable development*, which can be accessed from Eiffage's general website, offers an expanded digital version of the sustainable development report and describes, in detail and with numerous examples, the Group's employment, social and environmental policies and commitments, the actions and reviews implemented during the previous year and the overall objectives defined for the following year;
- special theme guides and operations fact sheets describing exemplary actions or achievements supplement these elements.

The report covers the initiatives implemented by the Group during the current year, as well as in previous years where relevant. Social and environmental performance indicators are reported exhaustively in this document, and compared with the values for the two preceding years where possible. The accounting period for the indicators is the calendar year.

A methodology note concerning reporting of qualitative and quantitative data is available at the end of the report (see section 7.1 Sustainable development reporting methodology note).

## 2. IMPLEMENTATION OF THE GLOBAL COMPACT

Eiffage has been a participant in the Global Compact since 2005, renewing its commitment each year in an official letter to the United Nations Secretary General. This letter, the "Communication on Progress", details all Group actions aimed at achieving the objectives defined in accordance with the principles of the Global Compact.

Principles of the Global Compact		EIFFAGE response	Pages		
Human rights	1	Support and respect the protection of internationally proclaimed human rights	<b>Group values</b> <b>Social information</b> / Employment – Labour relations – Health and safety – Training and education – Equal treatment <i>Ethics &amp; Commitments guide</i>	228 228 to 240 Website	
		2	Make sure not to be complicit in human rights abuses	<b>Group values</b> <i>Ethics &amp; Commitments guide</i>	228 Website
			3	Uphold freedom of association and the effective right to collective bargaining	<b>Group values</b> <b>Social information</b> / Labour relations <i>Ethics &amp; Commitments guide</i>
4	Support the elimination of all forms of forced and compulsory labour	<b>Group values</b> <i>Ethics &amp; Commitments guide</i>		228 Website	
	5	Support the effective abolition of child labour		<b>Group values</b> <i>Ethics &amp; Commitments guide</i>	228 Website
Labour standards		6	Eliminate discrimination in respect of employment and occupation	<b>Group values</b> <b>Social information</b> / Employment – Labour relations – Health and safety – Training and education – Equal treatment <i>Ethics &amp; Commitments guide</i>	228 228 to 240 Website
	7		Support a precautionary approach to environmental challenges	<b>Strategy</b> / Building differently, strategy for sustainable development – Reducing our ecological footprint <b>Environmental information</b> / General policy – Conserving resources – Climate change – Protecting biodiversity <i>Ethics &amp; Commitments guide</i>	94 to 103 240 to 251 Website
		Environment	8	Undertake initiatives to promote greater environmental responsibility	<b>Strategy</b> / Building differently, strategy for sustainable development – Reducing our ecological footprint / Preparing for the future <b>Environmental information</b> / General policy – Conserving resources – Climate change – Protecting biodiversity <b>Information concerning social commitments in support of sustainable development</b> / Relations with subcontractors and suppliers <i>Ethics &amp; Commitments guide</i>
9	Encourage the development and diffusion of environmentally friendly technologies			<b>Strategy</b> / Building differently, strategy for sustainable development – Reducing our ecological footprint / Preparing for the future <b>Environmental information</b> / General policy – Conserving resources – Climate change – Protecting biodiversity <i>Ethics &amp; Commitments guide</i>	94 to 103 240 to 251 Website
	Anticorruption			10	Work against corruption in all its forms, including extortion and bribery



Learn more

[www.eiffage.com](http://www.eiffage.com) and [www.unglobalcompact.org](http://www.unglobalcompact.org)

### 3. GROUP VALUES

The “Charter of Values and Objectives” forms the foundation that unites Eiffage entities – familiar to all employees since 1991 – and sets out the Group’s intangible principles: customer satisfaction, respect owed to employees, balanced relations with shareholders and acknowledgement of stakeholder expectations (partners, suppliers and subcontractors, public authorities, associations, local residents, etc.).

Particular emphasis is given to the following values:

- *responsibility* towards employees and management, and towards customers and partners;
- *trust* in every employee, between the Group’s business lines, between operational staff and support functions;
- *transparency*, indispensable to the values of trust and responsibility, the basis for the whistleblowing responsibility of every employee and warranting strengthened audit and control procedures as well as the assistance that every employee must provide them;
- *leadership by example*;
- *respect* owed to customers, employees, suppliers and every partner;
- *prohibition of conflicts of interest* and moderation in operating expenditures and reimbursement of expenses;
- *lucidity* concerning the growth and growth prospects of Eiffage’s markets;
- *courage* and *tenacity*, values necessary to weathering periods of slower business.

In 2011, the fundamental elements of Eiffage’s ethical approach were compiled in the “Ethics and Commitments Guide” available on the Group website. It details each individual’s rights and responsibilities, as well as the Group’s commitments to stakeholders and in specific areas, such as sustainable development and the environment.

In joining the Global Compact, Eiffage committed to take into account, disseminate and promote the major UN principles: respect for freedom of association and effective recognition of the right to collective bargaining, elimination of all forms of forced and compulsory labour, effective abolition of child labour and elimination of discrimination in employment and occupation.

In addition, almost every country in which the Group does business has ratified the fundamental conventions of the International Labour Organization (ILO). Eiffage is therefore fully committed to compliance with these rules:

- forced labour (C29 – C105);
- child labour (C138 – C182);
- discrimination (C100 – C111);
- freedom of association and right to organise (C87 – C98).

### 4. SOCIAL INFORMATION

#### 4.1. Employment

Despite a context of weak growth in recent years, the Group seeks to maintain a dynamic employment policy – via intra-group mobility – and promotes training, from partnerships with young people in basic education through to employment integration initiatives. To support the Group in its transformations, the divisions’ recruitment and employment strategies seek to diversify methods and profiles, based on employment and expertise planning and agreements, generational contract agreements and action plans, training plans and mobility charters.

The divisions’ Employment policies are organised around shared priorities, namely:

- deploy a recruitment policy suited to the company’s needs;
- support changes in the business lines and adapt to technical, technological and organisational changes to ensure the employability of staff;
- support employees’ internal mobility efforts by implementing information campaigns and mobility guides and systematically posting opportunities to the Group’s job boards. The human resource departments are also committed to improving the practical conditions of mobility, such as the trial period, assistance in finding housing, covering the financial costs of moving, support for acquiring new skills, assistance in seeking spousal employment, or payment of a temporary allowance to assist in organising a possible transition period;
- seek solutions that are not detrimental to employees in case of a short-term slowdown in business. Regional entities can pool skills to enable the loan of personnel or the creation of bridges between business lines;
- implement the Group’s commitments with regard to equal opportunity and diversity;
- support individuals who are lacking suitable employment skills.

In addition, a shared IT tool at Group level helps limit the use of temporary workers to those situations where no internal solution exists.



Learn more

**Ethics & Commitments Guide** at [www.eiffage.com](http://www.eiffage.com)



Learn more

Additional information is available in the Sustainable Development section of the website

[www.eiffage.com](http://www.eiffage.com)

#### 4.1.1. Workforce

82% of the workforce are employees of French entities and 98% employees of European entities.

##### Workforce at 31/12/2014

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Total managers	2012	536	2,439	3,110	768	2,343	23	254	9,473
	2013	544	2,508	3,113	773	2,379	36	266	9,619
	<b>2014</b>	<b>547</b>	<b>2,515</b>	<b>3,118</b>	<b>780</b>	<b>2,415</b>	<b>46</b>	<b>278</b>	<b>9,699</b>
Total technical, clerical and supervisory staff	2012	1,939	2,195	7,402	1,520	4,640	54	108	17,858
	2013	1,932	1,986	7,408	1,511	4,583	61	106	17,587
	<b>2014</b>	<b>1,890</b>	<b>1,886</b>	<b>7,372</b>	<b>1,486</b>	<b>4,493</b>	<b>71</b>	<b>102</b>	<b>17,300</b>
Total blue-collar workers	2012	1,579	6,399	8,723	2,143	10,890	0	0	29,734
	2013	1,475	6,077	8,250	2,057	10,497	0	0	28,356
	<b>2014</b>	<b>1,427</b>	<b>5,608</b>	<b>7,689</b>	<b>1,965</b>	<b>9,813</b>	<b>0</b>	<b>0</b>	<b>26,502</b>
Total workforce	2012	4,054	11,033	19,235	4,431	17,873	77	362	57,065
	2013	3,951	10,571	18,771	4,341	17,459	97	372	55,562
	<b>2014</b>	<b>3,864</b>	<b>10,009</b>	<b>18,179</b>	<b>4,231</b>	<b>16,721</b>	<b>117</b>	<b>380</b>	<b>53,501</b>

International		Germany	Benelux	Spain	Poland	Other Europe	Senegal
Total	2012	3,068	3,036	1,850	NC	NC	NC
	2013	3,213	3,391	2,103	917	817	1,104
	<b>2014</b>	<b>3,285</b>	<b>3,395</b>	<b>2,284</b>	<b>837</b>	<b>758</b>	<b>1,315</b>

Other Europe = United Kingdom, Italy, Portugal, Romania, Slovakia, Switzerland. 97% of the workforce outside France is included in reporting.

Limited companies (SA) impacted by the Grenelle II decree		APRR (SA)	AREA (SA)	Clemessy SA
Total managers	<b>2014</b>	420	127	828
Total technical, clerical and supervisory staff	<b>2014</b>	1,499	391	1,900
Total blue-collar workers	<b>2014</b>	840	587	907
Total workforce	<b>2014</b>	2,759	1,105	3,635

#### 4.1.2. Hires and dismissals

The Group divisions have developed active recruitment policies explained in internal memos – such as the Trajectoires memo at APRR-AREA – or in generational contract action plans, which set recruitment goals for young people below the age of 26 and seniors aged 50 and above.

Concerning the specific audience of young graduates, Eiffage has fostered a policy of dynamic relations with academic institutions for several years with the aim of connecting the academic and vocational spheres via exploration of the Group's businesses. The Group and its divisions organise meetings with students and faculty through numerous partnerships and events, with a view to fostering long-term exclusive relationships with the major engineering academies and universities: École Polytechnique, École Nationale Supérieure des Arts et Métiers, sponsorship of graduating classes such as the ESTP class of 2015 and the École des Ponts et Chaussées class of 2016. The Group renewed the "Premium" partnership with Centrale Paris for the 2014/2015 school year.

The Group is also expanding its presence at events organised by universities: forums, tours of flagship sites such as the LGV Bretagne-Pays de la Loire site in March 2014 for around 30 École des Ponts students. Finally, targeted communication campaigns – such as "My amazing profession" in the Metal division – and the introduction of new communication and promotion strategies are aimed primarily at attracting young people to occupations that are sometimes lacking in skilled workers.

For example:

- Eiffage Construction is deeply committed to the integration of young workers, with an annual offer of more than 800 internships, from undergraduate to graduate level, constituting a privileged pathway to permanent employment;
- Eiffage Énergie launched its employer brand – new careers website, social networking, etc. – in autumn 2013, and has participated in more than 70 events, forums, interview simulations, CV reviews, work site tours and business line presentations. A goal of 55 recruitments of young engineering school graduates was set by the HR department for the period from September 2014 to August 2015;
- Clemessy is working on promoting its professions and enhancing its brand recognition, and in autumn 2014 recruited 90 young people under trainee or vocational training contracts at all levels.

Nonetheless, although more than 3,500 people were hired in France in 2014, including more than 1,500 young people under age 26, the economic slowdown caused a 13.8% reduction in the total number of hires. The number of hires of people under age 26 decreased by 18% and the number of work-study participants decreased by 7%.

## Hires and dismissals

<b>France</b>		<b>APRR</b>	<b>Eiffage Construction</b>	<b>Eiffage Énergie</b>	<b>Eiffage Métal</b>	<b>Travaux Publics</b>	<b>Concessions</b>	<b>Holding</b>	<b>Total France</b>
Fixed term + permanent manager hires	2012	19	248	273	105	223	3	30	901
	2013	25	250	235	96	180	10	31	827
	<b>2014</b>	<b>13</b>	<b>178</b>	<b>255</b>	<b>102</b>	<b>180</b>	<b>6</b>	<b>30</b>	<b>764</b>
Ratio of female fixed term + permanent manager hires	2012	31.58%	25.00%	17.58%	16.19%	14.80%	66.67%	26.67%	19.53%
	2013	48.00%	23.20%	17.45%	16.67%	20.00%	40.00%	29.03%	21.28%
	<b>2014</b>	<b>53.85%</b>	<b>27.53%</b>	<b>16.47%</b>	<b>12.75%</b>	<b>22.22%</b>	<b>16.67%</b>	<b>43.33%</b>	<b>21.60%</b>
Fixed term + permanent technical, clerical and supervisory staff hires	2012	95	291	655	173	427	6	15	1,662
	2013	84	273	565	145	434	9	8	1,518
	<b>2014</b>	<b>83</b>	<b>184</b>	<b>568</b>	<b>113</b>	<b>417</b>	<b>11</b>	<b>8</b>	<b>1,384</b>
Ratio of female fixed term + permanent technical, clerical and supervisory staff hires	2012	31.58%	32.65%	21.98%	32.37%	36.60%	66.67%	46.67%	29.54%
	2013	45.24%	34.43%	23.19%	20.69%	33.18%	66.67%	37.50%	29.38%
	<b>2014</b>	<b>37.35%</b>	<b>47.83%</b>	<b>21.13%</b>	<b>26.55%</b>	<b>37.65%</b>	<b>63.64%</b>	<b>37.50%</b>	<b>31.50%</b>
Fixed term + permanent blue-collar worker hires	2012	59	309	681	192	646	0	0	1,887
	2013	46	232	503	183	775	0	0	1,739
	<b>2014</b>	<b>68</b>	<b>127</b>	<b>442</b>	<b>173</b>	<b>563</b>	<b>0</b>	<b>0</b>	<b>1,373</b>
Ratio of female fixed term + permanent blue-collar worker hires	2012	22.03%	0.33%	1.91%	1.04%	1.39%	SO	SO	2.01%
	2013	17.39%	0.86%	1.79%	1.64%	1.16%	SO	SO	1.78%
	<b>2014</b>	<b>10.29%</b>	<b>0.79%</b>	<b>0.45%</b>	<b>2.31%</b>	<b>0.71%</b>	<b>SO</b>	<b>SO</b>	<b>1.31%</b>
Total fixed term + permanent hires	2012	173	848	1,609	470	1,296	9	45	4,450
	2013	155	755	1,303	424	1,389	19	39	4,084
	<b>2014</b>	<b>164</b>	<b>489</b>	<b>1,265</b>	<b>388</b>	<b>1,160</b>	<b>17</b>	<b>38</b>	<b>3,521</b>
Young hires under age 26	2012	85	414	681	198	586	5	6	1,975
	2013	79	384	598	169	630	7	7	1,874
	<b>2014</b>	<b>68</b>	<b>246</b>	<b>531</b>	<b>153</b>	<b>520</b>	<b>6</b>	<b>13</b>	<b>1,537</b>
Senior hires (age 50 and above)	2012	11	43	89	52	83	0	5	283
	2013	14	33	68	53	80	2	2	252
	<b>2014</b>	<b>13</b>	<b>23</b>	<b>88</b>	<b>39</b>	<b>64</b>	<b>0</b>	<b>2</b>	<b>229</b>
Dismissals of permanent employees termination by mutual excluding agreement	2012	19	326	286	70	514	0	1	1,216
	2013	24	272	321	92	563	2	6	1,280
	<b>2014</b>	<b>11</b>	<b>274</b>	<b>324</b>	<b>111</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>1,420</b>

<b>Limited companies (SA) impacted by the Grenelle II decree</b>		<b>APRR (SA)</b>	<b>AREA (SA)</b>	<b>Clemessy SA</b>
Fixed term + permanent manager hires	<b>2014</b>	7	6	72
Ratio of female fixed term + permanent manager hires (%)	<b>2014</b>	14.29%	100.00%	15.28%
Fixed term + permanent technical, clerical and supervisory staff hires	<b>2014</b>	47	36	142
Ratio of female fixed term + permanent technical, clerical and supervisory staff hires (%)	<b>2014</b>	51.06%	19.44%	18.31%
Fixed term + permanent blue-collar worker hires	<b>2014</b>	40	28	61
Ratio of fixed term + permanent female blue-collar worker hires (%)	<b>2014</b>	17.50%	0.00%	0.00%
Total fixed term + permanent hires	<b>2014</b>	94	70	275
Young hires under age 26	<b>2014</b>	45	23	126
Senior hires (age 50 and above)	<b>2014</b>	7	6	21
Dismissals of permanent employees excluding termination by mutual agreement	<b>2014</b>	5	6	39

<b>International</b>		<b>Germany</b>	<b>Benelux</b>	<b>Spain</b>	<b>Poland</b>	<b>Other Europe</b>	<b>Senegal</b>
Fixed term + permanent hires	2012	285	372	412	NC	NC	NC
	2013	365	294	492	111	49	814
	<b>2014</b>	<b>417</b>	<b>305</b>	<b>992</b>	<b>189</b>	<b>69</b>	<b>1,097</b>
Dismissals	2012	195	322	275	NC	NC	NC
	2013	175	143	182	14	13	0
	<b>2014</b>	<b>142</b>	<b>239</b>	<b>172</b>	<b>38</b>	<b>12</b>	<b>0</b>

In 2014, 2,928 young people were enrolled in work-study programmes within the Group.

### Trainees and work-study

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Active mentors	2012	94	470	716	175	987	0	1	2,443
	2013	231	431	837	183	930	0	0	2,612
	<b>2014</b>	<b>202</b>	<b>296</b>	<b>785</b>	<b>152</b>	<b>875</b>	<b>49</b>	<b>0</b>	<b>2,359</b>
Trainees received during the year	2012	59	1,099	1,211	103	886	5	19	3,382
	2013	63	981	1,194	97	787	11	28	3,161
	<b>2014</b>	<b>68</b>	<b>844</b>	<b>1,116</b>	<b>109</b>	<b>805</b>	<b>10</b>	<b>28</b>	<b>2,980</b>
Work-study students at 31/12	2012	78	345	780	177	698	1	5	2,084
	2013	92	293	785	185	662	5	5	2,027
	<b>2014</b>	<b>87</b>	<b>262</b>	<b>705</b>	<b>166</b>	<b>624</b>	<b>5</b>	<b>8</b>	<b>1,857</b>
Work-study students received during the year	2012	125	561	1,170	303	1,183	2	8	3,352
	2013	138	499	1,150	282	1,067	6	7	3,149
	<b>2014</b>	<b>152</b>	<b>398</b>	<b>1,111</b>	<b>267</b>	<b>978</b>	<b>10</b>	<b>12</b>	<b>2,928</b>

Limited companies (SA) impacted by the Grenelle II decree		APRR (SA)	AREA (SA)	Clemessy SA
Active mentors	<b>2014</b>	147	55	213
Trainees received during the year	<b>2014</b>	64	4	165
Work-study students at 31/12	<b>2014</b>	62	25	172
Work-study students received during the year	<b>2014</b>	106	46	239

#### 4.1.3. Remuneration and career development

The divisions' remuneration policy, adapted to the context and legislation of the countries in which they are located, is based on individualised remuneration and vested employee interest in the success of the companies: salaries, incentive bonuses, profit-sharing, stock ownership and the importance of employee shareholding, which is one of the hallmarks of the Group.

Gross annual averages are shown for France by employment category – managers, blue-collar workers and technical, clerical and supervisory staff – and by gender. Every establishment ensures equitable remuneration for equivalent positions and potential.

#### Gross remuneration excluding leave (annual average)

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Female managers	2012	51,762	46,505	45,997	44,105	46,004	46,601	59,801	47,273
	2013	53,002	47,384	46,799	44,986	47,500	48,442	64,413	48,467
	<b>2014</b>	<b>53,981</b>	<b>47,619</b>	<b>46,675</b>	<b>45,808</b>	<b>47,930</b>	<b>49,949</b>	<b>61,371</b>	<b>48,629</b>
Male managers	2012	64,170	63,634	53,485	56,953	58,251	123,735	97,695	59,143
	2013	65,133	63,787	54,709	58,216	60,199	92,867	92,150	60,136
	<b>2014</b>	<b>65,299</b>	<b>63,564</b>	<b>54,921</b>	<b>58,513</b>	<b>62,076</b>	<b>81,487</b>	<b>93,468</b>	<b>60,749</b>
Managers	2012	60,787	60,897	52,642	55,136	56,640	82,422	87,915	57,415
	2013	61,759	61,036	53,789	56,287	58,474	72,452	84,907	58,374
	<b>2014</b>	<b>62,117</b>	<b>60,702</b>	<b>53,926</b>	<b>56,634</b>	<b>60,106</b>	<b>71,166</b>	<b>84,921</b>	<b>58,849</b>
Female technical, clerical and supervisory staff	2012	29,996	29,093	27,165	25,331	27,997	25,331	34,245	28,314
	2013	30,961	29,502	27,666	26,544	28,430	26,544	33,922	28,848
	<b>2014</b>	<b>31,758</b>	<b>29,723</b>	<b>28,005</b>	<b>29,082</b>	<b>28,864</b>	<b>26,710</b>	<b>33,719</b>	<b>29,288</b>
Male technical, clerical and supervisory staff	2012	33,074	34,162	31,984	34,810	34,471	28,248	36,200	33,270
	2013	34,825	34,976	32,252	35,213	35,274	29,137	36,415	33,834
	<b>2014</b>	<b>34,997</b>	<b>35,231</b>	<b>32,615</b>	<b>35,308</b>	<b>35,897</b>	<b>30,450</b>	<b>36,441</b>	<b>34,215</b>
Technical, clerical and supervisory staff	2012	31,687	32,531	31,018	33,600	33,005	26,597	35,639	32,035
	2013	33,081	33,083	31,345	33,967	33,706	27,576	35,713	32,587
	<b>2014</b>	<b>33,520</b>	<b>33,298</b>	<b>31,708</b>	<b>34,151</b>	<b>34,276</b>	<b>28,260</b>	<b>35,702</b>	<b>32,979</b>
Female blue-collar workers	2012	29,255	21,685	21,261	22,073	21,421	SO	SO	26,787
	2013	30,146	21,877	21,242	22,981	22,852	SO	SO	27,474
	<b>2014</b>	<b>30,526</b>	<b>22,306</b>	<b>22,391</b>	<b>22,719</b>	<b>23,719</b>	<b>SO</b>	<b>SO</b>	<b>28,021</b>
Male blue-collar workers	2012	28,865	27,662	26,133	26,260	25,752	SO	SO	26,423
	2013	30,723	28,318	26,495	26,881	26,479	SO	SO	27,049
	<b>2014</b>	<b>30,368</b>	<b>29,434</b>	<b>26,891</b>	<b>27,142</b>	<b>27,237</b>	<b>SO</b>	<b>SO</b>	<b>27,707</b>
Male blue-collar workers	2012	29,008	27,624	26,063	26,197	25,734	SO	SO	26,432
	2013	30,518	28,279	26,421	26,831	26,463	SO	SO	27,059
	<b>2014</b>	<b>30,422</b>	<b>29,393</b>	<b>26,829</b>	<b>27,088</b>	<b>27,222</b>	<b>SO</b>	<b>SO</b>	<b>27,714</b>

<b>Limited companies (SA) impacted by the Grenelle II decree</b>		<b>APRR (SA)</b>	<b>AREA (SA)</b>	<b>Clemessy SA</b>
Female managers	<b>2014</b>	53,441	55,879	45,712
Male managers	<b>2014</b>	66,583	61,175	53,719
Managers	<b>2014</b>	62,832	59,761	52,980
Female technical, clerical and supervisory staff	<b>2014</b>	31,116	34,365	29,195
Male technical, clerical and supervisory staff	<b>2014</b>	34,037	38,948	33,178
Technical, clerical and supervisory staff	<b>2014</b>	32,707	36,845	32,543
Female blue-collar workers	<b>2014</b>	29,554	31,911	22,231
Male blue-collar workers	<b>2014</b>	29,961	31,042	25,224
Blue-collar workers	<b>2014</b>	29,827	31,359	25,188

Employee shareholding remains a core foundation of the Group's culture and maintains its solidity even in a challenging economic context.

Employees demonstrate their attachment to the company by regularly maintaining an overall equity stake of more than a quarter of the total. The 2014 employee shareholding data is available on page 15.

#### 4.2. Work schedules

Work is organised in accordance with the legal and statutory work schedules in the countries where the companies are located. Work time organisation may be adapted in the framework of agreements with labour partners if relevant in a given context.

The ratio of employees on part-time contracts in the Group remained stable in 2014 (2.38%).

#### Work schedules

<b>France</b>		<b>APRR</b>	<b>Eiffage Construction</b>	<b>Eiffage Énergie</b>	<b>Eiffage Métal</b>	<b>Travaux Publics</b>	<b>Concessions</b>	<b>Holding</b>	<b>Total France</b>
Part-time work among male managers	2012	0.08%	0.59%	0.62%	1.37%	0.64%	0.00%	1.61%	0.70%
	2013	0.52%	0.43%	0.51%	0.61%	0.68%	0.00%	1.52%	0.57%
	<b>2014</b>	<b>0.77%</b>	<b>0.49%</b>	<b>0.66%</b>	<b>0.30%</b>	<b>0.34%</b>	<b>0.00%</b>	<b>1.50%</b>	<b>0.53%</b>
Part-time work among female managers	2012	12.67%	7.80%	5.87%	8.11%	7.21%	0.00%	5.88%	7.56%
	2013	14.10%	6.83%	6.10%	5.26%	8.81%	0.00%	7.25%	7.69%
	<b>2014</b>	<b>11.95%</b>	<b>8.28%</b>	<b>6.41%</b>	<b>6.03%</b>	<b>7.51%</b>	<b>0.00%</b>	<b>6.41%</b>	<b>7.69%</b>
Part-time work among managers	2012	4.10%	1.80%	1.22%	2.34%	1.54%	0.00%	2.76%	1.74%
	2013	4.41%	1.56%	1.18%	1.29%	1.81%	0.00%	3.01%	1.67%
	<b>2014</b>	<b>4.02%</b>	<b>1.95%</b>	<b>1.38%</b>	<b>1.15%</b>	<b>1.37%</b>	<b>0.00%</b>	<b>2.88%</b>	<b>1.69%</b>
Part-time work among male technical, clerical and supervisory staff	2012	1.24%	0.61%	0.86%	0.16%	0.39%	4.76%	0.00%	0.68%
	2013	1.15%	0.31%	1.10%	0.24%	0.28%	8.70%	0.00%	0.73%
	<b>2014</b>	<b>1.59%</b>	<b>0.25%</b>	<b>1.07%</b>	<b>0.25%</b>	<b>0.29%</b>	<b>10.34%</b>	<b>0.00%</b>	<b>0.76%</b>
Part-time work among female technical, clerical and supervisory staff	2012	14.28%	11.56%	18.33%	10.99%	11.34%	27.27%	6.25%	14.28%
	2013	13.82%	12.25%	17.46%	11.89%	10.40%	21.05%	3.23%	13.82%
	<b>2014</b>	<b>13.05%</b>	<b>12.90%</b>	<b>17.71%</b>	<b>12.41%</b>	<b>10.15%</b>	<b>19.05%</b>	<b>3.57%</b>	<b>13.84%</b>
Part-time work among technical, clerical and supervisory staff	2012	7.07%	4.19%	4.47%	2.17%	2.93%	18.52%	1.85%	4.15%
	2013	6.94%	4.53%	4.42%	2.45%	2.64%	16.39%	0.94%	4.10%
	<b>2014</b>	<b>6.93%</b>	<b>4.88%</b>	<b>4.40%</b>	<b>2.56%</b>	<b>2.60%</b>	<b>15.49%</b>	<b>0.98%</b>	<b>4.13%</b>
Part-time work among male blue-collar workers	2012	7.08%	0.30%	0.57%	0.47%	0.20%	N/A	N/A	0.58%
	2013	6.14%	0.28%	0.59%	0.34%	0.21%	N/A	N/A	0.54%
	<b>2014</b>	<b>5.71%</b>	<b>0.29%</b>	<b>0.71%</b>	<b>0.46%</b>	<b>0.23%</b>	<b>N/A</b>	<b>N/A</b>	<b>0.59%</b>
Part-time work among female blue-collar workers	2012	38.13%	16.28%	20.86%	6.25%	44.26%	N/A	N/A	33.67%
	2013	36.94%	15.00%	25.00%	11.11%	42.11%	N/A	N/A	33.50%
	<b>2014</b>	<b>36.24%</b>	<b>14.29%</b>	<b>23.28%</b>	<b>8.00%</b>	<b>42.00%</b>	<b>N/A</b>	<b>N/A</b>	<b>32.61%</b>
Part-time work among blue-collar workers	2012	19.25%	0.41%	0.91%	0.56%	0.45%	N/A	N/A	1.58%
	2013	17.90%	0.38%	1.17%	0.49%	0.44%	N/A	N/A	1.49%
	<b>2014</b>	<b>16.75%</b>	<b>0.37%</b>	<b>1.05%</b>	<b>0.56%</b>	<b>0.44%</b>	<b>N/A</b>	<b>N/A</b>	<b>1.49%</b>
Ratio of part-time employees	2012	11.12%	1.47%	2.32%	1.42%	1.24%	12.99%	2.49%	2.41%
	2013	10.68%	1.44%	2.37%	1.31%	1.20%	10.31%	2.42%	2.35%
	<b>2014</b>	<b>10.14%</b>	<b>1.62%</b>	<b>2.46%</b>	<b>1.37%</b>	<b>1.15%</b>	<b>9.40%</b>	<b>2.37%</b>	<b>2.38%</b>

<b>Limited companies (SA) impacted by the Grenelle II decree</b>		<b>APRR (SA)</b>	<b>AREA (SA)</b>	<b>Clemessy SA</b>
Part-time work among male managers	<b>2014</b>	1.01%	0.00%	0.81%
Part-time work among female managers	<b>2014</b>	14.75%	2.70%	7.23%
Part-time work among managers	<b>2014</b>	5.00%	0.00%	2.88%
Part-time work among male technical, clerical and supervisory staff	<b>2014</b>	1.26%	2.82%	0.94%
Part-time work among female technical, clerical and supervisory staff	<b>2014</b>	12.94%	13.48%	23.62%
Part-time work among technical, clerical and supervisory staff	<b>2014</b>	6.74%	7.67%	4.63%
Part-time work among male blue-collar workers	<b>2014</b>	2.32%	11.11%	1.34%
Part-time work among female blue-collar workers	<b>2014</b>	20.36%	55.08%	25.00%
Part-time work among blue-collar workers	<b>2014</b>	8.33%	28.79%	1.65%
Ratio of part-time employees	<b>2014</b>	6.96%	18.10%	3.16%

<b>International</b>		<b>Germany</b>	<b>Benelux</b>	<b>Spain</b>	<b>Poland</b>	<b>Other Europe</b>	<b>Senegal</b>
Ratio of part-time employees	2012	0.28%	NC	0.03%	NC	NC	NC
	2013	3.18%	8.15%	5.53%	0.98%	15.55%	0.00%
	<b>2014</b>	<b>3.41%</b>	<b>9.34%</b>	<b>4.55%</b>	<b>0.72%</b>	<b>6.46%</b>	<b>0.00%</b>

Absenteeism in France represents 5.80% of days worked.

#### Absenteeism

<b>France</b>		<b>APRR</b>	<b>Eiffage Construction</b>	<b>Eiffage Énergie</b>	<b>Eiffage Métal</b>	<b>Travaux Publics</b>	<b>Concessions</b>	<b>Holding</b>	<b>Total France</b>
Net rate of absenteeism	2012	3.96%	6.02%	4.80%	6.61%	6.25%	2.48%	1.64%	5.55%
	2013	3.90%	6.29%	5.02%	6.60%	6.25%	2.77%	1.79%	5.66%
	<b>2014</b>	<b>5.24%</b>	<b>6.00%</b>	<b>5.12%</b>	<b>7.08%</b>	<b>6.33%</b>	<b>3.34%</b>	<b>1.94%</b>	<b>5.80%</b>

<b>Limited companies (SA) impacted by the Grenelle II decree</b>		<b>APRR (SA)</b>	<b>AREA (SA)</b>	<b>Clemessy SA</b>
Net rate of absenteeism	<b>2014</b>	4.91%	6.06%	3.74%

<b>International</b>		<b>Germany</b>	<b>Benelux</b>	<b>Spain</b>	<b>Poland</b>	<b>Other Europe</b>	<b>Senegal</b>
Net rate of absenteeism	2013	6.64%	10.48%	2.87%	12.13%	3.61%	0.75%
	<b>2014</b>	<b>5.39%</b>	<b>6.85%</b>	<b>2.84%</b>	<b>10.17%</b>	<b>1.93%</b>	<b>0.92%</b>

#### 4.3. Labour relations

Eiffage seeks to maintain and develop labour dialogue based on open communication and respect for its internal stakeholders.

In France and the countries where the Group is located, the institutions representing employees operate in accordance with the regulations in force in each country.

#### European Works Council and Group Works Council

The agreement concerning the renewal of the European Works Council, signed by Eiffage management and all labour unions in 2011, integrated the changes in European law arising in particular from European directive no. 2009/38/EC of 6 May 2009, even before its transposition into French law, and established the principle of two meetings each year. The agreement concerning the renewal of the Group Works Council, signed by management and the labour unions on 9 December 2013, strengthens this body's operating resources and focuses on training for its new members. The Group Works Council comprises thirty members designated by the labour unions from among their elected representatives to the company or establishment works councils of the French subsidiaries. It also meets twice a year.

#### Psychosocial risk prevention agreement

A new agreement on the prevention of stress and psychosocial risks – covering all French subsidiaries except APRR and AREA, which have their own agreement – was signed in October 2014. As the signatories felt it appropriate to continue the approach begun in 2011, this agreement essentially extends the arrangements put in place by the previous agreement for a period of three years. A committee of management and labour union representatives meets annually at Group level to monitor the agreement. Monitoring groups with a similar composition and purpose have also been formed in the divisions. At the heart of the system, health, safety and working conditions committees annually track the defined indicators to best understand realities on the ground and enable the earliest possible detection of problem situations. These committees have also designated from among their members an advisor trained in issues relating to stress and psychosocial risks. Upon implementation of this approach, training sessions – based on a programme designed by the ANACT (French national agency for improved working conditions) – were organised for more than 300 advisor members of the health, safety and working conditions committees, as well as for the committee chairs, human resource managers and risk prevention managers. New sessions have since been organised periodically, to train all new advisor members.



### Social benefits expanded to long-term care

The 2008 group agreement that introduced a system for reimbursing medical expenses covering a large portion of the French subsidiaries also provides for coverage of long-term care to benefit retiring employees and their spouses. This system is based on an accidental death and disability policy that supplements the existing benefit plan. The agreement is regularly amended, in particular to integrate new companies acquired by the Group. A committee to monitor the mutual insurance plan, comprising management representatives and three representatives per labour union, examines the elements related to the system's management and operation with the help of an auditing firm. This committee, which met three times in 2014, operates independently of the bargaining meetings.

### Other agreements

As required by law, the Group's French subsidiaries, depending on their organisation, in principle have works councils or central works councils and establishment works councils, employee representatives, health, safety and working conditions committee representatives, and usually union delegates, to provide representation for employees at all levels. The organisation and nature of their activities have led several divisions to set up coordination, consultation and discussion bodies, such as division committees, which supplement the statutory system of representative employee institutions.

Labour dialogue results in particular in the signing of company or establishment agreements closely aligned with employees' daily realities, or of division-wide agreements covering all subsidiaries, when the topic and issues merit this approach. The agreements reached during mandatory annual bargaining and agreements concerning employee incentives or profit-sharing are a key focus. The Group does not currently have a systematic, harmonised procedure for escalating information about its entities' collective bargaining agreements.

**At APRR-AREA**, labour dialogue takes place via the negotiation and signature of collective labour agreements, as well as periodic meetings between management and employee representatives within the framework of several bodies with specific competences. Collective bargaining involves management and union delegates, who are designated at the level of the company (AREA) or at the central level and for each establishment (APRR).

The company or establishment works councils and the central works council are consulted regarding the application of economic and business decisions concerning the general management of the company (AREA works council or APRR central works council) or of the establishments (APRR establishment works councils), as well as on specific company or establishment projects in these areas.

APRR, which is divided into distinct establishments and operates at least two establishment works councils, has a central works council in accordance with regulations. This body exercises the economic powers that concern the company's general management and exceed the scope of the powers of establishment heads. It must be informed and consulted with regard to all the company's major economic and financial projects. In 2014, in addition to the mandatory annual wage negotiations, AREA and APRR modified their employee savings agreements (profit-sharing, incentives). Two new agreements on employment and expertise planning were signed on 12 June 2014 (APRR) and 10 December 2014 (AREA).

**At Clemesly SA**, labour dialogue takes the form of periodic meetings between management and employee representatives,

in particular within the framework of a central works council and establishment works councils (14 establishments). The committees in charge of monitoring agreements on employment and expertise planning and PSR met in 2014. An initial review of the application of the generational contract agreement was completed. These councils are consulted on the application of economic and business decisions concerning the general management of the company or establishments, as well as on specific company or establishment projects in these areas.

## 4.4. Health and safety

### 4.4.1. Health and safety conditions at work

The protection of employee health and physical safety is fundamental for the Group and expressed in the goal of zero accidents (article 1.2 of Eiffage's "Charter of Values and Objectives").

The divisions devote managerial and operational resources to meet the goals in their safety action plans: training programmes at all hierarchical levels, multifactorial accident analyses, risk prevention tours by supervisors, operational audits, sharing of best practices and investments in equipment providing the best level of safety. A Risk Prevention network exists in each division, primarily composed of regional professional risk prevention advisors.

Everyday employee awareness at every work site remains a crucial success factor for risk prevention. All divisions therefore implement strong communication and training initiatives to motivate and unite their teams.

For example, Eiffage Travaux Publics rolled out its "Safety is for life" programme in the second half of 2014 around the values of solidarity, mutual assistance and accountability for the Eiffage group. Launched with a "Silence kills" poster campaign, followed by a second campaign on the theme "Talking saves", the national prevention operation named "Live life safely" highlighted the importance of team spirit and cooperation when it comes to safety. The operation culminated in a day of events on this theme, organised simultaneously in France, Germany, Spain and Senegal on 28 October 2014.

The protection of employee health and physical safety is organised around several priorities, in particular:

- prevention of physical strain and occupational diseases is expressed in Arduous Work agreements and action plans signed in the divisions, and primarily takes place via specific training, PRAP (prevention of risk associated with physical activity) modules, improved procedures and equipment adaptations. These initiatives are based on the results of studies of the ergonomics of work stations and equipment, or efforts to reduce multiple exposures to occupational risk factors;
- wherever possible, the divisions prohibit the use of toxic products and seek the least hazardous product. Thus, one of Clemesly's goals is to replace 80% of CMR (carcinogenic, mutagenic, reprotoxic) products. Pooling information about these products is a key aspect. The ACCES database designed by the Construction and Public Works divisions – which includes both product hazard assessments and replacement proposals when the impact is high, with 5,800 products inventoried – is currently also being deployed in the Energy and Metal divisions;
- various agreements and action programmes developed in the divisions concern the prevention of stress and psychosocial risks. Efforts are undertaken jointly with the labour partners concerning these risks, their evaluation and their consideration in the occupational setting. Basic safety skills (BSS) are also applied in certain divisions in this area;

## Sustainable development

- concerning addiction – a factor that contributes to occupational risk, deteriorating work relationships and absenteeism – the divisions have implemented dependency assistance programmes that respect confidentiality: awareness tools, interventions by the ANPAA (French national association for prevention of alcoholism and addiction), voluntary and anonymous testing.

Finally, safety best practices are also shared, via internal Challenges, such as the APRR-AREA Risk Prevention Ribbons or the Eiffage Business Line Challenge – a biennial event rolled out in all the divisions – in which safety was a major focus of the competition in 2014.

The divisions are regularly rewarded for their risk prevention and safety actions and efforts by business partners, or in some cases by their customers for difficult projects or work sites posing particular health and safety challenges.

Temporary staff are subject to the same safety rules as permanent employees and receive the same training and awareness courses, or courses developed specifically for them.

### 4.4.2. Health and safety training

Teams receive mandatory business-specific safety training. Dedicated training processes adapted to the core businesses are implemented in all the divisions: BSS, 15-minute safety sessions at work sites, PRAP modules, ergonomics training, electrical certifications, video-prevention, etc.

Specific safety training is also implemented for managers: “Safe Pilot” at APRR, the “Be a risk prevention player” and “Complete your project without accidents” courses at Eiffage Énergie, specific events devoted to developing a culture of high standards, leading by example and applying safety discipline at Eiffage Construction and Eiffage Travaux Publics, or training in delegation of accountability for HSE (Health Safety Environment) for the Metal division.

Site safety communication includes instructions, fact sheets, welcome booklets and mandatory integration procedures.

### 4.4.3. Workplace accidents

The Group’s accident frequency and severity rates continue to decrease. The construction divisions in particular – Eiffage Travaux Publics, Eiffage Construction and Eiffage Énergie – reported a drop in workplace accidents at their sites.

The number of occupational diseases was 243 in 2014.

**Frequency rate:** total number of lost-time injuries x 1,000,000 divided by the total number of hours worked.

**Statutory severity rate:** number of days lost due to workplace accidents occurring over the past three years x 1,000 divided by the number of hours worked.

## Health & Safety

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Workplace accident frequency rate	2012	7.25	18.79	13.50	11.20	18.33	10.07	1.67	15.51
	2013	11.65	17.55	11.35	11.18	16.94	0.00	1.64	14.27
	<b>2014</b>	<b>10.96</b>	<b>17.48</b>	<b>10.05</b>	<b>11.95</b>	<b>14.27</b>	<b>24.47</b>	<b>4.83</b>	<b>13.05</b>
Accident frequency for temporary workers	2012	4.49	46.70	33.65	14.43	35.10	0.00	0.00	34.54
	2013	11.83	38.77	33.49	15.88	36.63	0.00	0.00	33.43
	<b>2014</b>	<b>34.45</b>	<b>37.28</b>	<b>26.03</b>	<b>17.22</b>	<b>30.04</b>	<b>0.00</b>	<b>0.00</b>	<b>29.03</b>
Statutory severity rate	2012	0.63	1.60	0.77	0.41	1.21	1.36	0.01	1.04
	2013	0.57	1.56	0.58	0.54	1.12	0.00	0.05	0.93
	<b>2014</b>	<b>0.83</b>	<b>1.35</b>	<b>0.62</b>	<b>0.56</b>	<b>1.04</b>	<b>0.20</b>	<b>0.11</b>	<b>0.90</b>
Occupational diseases identified during the year and attributable to the company	2012	9	47	62	30	29	0	0	177
	2013	3	69	74	15	38	0	0	199
	<b>2014</b>	<b>3</b>	<b>68</b>	<b>96</b>	<b>13</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>243</b>

Limited companies (SA) impacted by the Grenelle II decree		APRR (SA)	AREA (SA)	Clemessy SA
Workplace accident frequency rate	<b>2014</b>	9.97	13.08	6.50
Accident frequency for temporary workers	<b>2014</b>	37.20	0.00	28.34
Statutory severity rate	<b>2014</b>	0.66	1.20	0.43
Occupational diseases identified during the year and attributable to the company	<b>2014</b>	2	1	12

### 4.5. Training

Eiffage’s training offer is governed by two principles: promote internal resources by taking career goals into consideration, and keep employees in their jobs by improving their skills and adapting them to new needs.

Training was fully revamped in 2014 with the creation of the Eiffage University, the culmination of a process begun in 2013. The new Eiffage University illustrates the Group’s desire to increase its competitive edge by enhancing employee skills to ensure their employability and versatility. The goal is to propose a clear, shared and streamlined offer that relies primarily on internal trainers.

The divisions’ human resources departments organise their training initiatives. Annual orientation memos define the priority actions to be addressed in training plans based on the companies’ strategic objectives and the needs expressed by employees and management.



Learn more  
Additional information is available in the Sustainable Development section of the website  
[www.eiffage.com](http://www.eiffage.com)

Internal training initiatives take various forms:

- With the necessary adaptation of the businesses to structural and short-term changes in the various sectors becoming a priority, the divisions are working to enhance the level of expertise of their employees or give them access to new qualifications. They also encourage geographic and functional mobility, and employment integration for young workers.
- Training for blue-collar workers and technical, clerical and supervisory staff is primarily organised – with the exception of risk prevention and occupational health aspects – around business-specific expertise. Some divisions, such as Eiffage Construction, also organise certifying training courses for employees without formal qualifications. These initiatives help meet market requirements by expanding the company's capabilities and contribute to employees' professional development.
- Consolidating basic skills is a prerequisite for career development, and the divisions organise appropriate training programmes in this area. Employees' ability to work internationally was also targeted by several divisions this year, via language courses or the identification of local specificities (legal business environment, etc.). Online training courses continue to expand rapidly, in particular at APRR-AREA and Eiffage Travaux Publics.
- The "Master Chef" courses initiated by Eiffage Travaux Publics for local managers – team leaders, foremen, site supervisors and shop supervisors – are now being rolled out across the Group.
- Increasing managers' leadership skills and preparing promising employees for management functions are addressed in specific programmes. Young engineers also benefit from specific courses to develop their cross-

functional expertise and synergies within the Group. Alongside the training offered by the divisions, the Eiffage University proposes two training programmes for managers (Advanced Master) on "Profit centre management" and "Project management". The offer also includes specific training courses for managers with at least two years of seniority in the Group and in their position. These modules are based on Eiffage tools and practices, and provide training suitable for positions of responsibility: management, administration, sustainable development, legal affairs, labour relations, etc.

The Group also operates an extensive work-study policy – a crucial pre-recruitment pathway – in accordance with its commitments, of which the Companies & Neighbourhoods Charter is the most recent. These commitments are rolled out by division.

In addition to their work-study activities, the divisions run their own training centres. For example, Eiffage Travaux Publics has eight dedicated schools where some two hundred people are enrolled each year to earn qualifications in the public works professions.

Lastly, the Group devotes resources to the integration of new hires: welcome booklets, sponsors, tutoring, training, incorporation in different departments, new hire or young manager events, new manager forums, information sharing, integration reviews, etc. The divisions continuously improve their new hire welcome and integration processes to foster long-term employment with their companies. Tailored pathways based on internal trainer networks and trained tutors rapidly teach the basics and facilitate the integration of new recruits.

## Training

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Total hours of training	2012	75,670	204,777	408,665	75,890	291,292	507	8,058	1,064,859
	2013	74,729	185,741	366,262	78,420	289,464	913	7,479	1,003,008
	<b>2014</b>	<b>83,747</b>	<b>172,988</b>	<b>331,054</b>	<b>75,946</b>	<b>277,502</b>	<b>592</b>	<b>5,595</b>	<b>947,424</b>
Total training cost (%)	2012	NC	2.05%	2.60%	2.17%	1.84%	0.50%	2.66%	2.25%
	2013	3.62%	1.87%	2.44%	2.16%	1.95%	1.00%	2.32%	2.28%
	<b>2014</b>	<b>3.76%</b>	<b>1.90%</b>	<b>2.75%</b>	<b>2.14%</b>	<b>1.85%</b>	<b>0.98%</b>	<b>1.94%</b>	<b>2.29%</b>

Limited companies (SA) impacted by the Grenelle II decree	APRR (SA)	AREA (SA)	Clemessy SA	
Total hours of training	<b>2014</b>	63,389	20,358	70,900
Total training cost (%)	<b>2014</b>	3.80%	3.66%	5.12%

International		Germany	Benelux	Spain	Poland	Other Europe	Senegal
Total hours for training	2012	30,753	18,322	22,626	NC	NC	NC
	2013	31,517	31,190	22,470	3,842	6,604	1,928
	<b>2014</b>	<b>30,377</b>	<b>60,179</b>	<b>28,566</b>	<b>12,053</b>	<b>7,634</b>	<b>4,221</b>



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#### 4.6. Equal treatment

The Eiffage Charter of Values poses diversity and equal opportunity, without distinction on the basis of gender, age, nationality, religious belief, social origin or health, as fundamental principles of life in the Group. The diversity and equal opportunity agreements and action plans and generational contracts implemented in the divisions to meet the Group's commitments and changing regulations are regularly renewed with updated goals.

Many internal communication initiatives bear witness to the active engagement of the divisions: charters, awareness pamphlets, production and screening of films, personal accounts in internal magazines, and regular events organised at national or regional level, in partnership with community organisations, other companies or local authorities. Management is targeted by a proactive training policy with modules addressing, in full or in part, diversity and equal opportunity, overcoming discrimination in the context of annual reviews, management, labour relations and managing diversity.

Partnerships and sponsorships are implemented and maintained to ensure the professional integration of vulnerable populations (whether for social, financial or health reasons). In this way, the Eiffage Foundation has supported projects since 2008 that foster the integration of individuals in situations of exclusion, whatever the difficulties they encounter.

The integration of young people from disadvantaged areas is being addressed through a specific policy supported by the French urban policy minister. In June 2013, Eiffage renewed its commitment to employment of residents of priority

neighbourhoods by signing the Companies and Neighbourhoods Charter with the French Ministry of Regional Equality and Housing, represented by the urban policy minister.

The Group also signed a specific implementation agreement relating to the charter, which targets, among other things, analysis of the practical achievement of labour clauses at work sites, with those for the Bretagne–Pays de la Loire high-speed rail link and for the eight schools in Seine-Saint-Denis designated as pilot sites.

Intermediate reviews of these two very successful integration operations are available.

Lastly, overcoming illiteracy is an important issue for the companies. Insufficient mastery of basic education skills is an obstacle to social integration and career progression, as well as a risk factor in businesses where understanding instructions is a crucial requirement, in particular when it comes to safety. Specific training is available to employees in the relevant divisions on a voluntary basis.

##### 4.6.1. Measures to support gender equality

Many agreements and action plans govern gender equality in the divisions. A number of actions are being carried out in what remains a predominantly male work environment; examples include increasing the number of women in operational management positions to achieving parity in education, remuneration and promotion, and including issues of work-family balance. Gender equality and equal opportunity represent an issue that is identified but has not yet reached maturity in the construction sector, which is struggling to catch up in this area.

#### Employment of women

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Ratio of women among managers	2012	27.99%	16.81%	11.51%	14.45%	13.62%	56.52%	26.77%	15.08%
	2013	28.68%	17.50%	11.98%	14.75%	13.83%	41.67%	25.94%	15.54%
	<b>2014</b>	<b>29.07%</b>	<b>18.73%</b>	<b>12.51%</b>	<b>14.87%</b>	<b>14.33%</b>	<b>28.26%</b>	<b>28.06%</b>	<b>16.22%</b>
Ratio of women among technical, clerical and supervisory staff	2012	45.80%	32.85%	20.63%	18.55%	23.19%	61.11%	29.63%	25.53%
	2013	46.12%	35.35%	20.33%	18.93%	23.28%	62.30%	29.25%	25.71%
	<b>2014</b>	<b>46.61%</b>	<b>36.59%</b>	<b>19.99%</b>	<b>18.98%</b>	<b>23.46%</b>	<b>59.15%</b>	<b>27.45%</b>	<b>25.73%</b>
Ratio of women among blue-collar workers	2012	39.20%	0.67%	1.59%	1.49%	0.56%	N/A	N/A	3.01%
	2013	38.17%	0.66%	1.55%	1.31%	0.54%	N/A	N/A	2.87%
	<b>2014</b>	<b>36.16%</b>	<b>0.62%</b>	<b>1.51%</b>	<b>1.27%</b>	<b>0.51%</b>	<b>N/A</b>	<b>N/A</b>	<b>2.80%</b>
Ratio of women in the total workforce	2012	40.87%	10.64%	11.76%	9.59%	8.15%	59.74%	27.62%	12.06%
	2013	40.75%	11.17%	11.97%	9.84%	8.32%	54.64%	26.88%	12.29%
	<b>2014</b>	<b>40.27%</b>	<b>11.95%</b>	<b>10.89%</b>	<b>10.00%</b>	<b>8.67%</b>	<b>47.01%</b>	<b>27.89%</b>	<b>12.65%</b>

Limited companies (SA) impacted by the Grenelle II decree	APRR (SA)	AREA (SA)	Clemessy SA	
Ratio of women among managers	<b>2014</b>	29.05%	29.13%	10.02%
Ratio of women among technical, clerical and supervisory staff	<b>2014</b>	46.90%	45.52%	16.26%
Ratio of women among blue-collar workers	<b>2014</b>	33.33%	40.20%	1.32%
Ratio of women in the total workforce	<b>2014</b>	40.05%	40.81%	11.11%

International		Germany	Benelux	Spain	Poland	Other Europe	Senegal
Ratio of women in the total workforce	2012	10.72%	7.67%	8.00%	NC	NC	NC
	2013	11.08%	0.88%	6.93%	23.60%	10.24%	5.80%
	<b>2014</b>	<b>10.99%</b>	<b>8.72%</b>	<b>6.61%</b>	<b>23.66%</b>	<b>10.55%</b>	<b>4.18%</b>

#### 4.6.2. Measures to integrate people with disabilities

Recruitment, changing perceptions of disability, improved job retention, supporting and integrating people with disabilities, career management and increased collaboration with the supported and sheltered sector (specific status for employment of people with disabilities under French law), are all areas addressed by the divisions through action plans to enable people with disabilities to find their place in the Group or alongside our teams.

Ensuring recognition of employees with disabilities and facilitating their redeployment if necessary are more actions that are beginning to bear fruit.

In addition, the divisions' human resources and purchasing departments regularly outsource to a network of partners in the "supported and sheltered" sector. Socially responsible purchasing initiatives are also implemented, with specific training and awareness programmes for employees in purchasing.

#### People with disabilities

<b>France</b>		<b>APRR</b>	<b>Eiffage Construction</b>	<b>Eiffage Énergie</b>	<b>Eiffage Métal</b>	<b>Travaux Publics</b>	<b>Concessions</b>	<b>Holding</b>	<b>Total France</b>
Number of people with disabilities (DOETH form, box C)	2012	104.77	407.29	626.24	186.50	595.99	NC	3.53	1,924.32
	2013	116.38	415.12	646.22	194.79	685.26	3.00	4.25	2,065.02
	<b>2014</b>	<b>129.32</b>	<b>400.28</b>	<b>521.50</b>	<b>194.92</b>	<b>720.07</b>	<b>3.00</b>	<b>3.68</b>	<b>1,972.77</b>
Number of units under contracts with the French "supported and sheltered" sector (DOETH form, box D2)	2012	3.96	8.76	30.40	9.35	18.04	NC	0.50	71.01
	2013	3.12	9.01	26.80	9.50	17.86	0.00	0.14	66.43
	<b>2014</b>	<b>4.59</b>	<b>15.35</b>	<b>33.95</b>	<b>7.92</b>	<b>23.67</b>	<b>0.00</b>	<b>0.21</b>	<b>85.69</b>
Eligible employee shortfall after agreed efforts (DOETH form, box G)	2012	31.25	162.05	249.57	47.48	190.02	NC	13.34	693.71
	2013	40.32	140.55	242.11	37.49	182.75	0.00	14.61	657.83
	<b>2014</b>	<b>41.47</b>	<b>149.98</b>	<b>199.83</b>	<b>34.39</b>	<b>167.92</b>	<b>0.00</b>	<b>16.11</b>	<b>609.70</b>
Allowances paid (DOETH form, box P) (€)	2012	169,397	228,378	680,413	162,000	172,591	NC	57,732	1,470,511
	2013	154,496	195,637	681,827	121,270	235,888	0	64,418	1,453,536
	<b>2014</b>	<b>128,324</b>	<b>234,687</b>	<b>368,244</b>	<b>111,526</b>	<b>226,805</b>	<b>0</b>	<b>70,254</b>	<b>1,139,840</b>
Hires of people with disabilities	2012	3	7	15	8	9	NC	0	42
	2013	0	4	14	18	21	0	2	59
	<b>2014</b>	<b>3</b>	<b>6</b>	<b>15</b>	<b>15</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>47</b>

<b>Limited companies (SA) impacted by the Grenelle II decree</b>		<b>APRR (SA)</b>	<b>AREA (SA)</b>	<b>Clemessy SA</b>
Number of people with disabilities (DOETH form, box C)	<b>2014</b>	91.00	38.32	116.92
Number of units under contracts with the French "supported and sheltered" sector	<b>2014</b>	3.71	0.88	5.27
Eligible employee shortfall after agreed efforts (DOETH form, box G)	<b>2014</b>	36.20	5.27	37.86
Allowances paid (DOETH form, box P) (€)	<b>2014</b>	125,839	2,485	214,212
Hires of people with disabilities	<b>2014</b>	3	0	8



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### 4.6.3. Measures in support of older workers

The various generational contract agreements and plans implemented in the past two years express the divisions' objectives: maintain employees aged 55 and older in employment,

position seniors as trainee instructors and mentors, continue to foster their development and train them, provide systems favourable to their recruitment.

Certain Arduous Work action plans may include specific actions for seniors.

### Workforce breakdown by age

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Number of workers under age 26	2012	135	1,240	1,824	499	2,123	5	9	5,835
	2013	128	1,057	1,731	429	1,902	7	11	5,265
	<b>2014</b>	<b>115</b>	<b>832</b>	<b>1,501</b>	<b>384</b>	<b>1,580</b>	<b>8</b>	<b>16</b>	<b>4,436</b>
Number of workers age 26 to 30	2012	159	1,644	2,123	558	2,096	10	53	6,643
	2013	141	1,552	1,982	528	2,055	14	38	6,310
	<b>2014</b>	<b>130</b>	<b>1,462</b>	<b>1,937</b>	<b>516</b>	<b>2,001</b>	<b>16</b>	<b>36</b>	<b>6,098</b>
Number of workers over age 30 to 35	2012	283	1,399	2,296	520	2,001	14	74	6,587
	2013	229	1,435	2,299	532	2,041	18	81	6,635
	<b>2014</b>	<b>211</b>	<b>1,385</b>	<b>2,251</b>	<b>544</b>	<b>1,996</b>	<b>20</b>	<b>80</b>	<b>6,487</b>
Number of workers over age 35 to 40	2012	616	1,404	2,221	515	2,047	13	60	6,876
	2013	572	1,318	2,105	508	1,970	17	67	6,557
	<b>2014</b>	<b>457</b>	<b>1,237</b>	<b>2,017</b>	<b>463</b>	<b>1,868</b>	<b>24</b>	<b>69</b>	<b>6,135</b>
Number of workers over age 40 to 45	2012	769	1,454	2,855	586	2,498	15	38	8,215
	2013	755	1,379	2,725	563	2,374	11	43	7,850
	<b>2014</b>	<b>787</b>	<b>1,356</b>	<b>2,568</b>	<b>561</b>	<b>2,246</b>	<b>12</b>	<b>50</b>	<b>7,580</b>
Number of workers over age 45 to 50	2012	827	1,551	3,038	617	2,725	7	56	8,821
	2013	817	1,546	3,040	623	2,745	15	61	8,847
	<b>2014</b>	<b>788</b>	<b>1,488</b>	<b>2,961</b>	<b>600</b>	<b>2,692</b>	<b>19</b>	<b>54</b>	<b>8,602</b>
Number of workers over age 50 to 55	2012	633	1,205	2,717	597	2,361	8	40	7,561
	2013	673	1,213	2,698	614	2,332	9	40	7,579
	<b>2014</b>	<b>705</b>	<b>1,247</b>	<b>2,684</b>	<b>633</b>	<b>2,312</b>	<b>9</b>	<b>45</b>	<b>7,635</b>
Number of workers over age 55 to 60	2012	547	908	1,972	476	1,714	5	25	5,647
	2013	542	839	1,961	476	1,700	4	24	5,546
	<b>2014</b>	<b>570</b>	<b>803</b>	<b>2,004</b>	<b>467</b>	<b>1,700</b>	<b>7</b>	<b>22</b>	<b>5,573</b>
Number of workers over age 60 to 65	2012	81	212	176	61	294	0	5	829
	2013	92	211	217	66	318	2	5	911
	<b>2014</b>	<b>98</b>	<b>184</b>	<b>239</b>	<b>62</b>	<b>301</b>	<b>2</b>	<b>6</b>	<b>892</b>
Number of workers older than 65	2012	4	15	12	2	14	0	2	49
	2013	2	21	11	2	22	0	2	60
	<b>2014</b>	<b>3</b>	<b>14</b>	<b>17</b>	<b>1</b>	<b>25</b>	<b>0</b>	<b>2</b>	<b>62</b>

Limited companies (SA) impacted by the Grenelle II decree	APRR (SA)	AREA (SA)	Clemessy SA	
Number of workers younger than 26	<b>2014</b>	81	34	366
Number of workers age 26 to 30	<b>2014</b>	81	49	368
Number of workers over age 30 to 35	<b>2014</b>	130	81	372
Number of workers over age 35 to 40	<b>2014</b>	333	124	348
Number of workers over age 40 to 45	<b>2014</b>	583	204	445
Number of workers over age 45 to 50	<b>2014</b>	554	234	647
Number of workers over age 50 to 55	<b>2014</b>	519	186	608
Number of workers over age 55 to 60	<b>2014</b>	407	163	424
Number of workers over age 60 to 65	<b>2014</b>	68	30	55
Number of workers older than 65	<b>2014</b>	3	0	2

<b>International</b>		<b>Germany</b>	<b>Benelux</b>	<b>Spain</b>	<b>Poland</b>	<b>Other Europe</b>	<b>Senegal</b>
Number of workers younger than 26	2012	514	194	47	NC	NC	NC
	2013	510	268	58	59	47	57
	<b>2014</b>	<b>501</b>	<b>265</b>	<b>70</b>	<b>97</b>	<b>49</b>	<b>54</b>
Number of workers age 26 to 30	2012	213	289	136	NC	NC	NC
	2013	218	340	131	95	70	156
	<b>2014</b>	<b>247</b>	<b>339</b>	<b>172</b>	<b>118</b>	<b>79</b>	<b>183</b>
Number of workers over age 30 to 35	2012	210	317	331	NC	NC	NC
	2013	285	392	344	128	102	229
	<b>2014</b>	<b>307</b>	<b>366</b>	<b>362</b>	<b>148</b>	<b>89</b>	<b>242</b>
Number of workers over age 35 to 40	2012	270	325	390	NC	NC	NC
	2013	267	351	433	141	96	231
	<b>2014</b>	<b>273</b>	<b>369</b>	<b>498</b>	<b>158</b>	<b>97</b>	<b>273</b>
Number of workers over age 40 to 45	2012	401	468	347	NC	NC	NC
	2013	383	511	388	97	102	204
	<b>2014</b>	<b>339</b>	<b>491</b>	<b>423</b>	<b>108</b>	<b>98</b>	<b>230</b>
Number of workers over age 45 to 50	2012	532	476	268	NC	NC	NC
	2013	517	537	283	46	125	121
	<b>2014</b>	<b>572</b>	<b>544</b>	<b>308</b>	<b>55</b>	<b>111</b>	<b>189</b>
Number of workers over age 50 to 55	2012	409	422	159	NC	NC	NC
	2013	454	438	192	53	127	95
	<b>2014</b>	<b>472</b>	<b>484</b>	<b>242</b>	<b>57</b>	<b>119</b>	<b>129</b>
Number of workers over age 55 to 60	2012	309	339	111	NC	NC	NC
	2013	329	368	108	68	78	9
	<b>2014</b>	<b>359</b>	<b>370</b>	<b>125</b>	<b>68</b>	<b>77</b>	<b>13</b>
Number of workers over age 60 to 65	2012	148	204	61	NC	NC	NC
	2013	163	175	69	24	36	2
	<b>2014</b>	<b>170</b>	<b>163</b>	<b>73</b>	<b>22</b>	<b>32</b>	<b>1</b>
Number of workers older than 65	2012	10	2	0	NC	NC	NC
	2013	14	6	0	1	8	0
	<b>2014</b>	<b>14</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>7</b>	<b>1</b>

## 5. ENVIRONMENTAL INFORMATION

### 5.1. General policy

#### 5.1.1. Organisation for addressing environmental questions

Integrating issues related to the living world and the environment involves the Group's entire business chain. The environmental strategy – which includes an environmental risk prevention and management dimension, as well as an expertise and innovation dimension that generates competitive advantages – is at the very core of Eiffage's businesses. This strategy serves three main objectives:

- measure and manage the environmental impact of the construction and operation businesses;
- develop an environmentally friendly offer of products and services;
- mobilise the Group's innovative capabilities to meet these challenges.

It is based on a combination of foundational commitments and dedicated resources, made available to the companies or deployed by them. The integration of environmental issues into the Group's businesses is officially implemented via the various division action plans, which include the deployment and maintenance of environmental management systems. The table below shows the increase in certifications over the past three years, expressed as a percentage of total revenues.



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## Certifications

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
ISO 14001 certified revenue (%)	2012	100%	95%	80%	26.36%	96%	N/A	N/A	82%
	2013	100%	91%	85%	57.83%	97%	N/A	N/A	91%
	<b>2014</b>	<b>100%</b>	<b>99.48%</b>	<b>86.50%</b>	<b>52.75%</b>	<b>98.70%</b>	<b>N/A</b>	<b>N/A</b>	<b>90.22%</b>
ISO 9001 certified revenue (%)	2012	100%	96.70%	88.88%	85.59%	95.60%	N/A	N/A	86.55%
	2013	100%	93.20%	90.90%	80.79%	97.50%	N/A	N/A	93.88%
	<b>2014</b>	<b>100%</b>	<b>99.48%</b>	<b>91.90%</b>	<b>76.98%</b>	<b>99.90%</b>	<b>N/A</b>	<b>N/A</b>	<b>93.09%</b>
Safety certified revenue (%)	2012	0.00%	72.00%	41.91%	60.27%	24.50%	N/A	N/A	35.69%
	2013	24.80%	79.60%	42.90%	92.21%	24.50%	N/A	N/A	45.20%
	<b>2014</b>	<b>24.98%</b>	<b>78.30%</b>	<b>43.90%</b>	<b>92.09%</b>	<b>18.63%</b>	<b>N/A</b>	<b>N/A</b>	<b>44.26%</b>

Limited companies (SA) impacted by the Grenelle II decree	APRR (SA)	AREA (SA)	Clemessy SA
ISO 14001 certified revenue (%)	<b>2014</b>	100%	68%
ISO 9001 certified revenue (%)	<b>2014</b>	100%	68%
Safety certified revenue (%)	<b>2014</b>	0%	67%

Note: the decrease in certain percentages is not due to losses of certification, but to increased revenue from non-certified businesses.

### 5.1.2. Resources dedicated to preventing environmental risks and pollution

#### The corporate Sustainable Development department

The structure of the corporate Sustainable Development department aims to strongly anchor it in operations, with two of its four sections dedicated to integrating environmental issues into tender preparation, using educational tool kits suited to needs in the field. The third section, dedicated to anticipating the consequences of climate change for the Group's businesses, is embodied by the Phosphore urban development research programme since 2008.

In terms of governance, the Sustainable Development department:

- reports directly to the Chief Executive Officer,
- participates in the Group's Management Council which meets eight times a year,
- at the request of the CEO, sometimes attends Group Executive Committee meetings which include the CEO, the division chairs, the deputy CEO in charge of Concessions and the Chief Financial Officer.

#### The Environment network

Every division has at least one national division expert and a network of regional experts in environmental issues. The division experts, who report to the Sustainable Development or technical departments, supervise their network of regional correspondents, provide them with technical and regulatory support, and coordinate initiatives.

#### GEODE

The Eiffage Sustainable Development department has introduced GEODE, a digital tool for operational environmental management, to provide establishments with the means to inventory, measure and manage all their environmental impacts. The software tool includes an "Environmental Analysis" section and an "Environmental Accidents" section, this latter providing the necessary visibility and traceability to monitor accidents that impact the environment. It is deployed in all divisions to support the five hundred staff in charge of environmental issues in the operational entities.

#### Training

The divisions' strategies include environmental and sustainable development training courses related to their core businesses: training courses in energy efficiency, green building design, the new materials/processes used in BBC® or BEPOS

energy-efficient building projects, and in the Group's tools, all of which contribute to providing practical means of better integrating environmental risk issues in tender preparation and project management. Training courses addressing the HQVie® sustainable construction methodology developed by the Phosphore programme have been implemented, enabling the project teams to integrate the custom method developed by Phosphore for urban buildings and blocks starting from the tender preparation phase.

The Eiffage/Paris I Panthéon-Sorbonne biodiversity, environment and large infrastructures corporate chair, part of the Bioterre Master II syllabus, teaches a diploma course featuring 280 hours of tuition to 30 student each year, including five Eiffage employees.

#### Innovation and R&D

The departments in charge of innovation and R&D within the divisions have the shared goal of designing and sustaining green and economically viable solutions that are aligned with the need to reduce the businesses' footprint.

Solutions must address interdependent issues: combating pollution and the consequences of climate change, energy temperance, environmental and health quality of materials, waste recycling, protection of biodiversity and water resources, promotion of short distribution chains, development of low-impact transport networks, functional diversity and sharing of spaces, etc.

### 5.1.3. Allocations for environmental risk guarantees and provisions

Investments are made each year by the establishments to limit their businesses' environmental impact: risk prevention equipment, lower-impact materials, decontamination equipment, etc. Preventive operating expenditures are also committed, such as for personnel training, environmental analyses or equipment purchases. These investments are made and monitored via the ISO 14001 processes.



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## Environmental information

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Posted environmental provisions (€)	2012	0	375,000	141,000	0	3,435,916	0	0	3,951,916
	2013	0	215,000	127,000	0	8,045,653	0	0	8,387,653
	<b>2014</b>	<b>0</b>	<b>115,000</b>	<b>63,300</b>	<b>0</b>	<b>12,931,891</b>	<b>0</b>	<b>0</b>	<b>13,110,191</b>
Environment-related guarantee bonds (€)	2012	324,000	0	0	0	17,816,720	0	0	18,140,720
	2013	0	0	0	0	47,504,272	0	0	47,504,272
	<b>2014</b>	<b>374,085</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,147,471</b>	<b>0</b>	<b>0</b>	<b>42,521,556</b>
Preventive environment investments (€)	2012	14,857,205	574,173	36,771	73,375	4,318,304	0	0	19,859,828
	2013	29,848,641	450,456	86,893	55,041	2,983,887	0	0	33,424,918
	<b>2014</b>	<b>24,142,478</b>	<b>413,086</b>	<b>38,840</b>	<b>37,830</b>	<b>10,105,063</b>	<b>0</b>	<b>0</b>	<b>34,737,297</b>
Preventive expenditure for environmental operations (€)	2012	16,480,544	1,026,464	563,757	109,250	3,107,526	0	0	21,287,541
	2013	16,887,239	818,243	321,747	81,180	4,237,616	0	0	22,346,025
	<b>2014</b>	<b>18,609,808</b>	<b>552,753</b>	<b>516,995</b>	<b>112,400</b>	<b>4,678,255</b>	<b>0</b>	<b>0</b>	<b>24,470,211</b>
Expenditure for preventive operations (%)	2012	0.77%	0.03%	0.02%	0.02%	0.09%	0.00%	SO	0.17%
	2013	0.70%	0.03%	0.01%	0.01%	0.12%	0.00%	SO	0.18%
	<b>2014</b>	<b>0.77%</b>	<b>0.01%</b>	<b>0.02%</b>	<b>0.01%</b>	<b>0.12%</b>	<b>0.00%</b>	<b>SO</b>	<b>0.18%</b>
Cost of court-ordered preventive action (€)	2012	0	0	0	0	44,650	0	0	44,650
	2013	0	1,000	0	0	100,500	0	0	101,500
	<b>2014</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>76,209</b>	<b>0</b>	<b>0</b>	<b>77,209</b>

Limited companies (SA) impacted by the Grenelle II decree	APRR (SA)	AREA (SA)	Clemessy SA
Posted environmental provisions (€)	<b>2014</b>	0	0
Environment-related guarantee bonds (€)	<b>2014</b>	374,085	0
Preventive environment investments (€)	<b>2014</b>	19,098,923	5,043,555
Preventive expenditure for environmental operations (€)	<b>2014</b>	14,802,255	3,807,553
Expenditure for preventive operations (%)	<b>2014</b>	0.81%	0.65%
Cost of court-ordered corrective action (€)	<b>2014</b>	0	0

## 5.2. Resource conservation

### 5.2.1. Measures to conserve water resources

The Group's water policy, set down in the "Water & Aquatic Habitats Charter" since 2011, addresses consumption management, prevention of pollution risks, generalisation of best practices and development of innovation.

Water consumption reduction measures are included in the divisions' sustainable development action plans. All divisions are adopting greener processes, including local monitoring to detect anomalies at APRR-AREA, projects aimed specifically at reducing consumption, water recycling and pollution prevention at Eiffage Construction, runoff water recycling at Eiffage Métal, and recycling of almost all wastewater from quarry equipment washing at Eiffage Travaux Public, etc.

Pollution reduction initiatives reflect the diversity of the Group's businesses: For example:

- APRR and AREA have included their new multi-year water resource protection programmes in the 2014-2018 Plan contracts. The teams work daily to limit the risks of spillage-related water pollution and to manage drainage equipment.
- Eiffage Construction and Eiffage Travaux Publics have created "Water tool kits" distributed to the operating teams and designed to improve technical responses to regulatory requirements and to generalise best practices.

- Eiffage Travaux Publics has developed several innovative systems for processing water discharges, making water conservation an integral feature of its business innovation. Modul'AP® is a temporary site drainage system based on the principle of straw filters. Created in-house, patented and adapted to various site configurations, Modul'AP® is industrialised and reusable. It has been deployed at the division's work sites since 2013, and received the IDRRIM Infrastructures award for mobility and biodiversity in 2014, in the "Ingenious initiative" category.

Treatment before discharge of water used to wash concrete-soiled equipment is another key factor in pollution prevention, and the relevant divisions are constantly seeking more effective solutions. Several solutions are being tested or implemented: recovery/separation systems for concrete laitance in urban work sites at Eiffage Construction, or the use of dry ice (carbon-neutral recycled CO<sub>2</sub>) to adjust the pH of water used to wash concrete-soiled tools at Eiffage Travaux Publics, a procedure now integrated into the client offer.

Raising awareness and sharing best practices are among the everyday activities targeting all of the Group's operational staff.

## Water consumption

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Total (m <sup>3</sup> )	2012	462,955	393,126	66,101	67,707	1,162,946	NC	2,661	2,155,496
	2013	453,512	246,359	376,716	27,130	667,234	10,121	2,860	1,783,932
	<b>2014</b>	<b>400,829</b>	<b>268,875</b>	<b>376,153</b>	<b>31,288</b>	<b>715,135</b>	<b>9,831</b>	<b>2,584</b>	<b>1,804,695</b>
Extracted water (m <sup>3</sup> )	2013	N/A	54,120	337	N/A	1,228,556	N/A	N/A	1,283,013
	<b>2014</b>	<b>98</b>	<b>320</b>	<b>588</b>	<b>N/A</b>	<b>1,759,757</b>	<b>N/A</b>	<b>N/A</b>	<b>1,760,763</b>
Recovered water (m <sup>3</sup> )	2013	N/A	1,060	N/A	72	336,162	N/A	N/A	337,294
	<b>2014</b>	<b>N/A</b>	<b>2,334</b>	<b>N/A</b>	<b>88</b>	<b>463,474</b>	<b>N/A</b>	<b>N/A</b>	<b>465,896</b>

Limited companies (SA) impacted by the Grenelle II decree	APRR (SA)	AREA (SA)	Clemessy SA	
Total (m <sup>3</sup> )	<b>2014</b>	299,679	101,150	16,249
Extracted water (m <sup>3</sup> )	<b>2014</b>	0	98	SO
Recovered water (m <sup>3</sup> )	<b>2014</b>	N/A	N/A	N/A

International		Germany	Benelux	Spain	Poland	Other Europe	Senegal
Total (m <sup>3</sup> )	2012	53,685	3,071	316,497	NC	NC	NC
	2013	44,957	26,536	175,478	13,581	6,298	35,265
	<b>2014</b>	<b>42,851</b>	<b>40,691</b>	<b>175,380</b>	<b>14,077</b>	<b>3,069</b>	<b>53,721</b>

### 5.2.2. Managing air, soil and nuisances

The divisions define their impact management commitments in environmental policy documents or Quality and Environment charters.

#### Air

In addition to compliance with defined air pollution regulations for hazardous facilities, efforts to combat air pollution are primarily expressed in commitments leading to the implementation of prevention procedures and the development of less polluting processes. Aggregate coating plants are a good example of processes that have been significantly improved over the years, and the potential health effects of their atmospheric emissions are managed via a national approach including the French road industry association (USIRF), actively supported by Eiffage Travaux Publics's Scientific department.

Reducing polluting emissions from transport includes an internal dimension – streamlining travel, updating the vehicle fleet, etc. – and a user dimension at APRR-AREA, which involves the implementation of specific measures – speed limit zones, communication campaigns, etc.

More broadly, reducing greenhouse gas emissions is a concern addressed by policies to tackle climate change (see section 5.3 Climate change).

#### Nuisances

Concerning motorway concessions, new multi-year programmes to protect residents from noise pollution (Plan Contracts with the French government) were approved in January 2014.

The divisions are attentive to reducing noise and odour pollution generated by their businesses, during construction or at their facilities. Certain recurring installations (sound-proof walls) or innovative technologies (reduction of pollutant emissions and odours at coating plants, use of noise-reduction coatings such as Nanophone® or Microphone®),

or streamlined project planning (reduced travel, efficient equipment delivery logistics, etc.) enable smooth and efficient management of sites. Consultation, posters, websites and site tours are among the tools used to ensure that information circulates and to collect feedback from those impacted.

#### Soil

The divisions understand the risks of soil pollution, which are inherent to their core businesses. Solutions include protection and emergency response equipment – retaining pits, absorbent material kits, etc. – monitoring and detection systems, as well as appropriate conduct guided by dedicated procedures.

At APRR-AREA, which manages a natural heritage extending over more than 10,000 hectares – verges, embankments, central reservations and motorway areas – the ground, and natural spaces more generally, are covered by a specific operating policy, the “Natural spaces policy”, which, aside from compliance with regulations, targets safety for employees, residents and customers, consideration of traffic disruption, compliance with the company's sustainable development and environmental management policies, and the long-term preservation of structures.

### 5.2.3. Waste prevention and disposal

Managing the waste generated by the Group's businesses – more than 1.7 million tonnes in 2014 – is a major environmental and economic issue. All the divisions apply a long-term policy to manage their waste and regularly update their requirements from subcontractors and partners in this area.



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A few initiatives:

- Waste inventories – types, quantity, hazard level, management costs, etc. – are carried out in some divisions to identify the major production sources, possible improvements and best practices. Employee awareness campaigns are implemented regularly.
- At work sites, waste management is systematic and takes advantage of the recycling facilities available in the area (departmental plans in France) and any scope for reuse on-site or at other work sites.
- At motorway rest areas and toll stations, where the goal is to provide waste sorting similar to that of municipalities, APRR and AREA focus on sorting at source, using containers for glass, plastic and general waste. Efforts to raise user awareness are ongoing.

The “Waste” section of the GEODE environmental management software enables companies to comply with regulatory requirements for traceability in waste disposal.

Decontamination, a crucial process on some sites, involves soil, buildings and materials. In this area, Eiffage is trialling new techniques with low environmental impact. Eiffage Travaux Publics is home to most of the Group’s expertise in demolition, decontamination and asbestos removal, with many of the acknowledged specialists in this sector such as Gauthey, Boutté, Forézienne d’Entreprise and Budillon-Rabatel.

## Waste

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Hazardous waste (t)	2012	436	487	398	213	18,302	NC	N/A	19,836
	2013	439	200	337	295	4,553	0	N/A	5,824
	<b>2014</b>	<b>1,236</b>	<b>193</b>	<b>553</b>	<b>188</b>	<b>3,117</b>	<b>0</b>	<b>N/A</b>	<b>5,287</b>
Non-hazardous waste (t)	2012	6,721	35,269	10,133	80,926	39,952	NC	N/A	173,001
	2013	8,332	77,306	7,519	2,416	14,249	0	N/A	109,822
	<b>2014</b>	<b>8,257</b>	<b>81,028</b>	<b>9,715</b>	<b>1,224</b>	<b>19,959</b>	<b>0</b>	<b>N/A</b>	<b>120,183</b>
Inert waste (t)	2012	107	51,279	102,419	558	1,220,014	NC	N/A	1,374,377
	2013	12	46,122	76,234	1,997	1,837,279	0	N/A	1,961,644
	<b>2014</b>	<b>3,4</b>	<b>53,225</b>	<b>63,316</b>	<b>26</b>	<b>1,437,818</b>	<b>0</b>	<b>N/A</b>	<b>1,554,388</b>
Waste-related expenditure (€)	2012	1,771,100	11,806,890	1,644,237	92,534	7,110,094	NC	0	22,424,855
	2013	1,989,419	11,157,166	2,568,790	-539,664	6,729,188	NC	0	21,904,899
	<b>2014</b>	<b>2,394,779</b>	<b>10,928,049</b>	<b>2,134,664</b>	<b>317,070</b>	<b>6,345,739</b>	<b>NC</b>	<b>0</b>	<b>22,120,301</b>

  

Limited companies (SA) impacted by the Grenelle II decree	APRR (SA)	AREA (SA)	Clemessy SA
Hazardous waste (t)	<b>2014</b>	509	27
Non-hazardous waste (t)	<b>2014</b>	6,371	722
Inert waste (t)	<b>2014</b>	3,4	0
Waste-related expenditure (€)	<b>2014</b>	2,223,079	nr

### 5.2.4. Consumption and measures to make more efficient use of raw materials

Eiffage has adopted an approach based on tempered use of natural resources and has invested in knowledge and techniques to support “reversibility” such as:

- controlled extraction of resources from natural environments;
- developing demolition and on-site recycling into genuine professions;
- developing decontamination techniques, including for occupied sites, with a view to brownfield urban regeneration;
- reducing waste production at source, recycling and reusing waste in construction and renovation processes;
- developing expertise in restoration of natural habitats, ecological engineering and innovative techniques to restore ecosystem services in urban environments.

From raw material extraction to construction, Eiffage Travaux Publics has expertise in all businesses across the entire project

life cycle in its sector. The division is a signatory, via the FNTP, of the Agreement to voluntary engagement by road professionals since 2009, and pursues ambitious, regularly updated goals such as increasing the rate of recovery of coated aggregate to 15% and doubling the area of road resurfaced in situ.

Inert recycled waste is a significant source of raw materials, and the division is developing technical and industrial solutions to increase its presence in their products.

For example:

- crushing and grinding facilities process demolition concrete or inert waste from pavement milling to produce reusable aggregates;
- the BIOCOLD® range of low-temperature asphalt coated aggregate for road maintenance, which can incorporate up to 100% of recycled aggregate in the final product;
- a number of coating plants were upgraded in 2014, including those operated by Haute-Marne Enrobés and Chartres Enrobés, which can now incorporate up to 30% and 60% recycled coated materials in their processes, respectively;



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- lastly, in situ road recycling makes it possible to conserve the existing base, completely recycle and recover materials, spare new materials and eliminate the truck movements that would otherwise be necessary to remove the old materials and bring in new ones. In 2014, the division acquired a new asphalt emulsion or foam in situ road surface reprocessing system, ARM 2500®, which joins the existing ARC 700® and ARC 1000® systems to round out the range of in situ reprocessing equipment.

For its part, APRR has applied a roadway materials recycling policy since 2011 that aims to harmonise practices in the drafting of tender preparations. Bid proposals must in particular offer a recycling variant, and target rates are defined for recycled coated materials. Concerning the other major high-consumption item, winter road clearance (60,000 tonnes of salt

each winter), in Combe de Savoie, APRR is replacing coarse salt extracted from Mediterranean salt marshes with salt fines, a natural residue of the industrial process at a brine plant near the site.

New materials are also spared by using special processes, such as Granuchape®, high-performance equipment designed to produce very thin asphalt concrete layers. This process halves consumption of raw materials per square metre compared with a conventional solution, and was used on more than 200,000 sq. m of roadway from 2013 to 2014.

The eco-design approach enables Eiffage Construction to improve its consumption of raw materials via streamlined design and industrialisation of products. The division also covers dismantling and separation of materials.

## Aggregates

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Consumption of aggregates (t)	2012	N/A	N/A	N/A	N/A	20,041,019	N/A	N/A	20,041,019
	2013	N/A	N/A	N/A	N/A	18,120,222	N/A	N/A	18,120,222
	<b>2014</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>17,152,725</b>	<b>N/A</b>	<b>N/A</b>	<b>17,152,725</b>

International		Germany	Benelux	Spain	Poland	Other Europe	Senegal
Consumption of aggregates (t)	2012	NC	N/A	4,419,993	NC	NC	NC
	2013	NC	N/A	2,827,554	NC	0	327,454
	<b>2014</b>	<b>0</b>	<b>N/A</b>	<b>3,703,865</b>	<b>0</b>	<b>0</b>	<b>297,171</b>

France	Eiffage Travaux Publics	
ARC 700 or similar (sq. m)	2012	363,858
	2013	286,961
	<b>2014</b>	<b>381,785</b>

### 5.2.5. Energy consumption, measures to improve energy efficiency and use of renewable energy

Eiffage addresses the strategic, socio-economic and environmental challenge of reducing energy consumption with an energy performance policy targeting three focus areas:

- optimising its own energy performance;
- improving its technical and commercial offer by leveraging its expertise and innovative capabilities;
- promoting techniques relating to renewable energies.

Training and awareness operations rolled out in recent years have served to optimise expertise and develop a shared energy performance culture. The divisions have networks of skilled energy specialists working in their regional divisions. Some have planned the rollout of ISO 50001 certification across all their companies (Energy division) or at some of their sites (Eiffage Travaux Publics). All divisions have action plans that include measuring and reducing consumption. Solutions are implemented to improve the energy performance of buildings and processes. For example:

- APRR and AREA are improving their internal organisations and structures, reducing installed capacity and streamlining the use of operations equipment for the 2012-2016 period.
- Eiffage Construction expanded efforts to gather feedback from pilot real estate projects in 2014. The Group's future headquarters, the Vélizy Villacoublay Campus (Yvelines) is the fifth pilot project, and currently under construction. The building's design and construction are informed by

experience from previous design, construction and operating activities, and it has received HQE® "exceptional level" certification and BREEAM® certification (pending).

- Eiffage Travaux Publics continues to roll out practical initiatives at its industrial sites, including systematically covering bulk materials, insulating binder tanks, continuing development of EBT®, optimising equipment electricity consumption by training operators in green operating techniques or by installing variable frequency motors.

Concerning the sales offer, the HQVie® product line – developed by the Group's sustainable urban development research programme Phosphore – targets very ambitious energy performance and encourages projects to surpass existing construction standards. Using renewable energy, developing the energy mix, high energy performance, and zero- and positive-energy buildings and blocks are the standards that underlie this approach.

The divisions also propose expert solutions and know-how: high-performance shells and façades, low-consumption construction processes, specialised BMS offers, multi-technical and multi-site offers targeting energy performance, property operation and maintenance based on processes appropriate to the customer's circumstances, optimised energy management, etc.

Lastly, the Group divisions specialised in energy production and maintenance apply their expertise to promoting renewable energy, by designing and building cutting-edge technical solutions in this area: wind farms, photovoltaic systems, co- and trigeneration plants, biomass plants, etc.

## Energy

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Electricity consumption (GWh)	2012	80.30	55.00	30.70	17.10	103.80	NC	2.20	289.10
	2013	75.80	60.90	75.40	17.80	113.20	1.50	2.10	346.70
	<b>2014</b>	<b>76.76</b>	<b>52.76</b>	<b>71.05</b>	<b>14.44</b>	<b>150.83</b>	<b>1.35</b>	<b>2.45</b>	<b>369.63</b>
Renewable energy production sold to EDF (kWh)	2012	58,297	337,490	147,249	0	74,481	0	N/A	617,517
	2013	52,384	149,809	211,690	0	28,923	0	N/A	442,806
	<b>2014</b>	<b>54,458</b>	<b>157,935</b>	<b>106,052</b>	<b>0</b>	<b>29,000</b>	<b>0</b>	<b>N/A</b>	<b>347,445</b>
Petrol consumption (l)	2012	38,925	180,610	143,498	9,420	269,364	NC	N/A	641,817
	2013	29,621	146,364	107,532	6,423	264,270	NC	N/A	554,210
	<b>2014</b>	<b>29,342</b>	<b>171,320</b>	<b>67,176</b>	<b>4,879</b>	<b>212,156</b>	<b>0</b>	<b>N/A</b>	<b>484,873</b>
Kerosene consumption (l)	2012	N/A	2,026	N/A	0	239,000	N/A	N/A	241,026
	2013	N/A	0	N/A	0	315,000	N/A	N/A	315,000
	<b>2014</b>	<b>N/A</b>	<b>0</b>	<b>N/A</b>	<b>0</b>	<b>330,000</b>	<b>N/A</b>	<b>N/A</b>	<b>330,000</b>
Domestic fuel oil, diesel & non-road diesel consumption (l)	2012	6,558,603	8,271,025	22,541,402	3,050,793	75,959,666	NC	25,387	116,406,876
	2013	680,787	337,558	790,041	125,505	4,854,628	0	N/A	6,788,519
	<b>2014</b>	<b>452,811</b>	<b>238,606</b>	<b>493,287</b>	<b>64,560</b>	<b>3,532,191</b>	<b>0</b>	<b>N/A</b>	<b>4,781,455</b>
Diesel consumption (l)	2013	6,188,432	6,489,859	20,127,345	2,450,882	39,357,148	28,331	118,770	74,760,767
	<b>2014</b>	<b>5,515,135</b>	<b>6,861,273</b>	<b>18,819,395</b>	<b>2,770,426</b>	<b>35,454,637</b>	<b>25,775</b>	<b>116,491</b>	<b>69,563,132</b>
	Non-road diesel consumption (l)	2013	0	233,278	1,023,122	287,362	51,336,641	0	N/A
<b>2014</b>		<b>0</b>	<b>499,069</b>	<b>792,135</b>	<b>252,116</b>	<b>56,901,526</b>	<b>0</b>	<b>N/A</b>	<b>58,444,846</b>
Heavy fuel oil consumption (l)		2012	N/A	4,237	4,225	29,615	8,187,503	N/A	N/A
	2013	N/A	138,897	0	34,233	5,400,776	20,611	N/A	5,594,517
	<b>2014</b>	<b>N/A</b>	<b>137,537</b>	<b>0</b>	<b>29,632</b>	<b>12,451,172</b>	<b>21,703</b>	<b>N/A</b>	<b>12,640,044</b>
Butane & propane consumption (kWh)	2013	445,107	3,643	877,426	1,341,654	1,217,684	N/A	N/A	3,885,514
	<b>2014</b>	<b>301,724</b>	<b>42,881</b>	<b>755,058</b>	<b>1,838,301</b>	<b>9,289,236</b>	<b>N/A</b>	<b>N/A</b>	<b>12,227,200</b>
	Natural gas consumption (kWh)	2012	6,223,373	3,938,077	18,175,781	16,319,571	495,831,000	N/A	N/A
2013		7,078,784	4,632,753	75,501,176	15,467,759	542,129,804	N/A	N/A	644,810,276
<b>2014</b>		<b>5,184,194</b>	<b>3,334,245</b>	<b>58,210,206</b>	<b>9,768,430</b>	<b>890,657,087</b>	<b>N/A</b>	<b>N/A</b>	<b>967,154,162</b>
Lignite consumption (t)	2013	N/A	N/A	N/A	N/A	504	N/A	N/A	504
	<b>2014</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>3,119</b>	<b>N/A</b>	<b>N/A</b>	<b>3,119</b>

Limited companies (SA) impacted by the Grenelle II decree	APRR (SA)	AREA (SA)	Clemessy SA	
Electricity consumption (GWh)	<b>2014</b>	56,097,436	20,658,369	7,997,847
Renewable energy production sold to EDF (kWh)	<b>2014</b>	18,458	36,000	3,419
Petrol consumption (l)	<b>2014</b>	28,922	420	547
Kerosene consumption (l)	<b>2014</b>	N/A	N/A	N/A
Domestic fuel oil consumption (l)	<b>2014</b>	361,351	91,460	0
Diesel consumption (l)	<b>2014</b>	4,225,772	1,289,363	1,550,352
Non-road diesel consumption (l)	<b>2014</b>	0	0	0
Heavy fuel oil consumption (l)	<b>2014</b>	N/A	N/A	0
Butane & propane consumption (kWh)	<b>2014</b>	303,703	30,444	0
Natural gas consumption (kWh)	<b>2014</b>	4,230,394	838,291	5,933,262
Lignite consumption (t)	<b>2014</b>	N/A	N/A	N/A



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<b>International</b>		<b>Germany</b>	<b>Benelux</b>	<b>Spain</b>	<b>Poland</b>	<b>Other Europe</b>	<b>Senegal</b>
Electricity consumption (GWh)	2012	6.30	0.80	16.20	NC	NC	0.20
	2013	5.80	14.20	14.90	2.90	0.80	0.70
	<b>2014</b>	<b>6.23</b>	<b>23.47</b>	<b>16.27</b>	<b>5.13</b>	<b>0.69</b>	<b>0.87</b>
Renewable energy production sold to EDF (kWh)	2013	0	8,957	0	237,774	0	0
	<b>2014</b>	<b>103</b>	<b>26,389</b>	<b>0</b>	<b>613,248</b>	<b>98</b>	<b>0</b>
Fuel consumption (l) (petrol, kerosene, diesel)	2012	13,805,495	1,798,265	8,008,476	NC	NC	NC
	2013	278,423	9,918	10,031	62,420	94,371	110,276
	<b>2014</b>	<b>343,886</b>	<b>10,379</b>	<b>17,217</b>	<b>33,515</b>	<b>93,826</b>	<b>150,000</b>
Petrol consumption (l)	2013	0	0	0	0	0	80,000
	<b>2014</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>
Kerosene consumption (l)	2013	5,440,976	2,791,231	6,123,564	214,777	418,242	7,758,639
	<b>2014</b>	<b>7,022,697</b>	<b>3,377,385</b>	<b>7,413,462</b>	<b>277,487</b>	<b>379,956</b>	<b>8,114,571</b>
Domestic fuel oil consumption (l)	2012	268,306	NC	4,623,693	NC	NC	NC
	2013	5,105,765	1,720,173	1,187,786	NC	NC	10,000
	<b>2014</b>	<b>4,972,343</b>	<b>1,095,350</b>	<b>1,737,297</b>	<b>NC</b>	<b>NC</b>	<b>0</b>
Heavy fuel oil consumption (l)	2013	188,202	119,195	3,877,965	9,000	0	481,000
	<b>2014</b>	<b>187,144</b>	<b>337,962</b>	<b>4,905,523</b>	<b>8,700</b>	<b>0</b>	<b>445,000</b>
Butane & propane consumption (kWh)	2013	0	4,133,000	0	0	0	0
	<b>2014</b>	<b>0</b>	<b>4,856,277</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Natural gas consumption (kWh)	2012	7,587,538	364,800	10,634	NC	NC	NC
	2013	7,016,920	7,631,591	9,259	396,946	109,171	0
	<b>2014</b>	<b>6,554,513</b>	<b>7,392,967</b>	<b>11,435</b>	<b>376,508</b>	<b>94,731</b>	<b>0</b>
<b>France</b>							
Low-temperature coated aggregate (EBT) (t)	2012	296,933					
	2013	419,302					
	<b>2014</b>	<b>781,664</b>					

### 5.3. Climate change

#### 5.3.1. Carbon policy

Eiffage has defined a carbon strategy that targets both internal stakeholders and customers, and involves measuring and reducing the carbon footprint of its activities and reducing greenhouse gas emissions, which is considered to be a competitive asset.

Long-term initiatives are implemented to reduce carbon emissions for the Group scope, such as controlling fossil fuel consumption – and the related greenhouse gas emissions – via detailed management appropriate to each business line, large-scale eco-driving training for staff, a vehicle fleet management policy that has set maximum CO<sub>2</sub> emissions thresholds at progressively lower levels since 2008 (105 g CO<sub>2</sub>/km in 2014, which is 24% lower than in 2009), an increasing share of electric vehicles in the light vehicle and heavy plant fleets, improved building energy performance, and staff awareness.

Eiffage includes the carbon dimension in its commercial offer. Eco-comparison tools are used to calculate the “carbon weight” of technical solutions for clients, such as Eiffage Construction’s life cycle analyser and the shared SEVE tool in the Public Works professional division. The Group proposes innovative solutions – Clemessy’s Efficacité Énergétique

(energy efficiency) ClemSEE, or a carbon arbitrage fund – such as that implemented for the Bretagne-Pays de la Loire high-speed rail link – which aim to fund the cost differentials between proposals involving high-carbon materials and construction methods and low-carbon alternatives, during the construction phase of projects.

Eiffage is adopting the systematic use of life cycle analysis for its buildings and infrastructures, and developing a rich eco-design offer.

Lastly, the Group relies on lower-emission innovative solutions developed by its divisions’ R&D departments, such as EBT<sup>®</sup>, a process with a greenhouse gas emissions balance half that of a conventional coated aggregate process, the BIOCOLD<sup>®</sup> range of low-temperature coated aggregates, and the new Concept Lignum<sup>®</sup> compressed engineered wood construction method.

Eiffage joined the SBF 120 companies participating in the Carbon Disclosure Project in 2006.

#### 5.3.2. Greenhouse gas emissions

The Group’s greenhouse gas emissions assessment based on 2011 data was published on 15 November 2012. Carbon action plans were developed based on reduction goals defined jointly by the Group and its divisions, taking into account the specificities of each business line.

The quantification of the businesses’ greenhouse gas emissions is based on data from the Group’s reporting and integrates scopes 1 and 2 of the ISO 14064 standard.



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**Basis for calculation**

<b>Software used</b>	Enablon version V6.0 with greenhouse gas emissions calculation module.
<b>Scope</b>	Eiffage Group companies of all sizes located in France. Consolidation of operating scope: full consolidation for the Group's wholly owned subsidiaries, based on their method of financial control for the other subsidiaries.
	<b>2011</b> Workforce: 58,117 employees Revenue: €11.6 billion
	<b>2014</b> Workforce: 53,501 employees Revenue: €11.6 billion
<b>Emissions factors</b>	Factors in the carbon database published by the ADEME at www.basecarbone.fr. Emissions factors retained: 0.078 kg eq. CO <sub>2</sub> /kWh for electricity – 0.234 kg eq. CO <sub>2</sub> /kWh for natural gas.
<b>Margins of error</b>	Methods used individually by contributors for consumption units were not escalated; therefore a margin of uncertainty of 10% was applied to measurement of overall consumption. Response rates concerning the presence of air conditioning systems in the establishments: 49%. Uncertainties related to emissions factors: those published in the carbon database provided by the ADEME.
<b>Calculation method for air conditioning systems</b>	The sources for this item only include emissions related to refrigerant leaks. Quantification of emissions based on installations' refrigerant capacity described in the emissions factors guide version 6.1 – chapter 3 – art. 1.3.3 – Service-sector air conditioning from the BC® method. The "average" refrigerant R407C was applied.
<b>Scope</b>	Scope 1 and 2, including emissions related to the lime decarbonation process at the Bocahut plant.
<b>Note</b>	CH <sub>4</sub> and N <sub>2</sub> O emissions only concern items 1 and 2* and represent less than 1% of total emissions. All emissions from items 1 and 2 were reported under "CO <sub>2</sub> emissions". Item 1: direct emissions from fixed combustion sources Item 2: direct emissions from mobile combustion sources

**Greenhouse gas emissions assessment**

<b>France</b>	<b>APRR</b>	<b>Eiffage Construction</b>	<b>Eiffage Énergie</b>	<b>Eiffage Métal</b>	<b>Travaux Publics</b>	<b>Concessions</b>	<b>Holding</b>	<b>Total France</b>
2011 Greenhouse gas emissions assessment (teq. CO <sub>2</sub> )	<b>2011</b> 24,304	26,721	66,471	13,820	456,447	232	462	588,457
Three-year reduction goal	5.00%	9.80%	9.20%	3.00%	6.10%	0.00%	0.00%	6.60%
2014 Greenhouse gas emissions assessment (teq. CO <sub>2</sub> )	<b>2014</b> 23,474	24,894	72,516	12,341	445,714	235	539	579,713
<b>Limited companies (SA) impacted by the Grenelle II decree</b>		<b>APRR (SA)</b>	<b>AREA (SA)</b>	<b>Clemessy SA</b>				
2014 Greenhouse gas emissions assessment (teq. CO <sub>2</sub> )		<b>2014</b> 17,893	5,563	6,044				

**5.3.3. Adapting to the consequences of climate change**

Eiffage is conscious of its responsibility as a major construction player and an urban development all-rounder, and is engaged in an applied research programme on change management in its businesses, so as to reduce the ecological footprint of its activities based on a sustainable economic and societal model. From Phosphore, its prospective research programme on sustainable cities, to Astainable®, a digital urban design tool that brings the excellence of the French urban development offer to the international markets, or the HQVie® sustainable urban development design methodology, the Group consistently seeks to build the city of tomorrow, which must meet the challenge of adapting to the consequences of climate change and ongoing sociological transformations.

The Group therefore adapts its construction expertise and operations via:

- R&D targeting techniques and processes that reduce consumption of natural resources and greenhouse gas emissions, to minimise both direct and diffuse impacts on the environment;
- the promotion of systemic needs analysis and solutions that cut across urban issues (mobility, energy, new construction and renovation, urban ecosystem services, etc.).

The HQVie® sustainable construction methodology was developed by Phosphore, Eiffage's sustainable urban development research programme, in application of these principles. Fully compatible with HQE®, it translates the complexity of a systemic approach to sustainable development issues into an urban project at the scale of a building, a block

or a neighbourhood. Many topics are examined, including green mobility, the energy mix, intensification and adaptability, and preventing risks related to climate change. A design guide, monitoring and decision-making tool all in one, HQVie® can be applied to an urban project to enable stakeholders, elected officials, developers, builders, operators and local residents to evaluate its sustainable development positioning and, where applicable, identify any shortcomings. Eiffage Construction and Eiffage Énergie now include it in various tender proposals: “Écocité” certified development operations, sports, hospital and school facilities, housing, office and service programmes, and university campuses.

Significant action levers are also available via the eco-design process. In this area, Eiffage Construction not only upholds the principle of environmental precaution by choosing appropriate construction materials and running ISO 14001 certified work sites, but also provides improved service to building users by optimising work site procurement flows, including a minimum volume of FSC or PEFC wood and considering factors such as building adaptability and the ease of dismantling and subsequent separation of materials. The division has thus developed a structured, innovative and identifiable offer, organised around concepts that combine energy performance and streamlined costs, via the industrialisation of green products and construction processes. These include: Concept Lignum®, combining the benefits of concrete and engineered hardwood, the core feature of the division’s dry process technology; H2CO and ÉcoÉco, construction methods for public housing and homes for first-time buyers which meet standardisation and rationalisation criteria; prefabricated HVA Concept™ modules for customised, series-built bathrooms, etc.

Exceptional weather phenomena are also taken into account by APRR-AREA. The operating companies contract with Météo France for specific service alerts of imminent storm conditions, equip roadways to more precisely monitor “fatigue” of the different road layers (in particular, to anticipate the effect of heat waves on asphalt ageing), and scale air conditioning in the plant rooms to take into account the hottest summer temperatures. In construction, factoring in the increased likelihood of recurrent brief, violent storm episodes means tripling storm-water basin capacity or including larger flood plains in planning.

#### 5.4. Protecting biodiversity

Eiffage is conscious of the risks of biodiversity erosion, such as overconsumption of natural spaces, multiple pressures on water resources and the use of mineral and fossil resources, and is engaged in an active policy of biodiversity conservation. This policy, which since 2009 is based on the Biodiversity Charter, a founding commitment signed by the CEO, was expanded in 2012 with the acknowledgement of the Group’s commitments under the National Biodiversity Strategy, across its entire scope. Eiffage is one of the few

economic players to have published all of its commitments under the National Biodiversity Strategy on its website, and to have an independent party, the Humanity and Biodiversity association, assess the results of its 28 initiatives in this area.

It is also within the framework of the National Biodiversity Strategy that Eiffage and its divisions raise employee awareness and mobilise them to acquire new expertise, develop methods to integrate the issues, rethink their design and construction approaches, and share their experience with the environmental sphere.

Thus, since 2010, the Sustainable Development department has created and regularly updates operational and awareness tools in partnership with the divisions, including the biodiversity risk prevention and management kit and the biodiversity archive, which enables employees to learn about biodiversity risks and integrate their prevention and management into their everyday work, from designing offers to operating structures.

Eiffage shares its expertise with the environmental sphere, in particular via its involvement in the biodiversity working groups of professional bodies: the FNTP public works industry federation, the MEDEF employers’ association, and the CIL&B linear infrastructure and biodiversity club, which includes major operators of public- and private-sector linear infrastructures. In the international arena, the Group has been a member of the Business & Biodiversity Offsets Programme (BBOP) since the end of 2013. In addition, in 2014, 25 students including several Group employees matriculated the sixth university session for the Eiffage - Paris I Panthéon-Sorbonne biodiversity, environment and large infrastructures Master 2 corporate chair, which is part of the BIOTERRE Master syllabus.

Lastly, Eiffage published *Towards Green Civil Engineering* in May 2014, which addresses the civil engineering businesses and their strong interactions with biodiversity. The goal of this book – distributed free of charge to internal and external stakeholders – is to provide an unembellished look at the gradual integration of issues related to the living world into the company’s core businesses, and at the practical consequences of this process, via three major development projects.

In terms of its offer, Eiffage pursued its efforts relating to the restoration of ecosystem services with an innovative and voluntary project aimed at supporting natural water purification processes in the territories adjacent to the Bretagne-Pays de Loire high-speed rail link. The FIPAN natural heritage intervention fund proposes a global, multi-year approach dedicated to conserving natural water purification services, which includes consultation with volunteer farmers, financial engineering, practical ecological engineering initiatives, technical monitoring, and educational and cultural aspects. The Group brought the proposal to life with the official launch of a BPL FIPAN demonstrator near Rennes (Ille-et-Vilaine).



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## National Biodiversity Strategy

			Employees	External stakeholders	Corporate regulations	Internal	Value creation & expertise	Improvement
<b>FOCUS 1</b>	<b>Increase average biodiversity skill levels and promote broad awareness within the Group</b>							
<b>Training and tools</b>	1.1	Corporate Chair in biodiversity, environment and large infrastructures: teaching component	X	X		X	X	67%
	1.2	Biodiversity risk prevention and management kit			X	X	X	100%
	1.3	Environmental/quarry operations training and inclusion of biodiversity considerations	X	X	X	X	X	100%
	1.4	Biodiversity feedback and training for two divisions	X	X	X	X	X	50%
	1.5	Proprietary biodiversity awareness dashboard: EBE-Vie	X			X		100%
<b>Awareness</b>	1.6	Perspectives on biodiversity: company photography competition and calendars	X			X		67%
	1.7	Discovering biodiversity via bees and their environment: guide for employees	X	X		X		100%
	1.8	Discovering biodiversity at motorway areas: guide for customers	X	X				10%
<b>FOCUS 2</b>	<b>Participate in basic and applied research benefiting biodiversity</b>							
<b>Basic research</b>	2.1	Funding for theses via the corporate chair in biodiversity, environment and large infrastructures		X		X	X	67%
	2.2	Participation in a national study of chytridiomycosis in amphibians		X		X		100%
<b>Applied research</b>	2.3	Ongoing COPAFAUNE project		X		X	X	100%
	2.4	Development of applied research into resolving black spots in the green grid (Faunabridge®)		X		X	X	50%
	2.5	Exploratory study of interactions between submerged metal structures and marine biodiversity		X		X	X	5%
<b>FOCUS 3</b>	<b>Pursue an innovative approach to biodiversity challenges in the core businesses</b>							
<b>Ecological engineering</b>	3.1	Development of organic sourcing			X		X	67%
	3.2	Include biomimetic construction in R&D activities				X	X	20%
<b>Management of pollution</b>	3.3	Promote the inclusion of the "biodiversity plot ratio" concept in new-build and renovation construction projects		X		X	X	50%
	3.4	An innovative biodiversity partnership: the French national forestry office and green offsets		X	X		X	75%
<b>Onsite actions</b>	3.5	Mirror façades and birds: include recommendations in the catalogue		X			X	10%
	3.6	Prevention of light pollution: include recommendations in the catalogue		X			X	15%
	3.7	Include biodiversity as a parameter in the Corbigny quarry operating process		X	X	X	X	50%
	3.8	Compatibility of an industrial activity with the development of biodiversity at a production site		X		X	X	67%
	3.9	The BPL FIPAN project		X			X	80%
	3.10	Establish practical biodiversity partnership(s) relating to renewable energy development projects		X			X	25%
	3.11	Service activities: maintaining green spaces and biodiversity		X		X	X	20%
	3.12	"Biodiversified" building: a demonstration building		X		X	X	75%
<b>FOCUS 4</b>	<b>Share biodiversity knowledge and work with peer networks</b>							
	4.1	Help to create an institutional document archive dedicated to biodiversity		X			X	75%
	4.2	Cooperate with institutional partners: participate in peer networks		X				67%
	4.3	Foster constructive dialogue with associations		X				67%

Since Eiffage's recognition of its commitments under the National Biodiversity Strategy on 17 December 2012, the Group and its divisions have been deploying the planned actions. The Humanity and Biodiversity association plays the role of independent verifier by inspecting certain sites and meeting with the divisions' operational teams.

## 6. INFORMATION CONCERNING SOCIAL COMMITMENTS IN SUPPORT OF SUSTAINABLE DEVELOPMENT

### 6.1. Regional economic and social impact of the company's business

As a regional development player, Eiffage seeks to lead by example through its development and support choices and its respect for nature and living environments. Via its many facilities and construction projects, the variety of its accomplishments, its strong commitment to training and professional integration, and continuous dialogue with its external stakeholders, the Group seeks to better contribute to creating dynamic regional socioeconomic conditions.

#### 6.1.1. Regional and international development

As use of the existing motorway network intensifies, motorway links and motorway access roads are a central focus of APRR-AREA's investment and development policy. Expanding access to rapid transport while maintaining flexible service is a major issue for regional socioeconomic success, and these investments are determined in consultation with local authorities and the French government. For example, from May to June 2014, the department of Savoie carried out public consultation, with the support of AREA, on the Chambéry interchange upgrade project. Several information sources, including an exhibition, dedicated website and meetings were made available to the public as part of this consultation process. Starting in the motorway design phase, APRR and AREA pursue the fundamental objective of harmonisation with the historic, geographic and cultural environment with a view to conserving, maintaining and highlighting these features. They also foster economic and tourism development initiatives in the areas crossed by the motorway.

In addition, Eiffage plays its part in improving our natural and urban surroundings by building specific structures that positively showcase sites or blend infrastructure into the landscape. For example, in 2014 the Group took part in the construction or renovation of two major Paris museums: the Louis Vuitton Foundation and the Hôtel Salé, home to the Musée Picasso in Paris.

Internationally, for construction projects in developing countries, the divisions support these countries' economic development and promote technical skills training for local staff. Eiffage Métal regularly carries out projects that include expertise transfer clauses, such as the manufacture of 104 metal footbridges in Angola in 2014, where structural assembly and the related civil engineering was carried out by local partners supervised by Eiffage Construction Métallique.

As a benchmark partner in the development of urban infrastructures and the renovation of its major historic buildings, Eiffage Senegal participated in numerous initiatives alongside the Heritage Department, such as the restoration of the tomb of Captain Protet in Carabane in 2013. In November 2014, among other projects, the company renovated the premises of the Senegalese television station RTS in Saint-Louis, and completed renovation of the former home of President Senghor, which has been converted into a museum that was officially opened on 20 December 2014.

### 6.1.2. Employment

Beyond compliance with social regulations in certain markets that reserve a given volume of work hours for people without employment, proactive internal policies generalise active and ongoing collaboration between the divisions and local integration players, systematically in the case of major projects. Eiffage Énergie, for example, supports employment, in particular via its Eiffage Énergie Industrie Nord subsidiary and its training centre. A 382-hour course to train future industrial electricians is offered to job seekers, in partnership with the Pôle Emploi public employment agency, the General Council of Pas-de-Calais and temp firms.

The Group also has in-house teaching facilities to provide qualifying training to young people experiencing difficulties in school, while aligning instruction with internal recruiting needs.

At Eiffage Travaux Publics, 2.8% of hours worked in 2014 were for employment integration programmes. For the work begun in summer 2014 to extend line 14 of the Paris Metro, the division anticipates that around 45,000 hours – more than 5% of the total number of production hours – will be devoted to the integration of unemployed workers. The company collaborates with specialised bodies such as Pôle Emploi, the Local Mission and the local integration and employment plan (PLIE). At the same time, proprietary Eiffage Travaux Publics organisations – and in particular the Bernes-sur-Oise school (Val d'Oise) – train people recruited under integration programmes. A review of integration actions for the Bretagne-Pays de la Loire high-speed rail link project is available at [www.eiffage.com](http://www.eiffage.com).

The Group also supports related actions in favour of employment and integration. The divisions provide ongoing financial and logistics assistance to the CREPI federation (regional clubs of companies partnering for integration), which bring together regional companies carrying out practical voluntary actions to support the integration of disadvantaged populations. In 2014, 4,986 people without employment were referred to the CREPI and 2,997 of them received specific support services. Eiffage Construction participated, alongside CREPI Méditerranée, in the "Young Talents" initiative, during which 600 unemployed Marseilles youth met with 40 companies presenting 450 available job offers. The Group, through the Eiffage Foundation, also places high priority on social and employment integration projects. Since 2008, the Eiffage Foundation has supported projects fostering the integration of people experiencing social exclusion, whatever their specific difficulty (lack of access to vocational training, disruptive life event, housing issues, illiteracy, physical disability, etc.). The Foundation aims to promote community service by Group employees and retirees, primarily supporting solidarity projects in which they volunteer. Eiffage does not operate a systematic community service programme, but rather supports its employees in their own volunteer initiatives.

### 6.1.3. Residents and local populations

#### Impacts on property

Land transactions are a key element of motorway construction, and APRR takes a very active consultative approach with all parties involved by holding regular public meetings to address economic, agricultural and habitat issues, and to take appropriate measures on a case-by-case basis. A dedicated, permanent information system is in place, with priority always given to voluntary agreements, whether for acquisitions or to determine compensation:

- land is purchased by mutual agreement in over 95% of cases;
- compulsory purchase orders are needed in less than 2% of cases;
- the remaining 2 to 3% correspond to compulsory purchases made more complicated by difficulties identifying the owners or by joint ownership situations.

## Impacts on populations

The impacts of the Group's activities on local populations and residents, in terms of noise, odour and visual pollution, is addressed in section 5.2.2 Nuisances.

## 6.2. Relations with individuals and organisations interested in the Group's business

### 6.2.1. Conditions for dialogue

Knowing and taking account of the needs and expectations of stakeholders, controlling the impacts of activities on civil society, and preventing risks arising from reciprocal misunderstandings are key issues for the Group's businesses, which by nature are carried out close to local populations. The social acceptability of Eiffage's activities is crucial to development that can be sustained over the long term.

#### Listening to road users

Protecting users, informing them and offering them quality services are the three goals pursued by APRR and AREA, via their network of accessible and responsive employees. Particular attention was devoted to the quality of rest and service areas in 2014, with improved waste collection and an increased number of charging stations for electric vehicles, for example. "Nomad spaces" are available for charging phones and computers, and service areas are being equipped with meeting rooms, photocopiers and fax machines. New services are offered, including Relais Colis package pickup points, post boxes, laundromats, photo booths, digital photo printing terminals, DVD rentals, etc.

The *Ma lettre+* newsletter has been sent monthly to APRR-AREA electronic toll collection subscribers for the past two years, reaching more than 651,000 readers. Its editorial approach can be summarised in three words: news, services and promotions.

#### Relations with stakeholders

The public consultation and communication actions customarily carried out by the divisions are a crucial factor in the acceptance of projects and activities, whatever their nature: linear infrastructure, construction, renovation of an occupied site or quarry operation. All APRR-AREA motorway projects are the subject of an extensive information programme across multiple media aimed at a broad audience: posters, specific construction signage, printed newsletters, dedicated websites and email addresses, etc. Surveys are administered regularly to assess customer perceptions of service. In 2014, 80% of customer complaints were processed within 72 hours, compared with 72% in 2013. Data traffic is monitored throughout the year, and any volume increases are examined.

Customer satisfaction surveys are also used in the divisions, in particular in the framework of ISO 9001 certification. For Clemessy, in addition to these dedicated surveys, the marketing department organises a telephone satisfaction survey every year with a panel of customers selected by the operational entities. A sample of almost 900 contacts were surveyed by telephone from 15 April to 2 July 2014.

The Metal division pursued dialogue with its clients and partners on several occasions in 2014: participation in the Dialogue 5+5 economic forum meeting framework for ten Mediterranean countries, active contribution to the Local-Content working group of the French Council of Investors in Africa (CIAN), and participation in the International Urban Development Association (INTA). Eiffage Travaux Publics keeps the public informed on a regular basis, with the aim of providing a better understanding of construction projects and other activities, ensuring their acceptance and even encouraging interest in related careers. Quarries frequently host educational tours, such as the Grand Caous site in Saint-Raphaël (Var), which is open to school visits. Furthermore, quarry monitoring, which is crucial to ensuring that deposits are worked sustainably, has become a fully-fledged business requiring close interaction between the public authorities, residents, farmers and other parties concerned with the operation. The creation of local consultation and monitoring committees at several sites promotes this dialogue between stakeholders and contributes to responsible use of resources – water, biodiversity, farmland, etc.

#### Work on occupied sites

Work on occupied sites requires increased consideration of the needs and restrictions of the client or occupants, excellent responsiveness and flawless organisation. Such activities lead to particularly active dialogue.

At Eiffage Construction in particular, as energy renovation projects grow more common, direct interaction is increasingly becoming a prerequisite for carrying out work in residential units. The division uses dedicated consultation systems to gather feedback and questions from residents and local populations. Residents greatly appreciate the direct contact, above and beyond poster campaigns and brochures. The division has a full-time manager in charge of relations with the public who is available to residents. This public relations manager chairs information meetings and pilots communication relating to the project (website, posters, communication in the daily regional press), thus serving as a project facilitator. The Bois Hardy (Nantes Habitat) work site benefited from this organisation, for example. For this project involving 422 apartments, in addition to direct communication, schedule management and the usual procedures, the public relations manager administered the 50 buffer apartments made available to tenants, in particular the electricity, telephone and water contracts and bills.

#### Eiffage Senegal – Longstanding community service

Eiffage Senegal, 2012 signatory of the CSR and sustainable development charter of Senegalese companies, has been active for many years with its employees and local populations, in particular with logistics support for NGOs such as the partnership maintained since 1995 with Le Kinkéliba, an association that promotes medical development in rural regions. In 2014, the company participated in the renovation of the medical clinic of the island of Dionewar and supplied much-needed drugs when it opened. Eiffage Senegal also stands out for its regular initiatives since 2003 to raise awareness of the risk of AIDS among employees, subcontractors and populations near its sites, in partnership with public- and private-sector organisations. It also operates programmes to bring suitable school infrastructures, school supplies, signage, etc., to populations in disadvantaged regions, in synergy with employees, who are partners in this community action.

#### Institutional representation

Eiffage is a member of national and local employer organisations (FNTP, FRTP, FFB, EGFBT, SERCE, USIRF, FGC, CNCT, CIAN, Centre Technique des Industries Mécaniques, ConstruireAcier, etc.), and also holds mandates to represent the profession, in particular in the MEDEF and the MEDEF International Group.

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Additional information is available in the Sustainable  
Development section of the website

[www.eiffage.com](http://www.eiffage.com)

Foundation & CREPI guides at [www.eiffage.com](http://www.eiffage.com)

Eiffage Foundation website at [www.eiffage.com](http://www.eiffage.com)

CREPI website: [www.crepi.org](http://www.crepi.org)



### 6.2.2. Partnership and philanthropy initiatives

As well as being recognised local economic stakeholders, Eiffage Group companies are involved in partnerships and cultural and social philanthropy initiatives. Among the highlights of 2014:

- For the second year running, APRR took part in Trailwalker, the sports and solidarity challenge organised in Avallon by Oxfam, an NGO engaged in combating injustice and poverty around the world.
- Eiffage Construction, via its subsidiary Eiffage Construction Gestion Développement, has partnered with the Abbé Pierre Foundation since 2005.
- Eiffage Énergie supports the operation organised by the association "Tout le monde chante contre le cancer" ("Everyone sing against cancer") – recommended by more than 100 hospitals, family residences and associations in France – which works to improve the daily lives of patients and their families.
- Eiffage Travaux Publics Guyane renovated a football field with artificial turf for the One Love Foundation, which promotes Guyanese culture and develops sports facilities in the department.

Eiffage Senegal participates in numerous community initiatives in sports and education, with donations of equipment, business creation assistance or financial support for social and environmental projects: financial support for the creation of the DEGGO economic interest grouping (a beneficiary of the reforestation/market gardening programme), constructions to restructure the flooded areas of Dalifort, donation of materials for the Diogo mosque, donation of materials to the association NEBEDAY (Senegalese NGO specialising in resource conservation/recovery) and to the cooperative of women of the Sangako forest, financial support to the Guédiawaye Yokkuté women's movement, etc.

For its part, the Eiffage Foundation (see sections 6.1. and 6.2) won a Corporate Philanthropy Award for the environment and sustainable development for three years running. Most notably, in 2014 it received the 2013 Award for its project with the Nubian Vault Association, for the development of a programme to generalise this construction technique in Senegal.

### 6.3. Relations with subcontractors and suppliers

Group purchasing is extremely varied and includes in particular the following procurement areas: energy and raw materials, industrial, service and works subcontracting, as well as industrial equipment and plant. Eiffage Purchasing ensures consistency between division-level purchasing policies and manages the shared procurement portfolio. Within this context, each division sets out its purchasing goals based on the specificities of its businesses.

In 2014, the Group focused strongly on awareness and professional development for buyers, to ensure their ability to address the key issues of their profession.

#### 6.3.1. Inclusion of social and environmental issues in purchasing policy

Purchasing managers seek to establish efficient, balanced and transparent relations with suppliers. This is notably expressed in the negotiation of framework agreements approved by the legal departments, and in compliance with the Purchasing Code of Conduct which includes the ten principles of the Global Compact and the ten commitments of the Business Mediation Charter signed in 2010. The purchasing network's main task of developing balanced relationships with its suppliers and subcontractors continued in 2014. Its major goals were to strengthen contractual relations by developing improvement plans and multi-year commitments,

defining and monitoring economic, social and environmental performance indicators, and implementing innovative initiatives. For each purchasing category, a panel of preferred suppliers is established to enable an appropriate level of monitoring.

The purchasing policies launched in 2013 in cooperation with environmental managers and deployed in such sectors as office supplies, telephony, waste, site accommodation and work clothes include environmental criteria and have been maintained. They played a role in prioritising the suppliers selected during annual renegotiations.

Reducing carbon emissions from employee travel remains a key focus of corporate and division-level greenhouse gas emissions reduction plans. Purchasing contributes to this goal: average CO<sub>2</sub> emissions for the corporate fleet remained steady at 105 g CO<sub>2</sub>/km in 2014, and at the end of the year the fleet included 66 hybrid and 24 electric vehicles. The purchasing teams also issued a request for proposals for the 2015 fleet with an emission target of less than 100 g CO<sub>2</sub>/km.

Lastly, concerning responsible purchasing, the divisions organise employment for workers with disabilities: awareness and training in responsible purchasing for the APRR and AREA purchasing teams, regular cooperation with 35 partners in the "supported and sheltered" sector for Eiffage Construction, local subcontracting of green space maintenance, building renovation, cleaning services, printing services and supplies by Clemessy.

#### 6.3.2. Inclusion of social and environmental responsibility in supplier relations

The reference document for the community of buyers, the Purchasing Code of Conduct – co-written in 2009 by Group Purchasing, the General Commission on Risks and Controls and the Sustainable Development department – highlights specific aspects of the purchasing function's practices. The code sets out the rules of conduct and ethical standards required of each individual as well as Eiffage's expectations of its suppliers and subcontractors. Over the past four years, Eiffage has conducted CSR (corporate social responsibility) assessments of its suppliers using the ACESIA platform, one of the sector's benchmark tools. The 2013 priority was to complete an initial assessment of suppliers with framework agreements, resulting in the assessment of 450 strategic suppliers. This priority was maintained in 2014, with the purchasing teams reassessing the same supplier base. The average rating remained the same, indicating that partners' dedication continues despite any difficulties encountered. In addition, the Eiffage Campus project was used to test the rollout of CSR assessment to all significant suppliers involved in this project, whether under framework agreements or not.

### 6.4. Fair business practices

#### 6.4.1. Anti-corruption initiatives

The Group's Ethics & Commitments Guide contains guidelines relating to competition rules, insider trading, conflicts of interest, bribes and gifts. Eiffage also has a whistleblowing system which enables any employee aware of anticompetitive practices, acts of corruption or abuse of confidence to report these to management bodies. This procedure adds to the practical means applied by Eiffage to manage the risk of irregular practices which, although they remain the exception, represent a genuine risk to the company's image and reputation. This procedure has a limited scope and is subject to strict implementation conditions that ensure respect for employees' freedom and basic rights and prevent anonymous accusations.

#### 6.4.2. Measures in favour of consumer health and safety

The Group's activities can have two types of impact on consumer health and safety.

For the activities of APRR-AREA, these impacts are direct. Protecting users is therefore a core policy focus for APRR and AREA, which pursue this major goal via actions to contribute to optimised risk management: attractive activities at motorway areas to encourage drivers to stop more often and for longer periods, prevention of drowsiness with rest spaces or partnerships with hotels for naps, safety events organised with the national police, etc. The two companies also pursue a continuous improvement approach to managing road risks. Traffic management and emergency services are coordinated by central control centres that can be reached 24/7 via roadside call stations or the smartphone app SOS Autoroute. Tunnels are the subject of particular efforts, with the implementation of specific safety systems and procedures. As the APRR-AREA network is located in areas exposed to inclement weather, the two companies deploy a winter road clearance programme every year to ensure quality of service and customer safety in all weather conditions. AREA works in partnership with Météo France for 48-hour weather forecasts, targeted according to the geographic specificities of its network (lakes, mountains, frigid regions, etc.).

For the other Group businesses, consumers ultimately benefit from the reliability of structures and the safety of facilities that they frequent, even if they were not the commissioning client. Eiffage is committed, via the use of more responsible materials, its divisions' eco-design processes, and the reduction of impacts and pollution from its businesses – including industrial – to enhancing safety at its own locations, work sites and the facilities it builds. More broadly, via the French sustainable city offer embodied by the Astainable® project (see Preparing for the future, page 102), Eiffage focuses on usage and quality of life, and using new technologies to serve residents. The sustainable city places residents' quality of life at the centre of the approach, rather than promoting technical solutions for their own sake. Thus, the urban response must be adapted to include the behavioural dimension and the choice of solutions that foster social cohesion.

## 7. ADDITIONAL INFORMATION

### 7.1. Sustainable development reporting methodology note

The Eiffage sustainable development report meets the requirements of articles L.225-102-1, R.225-104 and R.225-105 of the French Commercial Code. Eiffage does not follow any given social or environmental benchmark in preparing this report.

#### 7.1.1. Organisation of the sustainable development report

The organisation is described in section 1 - General information.

#### 7.1.2. Quantitative data

##### Reporting scope

The social and environmental reporting covered by the methodology note is limited to the France scope, which represents 85% of global revenue and 82% of the Group's workforce. For this scope, the consolidation is identical to the financial consolidation.

##### Indicators

The social and environmental indicators are defined to meet the requirements of art. R.225-105-1 of the French Commercial Code. Additional indicators viewed as relevant to the Group's businesses are also defined. To ensure a uniform approach, the individuals contributing and approving data have a reporting guide that

## Eiffage 2014 Annual Report

presents, for each indicator, its designation, its definition (if needed), its calculation formula (if needed), the list of calculation details and a note detailing the elements to be included. The reporting guide is available in the reporting application and on the Group intranet.

### Consolidation of quantitative data

Data collection takes place through various channels:

- Sextant, the human resources steering application developed by Eiffage, supplies employment data for all the French subsidiaries, except data concerning workplace accident statistics, occupational diseases and people with disabilities.
- Workplace accident statistics are generated by the divisions' workplace accident management applications (Acciline and SAGA for APRR), and Group results are calculated based on the data submitted by the divisions.
- Data concerning workplace accidents for temporary workers, occupational diseases and people with disabilities is collected using the Enablon tool.
- Indicators concerning people with disabilities are consolidated in Enablon, with data drawn from the DOETH forms (for declaring workers with disabilities in France) completed at the start of the reporting year.
- All environmental indicators are consolidated in Enablon. The 2012 upgrade to version 6.0 of this software included a greenhouse gas management module. This change enables the Group to calculate its statutory greenhouse gas emissions assessment and lets establishments determine their individual greenhouse gas emissions situation.

### Verification of quantitative data

Sextant employment data is generated directly by payroll applications, without human intervention.

Consistency checks were performed when the interface providing the indicators was created, and the interface results were verified by the relevant human resources departments. Consistency checks are nonetheless systematically performed when reports are prepared by the Sustainable Development department and the teams in charge of Sextant.

Workplace accident statistics are approved by the divisions' risk prevention managers and checked by the Director of Labour Relations who establishes the Group statistics.

The other data consolidated in Enablon is entered by more than 580 contributors and approved by 380 individuals across all divisions. Ten administrators supervise data entry and consistency checks.

#### 7.1.3. Qualitative data

Qualitative data is provided by the relevant divisions and central departments. It is consolidated by the Corporate Sustainable Development department, which selects and formats information. The final draft is submitted for approval before publication to the sustainable development correspondents in each division and to general management.

The table below shows the respective contributions of the Group's entities to the publication of quantitative data for the France scope. The APRR, AREA and Clemessy SA subsidiaries have a 100% contribution rate.



Learn more

Additional information is available in the Sustainable Development section of the website

[www.eiffage.com](http://www.eiffage.com)

## Contributions

France		APRR	Eiffage Construction	Eiffage Énergie	Eiffage Métal	Travaux Publics	Concessions	Holding	Total France
Employment	2012	100%	96.20%	96.40%	100%	93.10%	94.20%	100%	94.90%
	2013	100%	100%	99.80%	100%	99.30%	100%	100%	99.90%
	<b>2014</b>	<b>100%</b>	<b>99.30%</b>	<b>95.60%</b>	<b>100%</b>	<b>99.20%</b>	<b>100%</b>	<b>100%</b>	<b>98.70%</b>
Environment	2012	100%	98.90%	98.10%	100%	93.00%	26.00%	80.40%	93.60%
	2013	100%	93.40%	99.60%	100%	98.30%	58.30%	100%	98.80%
	<b>2014</b>	<b>100%</b>	<b>100%</b>	<b>99.00%</b>	<b>100%</b>	<b>99.40%</b>	<b>78.00%</b>	<b>100.00%</b>	<b>98.85%</b>

Limited companies (SA) impacted by the Grenelle II decree	APRR (SA)	AREA (SA)	Clemessy SA
Employment	<b>2014</b>	100%	100%
Environment	<b>2014</b>	100%	100%

International		Germany	Benelux	Spain	Poland	Other Europe	Senegal	Total International
Employment	2013	100%	99.50%	100%	100%	72.70%	100%	94.00%
	<b>2014</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>72.7%</b>	<b>100%</b>	<b>94.2%</b>
Environment	2013	99.60%	61.60%	100%	100%	77.50%	94.80%	75.80%
	<b>2014</b>	<b>100%</b>	<b>51.3%</b>	<b>100%</b>	<b>100%</b>	<b>76.6%</b>	<b>100%</b>	<b>70.6%</b>

## 7.2. Statutory auditors' report

## Report of the independent third party on the consolidated employment and corporate social responsibility information contained in the management report

Financial year ending 31 December 2014

Eiffage S.A.

Headquarters: 163 quai du Docteur-Dervaux -  
92601 Asnières-sur-Seine  
Share capital: 369 085 864 €

To the shareholders,

In our capacity as independent third party for Eiffage, accredited by COFRAC under number 3-10491 and member of the KPMG International network as one of your statutory auditors, we submit to you our report on the consolidated employment and corporate social responsibility information for the financial year ending on 31 December 2014, as presented in the management report (hereinafter "CSR information"), in accordance with the provisions of article L.225-102-1 of the French Commercial Code.

### Responsibility of the company

It is the responsibility of the Board of Directors to establish a management report including CSR information pursuant with article R.225-105-1 of the French Commercial Code, prepared in accordance with the reporting guides used by the company (hereinafter the "Guidelines"), of which a summary is included in the management report and available upon request from company headquarters.

### Independence and quality control

Our independence is defined by the regulatory texts, the profession's code of ethics and the provisions of article L.822-11 of the French Commercial Code. We have also implemented a quality control

system that includes documented policies and procedures to ensure compliance with ethical guidelines, professional standards and the applicable laws and regulations.

### Responsibility of the independent third party

It is our responsibility, based on our review, to:

- certify that the required CSR information is present in the management report or that any omissions are explained in accordance with the third paragraph of article R.225-105 of the French Commercial Code (Certification of presence of CSR information);
- provide a conclusion of moderate assurance that the CSR information, taken as a whole, is presented sincerely in accordance with the Guidelines in all its significant aspects (Reasoned opinion of the accuracy of CSR information).

Our review was conducted by a team of seven people between November 2014 and March 2015 over a period of around ten weeks. We were assisted in our work by our teams of CSR specialists. We conducted the review described below in accordance with the professional standards applicable in France and with the decree of 13 May 2013 defining the procedure for conducting the mission of the independent third party and, concerning the reasoned opinion of accuracy, with the international ISAE 3000 standard.<sup>2</sup>

### 1. Certification of presence of CSR information

From interviews with the managers of the relevant departments, we reviewed the presentation of the sustainable development orientations based on the CSR consequences related to the company's business, and its social commitments and, where applicable, the resulting actions and programmes. We compared the CSR information presented in the management report with the list stipulated in article R.225-105-1 of the French Commercial Code.

Where consolidated information was missing, we verified that explanations were provided in accordance with the provisions of article R.225-105 paragraph 3 of the French Commercial Code. We verified that the CSR information covered the consolidated scope, i.e. the company and its subsidiaries under the meaning of article L.233-1 and the companies it controls under the meaning of article L.233-3 of the French Commercial Code, subject to the limitations specified in the methodology note presented in section 7.1 of the

management report. Based on this review and subject to the limitations detailed above, we certify the presence in the management report of the required CSR information.

## 2. Reasoned opinion on the accuracy of the CSR information

### Nature and scope of our review

We conducted two interviews with the individuals responsible for preparing CSR information in the departments tasked with data collection and, where applicable, responsible for internal control and risk management procedures, so as to:

- assess the appropriateness of the Guidelines with regard to their relevance, completeness, reliability, neutrality and comprehensibility, taking into account best practices in the sector, if applicable;
- verify the implementation of a collection, compilation, processing and control process intended to ensure that CSR information is complete and consistent, and review the internal control and risk management procedures relating to the production of CSR information.

We established the nature and scope of our tests and controls based on the nature and importance of the CSR information with regard to the characteristics of the company, the social and environmental issues arising from its businesses, its sustainable development policies and best practices in the sector. For the CSR information which we viewed as most important, listed in the table below:

## Eiffage 2014 Annual Report

- at the level of the consolidating entity, we consulted the documentary sources and conducted interviews to corroborate the qualitative data (organisation, policies, actions), we implemented analytical procedures for the quantitative data and verified calculations and data consolidation based on spot checks, and we checked data consistency and concordance with the other information contained in the management report;
- for a representative sample of entities and departments,<sup>3</sup> which we selected based on their business, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify the correct application of procedures and performed detailed tests based on samples, consisting in verifying the calculations and reconciling the data with the supporting documents. The selected samples represented on average 21% of the workforce and between 16% and 23% of the quantitative environmental data.

(1) Scope defined on the website [www.cofrac.fr](http://www.cofrac.fr)

(2) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information

(3) CSR data: Eiffage Concessions: APRR Rhin Regional Division (Besançon); Eiffage Construction: Eiffage Construction Maine et Loire; Eiffage Travaux Publics: Bocahut Haut-Lieu; Eiffage Metal: Fos-sur-Mer; Eiffage Energie: ECS Eiffage PPP Services. Environmental data: Eiffage Concessions: APRR Paris Regional Division (Nemours), APRR Rhône Regional Division (Genay), AREA Bron; Eiffage Construction: Eiffage Construction Résidentiel et Fonctionnel; Eiffage Travaux Publics: Yonne Enrobés, Transroute Wolxheim, E.T.P. IdF/C Lucé, Athieu, E.T.P. SO Aytre, Forézienne Saint-Etienne, Fougerolle Ballot BPL, Eiffage Rail Siège, APPIA ISO SMEG Toulouse, E.T.P. Nord Mazingarbe, E.T.P. Annay, Société Enrobés Méditerranéens; Eiffage Energie: Energie Basse Normandie – Giberville, Eiffage Energie Télécom – Amberieux, Clemessy Mulhouse C2. Employment data: Eiffage TP, Eiffage Travaux Publics RAA, Eiffage Construction Pays de la Loire, Eiffage Energie Ile-de-France, APRR and Eiffage Construction Métallique.

Employment indicators		Scope
Accident frequency rate Statutory accident severity rating Number of people with disabilities (box C of the DOETH forms for declaring workers with disabilities in France) Number of units employed under contracts with sheltered, supported and work integration sectors under French law. (box D of the DOETH forms for declaring workers with disabilities in France) Workforce and breakdown by gender and by age Number of hires Number of dismissals Absenteeism Total hours of training		France
Employment indicators		Scope
Electricity consumption Fuel consumption Natural gas consumption Water consumption Special processes: Surface areas paved using an ARC 700 or similar, and low-temperature coated aggregate Quantity of hazardous waste ISO 14001-certified revenue		France
Qualitative indicators		
Employment topics	Health and safety conditions at work Training policies implemented	
Environmental topics	Consumption of raw materials and measures to use them more efficiently Land use Measures taken to conserve or develop biodiversity	
Social topics	Regional, economic and social impact of the company's business on local or resident populations in terms of employment and regional development Significance of subcontracting and inclusion in relations with suppliers and subcontractors of their corporate social responsibility	

We reviewed the consistency of the other consolidated CSR information in the light of our knowledge of the company. Finally, if applicable, we reviewed the relevance of the explanations concerning the total or partial absence of certain information. We believe that the sampling methods and sample sizes that we chose in exercising our professional judgement enable us to formulate a conclusion of moderate assurance; a conclusion of greater assurance would have required more extensive verification efforts. Due to the use of sampling techniques as well as the other

limitations inherent to the operation of any information and internal control system, the risk of failing to detect a significant anomaly in the CSR information cannot be entirely eliminated.

#### Conclusion

Based on our review, we did not identify any significant anomaly liable to call into question whether the CSR information, taken in its entirety, is presented accurately and in accordance with the Guidelines.

Paris La Défense, 25 March 2015  
KPMG S.A.

Anne Garans  
Partner  
*Climate Change & Sustainable  
Development Department*

Baudouin Griton  
Partner



**Société des Autoroutes Paris-Rhin-Rhône S.A. (APRR)**

Headquarters: 36 rue du Docteur Schmitt - 21800 Saint Apollinaire - France  
Share capital: €33,911,447

**Report by one of the statutory auditors, designated independent third party, on the consolidated employment and corporate social responsibility information contained in the management report**  
Financial year ending 31 December 2014

To the Shareholders,

In our capacity as statutory auditor of Société des Autoroutes Paris-Rhin-Rhône (APRR), designated independent third party, accredited by the COFRAC under number 3-1049,<sup>1</sup> we submit to you our report on the consolidated employment and corporate social responsibility information for the financial year ending 31 December 2014, presented in the Eiffrage management report (hereinafter "CSR information"), in application of the provisions of article L.225-102-1 of the French Commercial Code.

**Responsibility of the company**

It is the responsibility of the Board of Directors to establish a management report including CSR information pursuant with article R.225-105-1 of the French Commercial Code, prepared in accordance with the reporting guides used by the company (hereinafter the "Guidelines"), of which a summary is included in the Eiffrage management report and available upon request from the company headquarters.

**Independence and quality control**

Our independence is defined by the regulatory texts, the profession's code of ethics and the provisions of article L.822-11 of the French Commercial Code. We have also implemented a quality control system that includes documented policies and procedures to ensure compliance with ethical guidelines, professional standards and applicable laws and regulations.

**Responsibility of the independent third party**

It is our responsibility, based on our review, to:

- certify that the required CSR information is present in the management report or, in case of omission, is explained in accordance with the third paragraph of article R.225-105 of the French Commercial Code (Certification of presence of CSR information);
- provide a conclusion of moderate assurance that the CSR information, taken as a whole, is presented sincerely in accordance with the Guidelines in all its significant aspects (Reasoned opinion of the accuracy of CSR information).

Our review was performed by a team of five people between November 2014 and March 2015, over a period of around one week. We were assisted in our work by our teams of CSR specialists.

We conducted the review described below in accordance with the applicable professional standards in France and with the decree of 13 May 2013 defining the procedure for conducting the mission of the independent third party and, concerning the reasoned opinion, with the ISAE 30002 international standard.<sup>2</sup>

**1. Certification of presence of CSR information**

From interviews with the managers of the relevant departments, we reviewed the presentation of the sustainable development orientations based on the CSR consequences related to the company's business, its social commitments and, where applicable, the resulting actions and programmes.

We compared the CSR information presented in the Eiffrage management report with the list stipulated in article R.225-105-1 of the French Commercial Code.

Where consolidated information was missing, we verified that explanations were provided in accordance with the provisions of article R.225-105 paragraph 3 of the French Commercial Code.

We verified that the CSR information covered the consolidated scope, i.e. the company and its subsidiaries under the meaning of article L.233-1 and the companies it controls under the meaning of article L.233-3 of the French Commercial Code, subject to the limitations specified in the methodology note presented in section 7.1 of the Eiffrage management report.

Based on these reviews, and subject to the limitations mentioned above, we certify the presence in the Eiffrage management report of the required CSR information.

**2. Reasoned opinion on the accuracy of CSR information****Nature and scope of our review**

We conducted two interviews with the individuals responsible for preparing the CSR information in the departments tasked with data collection and, where applicable, responsible for internal control and risk management procedures, so as to:

- assess the appropriateness of the Guidelines with regard to their relevance, completeness, reliability, neutrality and comprehensibility, taking into account best practices in the sector, if applicable;
- verify the implementation of a collection, compilation, processing and control process intended to ensure that CSR information is complete and consistent, and review the internal control and risk management procedures relating to the production of CSR information.

We established the nature and scope of our tests and controls based on the nature and importance of the CSR information with regard to the characteristics of the company, the social and environmental issues arising from its businesses, its sustainable development policies and best practices in the sector.

For the CSR information which we viewed as most important, listed in the table below:

- at the level of the consolidating entity, we consulted the documentary sources and conducted interviews to corroborate the qualitative data (organisation, policies, actions), we implemented analytical procedures for the quantitative data and verified calculations and data consolidation based on spot checks, and we checked data consistency and concordance with the other information contained in the Eiffrage management report;
- for a representative sample of entities and departments<sup>3</sup> which we selected based on their business, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify the correct application of procedures and to identify possible omissions, and performed detailed tests based on samples, consisting in verifying the calculations and comparing the data to the supporting documents. The samples selected represented on average 20% of the workforce and between 25% and 96% of the quantitative environmental data.

<sup>1</sup> Scope defined on the website [www.cofrac.fr](http://www.cofrac.fr).

<sup>2</sup> ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

<sup>3</sup> CSR information: APRR Rhin Regional Division (Besançon).

Environmental data: APRR Paris Regional Division (Nemours), APRR Rhône Regional Division (Genay), AREA.

**Eiffage 2014 Annual Report****Employment indicators**


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Accident frequency rate  
Statutory accident severity rating  
Number of people with disabilities (box C of the DOETH forms for declaring workers with disabilities in France)  
Number of units employed under contracts with sheltered, supported and work integration sectors under French law (box D of the DOETH forms for declaring workers with disabilities in France)  
Workforce and breakdown by gender and by age

Number of hires  
Number of dismissals  
Absenteeism  
Total hours of training

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**Environmental indicators**


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Electricity consumption  
Fuel consumption  
Natural gas consumption  
Water consumption  
Quantity of hazardous waste  
ISO 14001-certified revenue

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**Qualitative data**

Employment topics	Health and safety conditions at work Training policies implemented
Environmental topics	Land use Measures taken to conserve or develop biodiversity
Social topics	Regional, economic and social impact of the company's business on local or resident populations Significance of subcontracting and inclusion of supplier and subcontractor corporate social responsibility in supplier relations

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We reviewed the consistency of the other consolidated CSR information in the light of our knowledge of the company.

Finally, if applicable, we reviewed the relevance of the explanations concerning the total or partial absence of certain information.

We believe that the sampling methods and sample sizes that we chose in exercising our professional judgement enable us to formulate a conclusion of moderate assurance; a conclusion of greater assurance would have required more extensive verification efforts. Due to the use of sampling techniques as well as the other limitations inherent to the operation of any information and internal control system, the risk of failing to detect a significant anomaly in the CSR information cannot be entirely eliminated.

**Conclusion**

Based on our review, we did not identify any significant anomaly liable to call into question the accuracy of the CSR information, taken in its entirety, in accordance with the Guidelines.

Paris La Défense, 25 March 2015  
KPMG S.A.

Anne Garans  
Partner  
Climate Change & Sustainable  
Development department

Baudouin Griton  
Partner

**Société des Autoroutes Rhône-Alpes S.A. (AREA)**

Headquarters: 260, avenue Jean Monnet - 69500 Bron - France  
Share capital: €82,899,809

**Certification of presence by the independent third party, of the employment, environmental and social information contained in the management report**

Financial year ending 31 December 2014

To the Shareholders,

In our capacity as designated independent third party for Société des Autoroutes Rhône-Alpes (AREA), accredited by the COFRAC under number 3-1049,<sup>1</sup> we have established the present certification of employment and corporate social responsibility information for the financial year ending 31 December 2014, presented in the Eiffage management report (hereinafter "CSR information"), in application of the provisions of article L.225-102-1 of the French Commercial Code.

**Responsibility of the company**

It is the responsibility of the Board of Directors to establish a management report including CSR information pursuant with article R.225-105-1 of the French Commercial Code, prepared in accordance with the reporting guides used by the company (hereinafter the "Guidelines"), of which a summary is included in the Eiffage management report and available upon request from the company headquarters.

**Independence and quality control**

Our independence is defined by the regulatory texts, the profession's code of ethics and the provisions of article L.822-11 of the French Commercial Code. We also implemented a quality control system that includes documented policies and procedures to ensure compliance with ethical rules, professional standards and applicable laws and regulations.

**Responsibility of the independent third party**

It is our responsibility, based on our review, to certify that the required CSR information is present in the management report, or that any omission is explained in accordance with the third paragraph of article R.225-105 of the French Commercial Code. It is not in our purview to verify the relevance and accuracy of the CSR information.

Our review was conducted by a team of four people between February and March 2015, over a period of around one week. We were assisted in our work by our teams of CSR specialists.

**Nature and scope of our review**

We conducted the following reviews in accordance with the applicable professional standards in France and with the decree of 13 May 2013 defining the procedure for conducting the mission of the independent third party:

- from interviews with the managers of the relevant departments, we reviewed the presentation of the sustainable development orientations based on the CSR consequences related to the company's business, its social commitments and, where applicable, the resulting actions and programmes;
- we compared the CSR information presented in the Eiffage management report with the list stipulated in article R.225-105-1 of the French Commercial Code;
- where consolidated information was missing, we verified that explanations were provided in accordance with the provisions of article R.225-105 paragraph 3 of the French Commercial Code;
- we verified that the CSR information covered the scope of the company.

**Conclusion**

Based on these reviews, we certify the presence in the Eiffage management report of the required CSR information.

Paris La Défense, 25 March 2015

KPMG S.A.

Anne Garans  
Partner  
Climate Change & Sustainable  
Development department

Baudouin Griton  
Partner

**Clemessy S.A.**

Headquarters: 18 rue de Thann - 68100 Mulhouse - France  
Share capital: €19,281,029

**Certification of presence by one of the statutory auditor, designated independent third party, of the employment and corporate social responsibility information contained in the management report**

Financial year ending 31 December 2014

To the Shareholders,

In our capacity as statutory auditor of Clemessy, designated independent third party, accredited by the COFRAC under number 3-1049,<sup>1</sup> we have established the present certification of employment and corporate social responsibility information for the financial year ending 31 December 2014, presented in the Eiffage management report (hereinafter "CSR information"), in application of the provisions of article L.225-102-1 of the French Commercial Code.

**Responsibility of the company**

It is the responsibility of the Board of Directors to establish a management report including CSR information pursuant with article R.225-105-1 of the French Commercial Code, prepared in accordance with the reporting guides used by the company (hereinafter the "Guidelines"), of which a summary is included in the Eiffage management report and available upon request from the company headquarters.

**Independence and quality control**

Our independence is defined by the regulatory texts, the profession's code of ethics and the provisions of article L.822-11 of the French Commercial Code. We also implemented a quality control system that includes documented policies and procedures to ensure compliance with ethical guidelines, professional standards and applicable laws and regulations.

**Responsibility of the independent third party**

It is our responsibility, based on our review, to certify that the required CSR information is present in the management report, or that any omission is explained in accordance with the third paragraph of article R.225-105 of the French Commercial Code. It is not in our purview to verify the relevance and accuracy of the CSR information.

Our review was conducted by a team of four people between February and March 2015, over a period of around one week. We were assisted in our work by our teams of CSR specialists.

**Nature and scope of our review**

We conducted the following reviews in accordance with the applicable professional standards in France and with the decree of 13 May 2013 defining the procedure for conducting the mission of the independent third party:

- from interviews with the managers of the relevant departments, we reviewed the presentation of the sustainable development orientations based on the CSR consequences related to the company's business, its social commitments and, where applicable, the resulting actions and programmes;
- we compared the CSR information presented in the Eiffage management report with the list stipulated in article R.225-105-1 of the French Commercial Code;
- where consolidated information was missing, we verified that explanations were provided in accordance with the provisions of article R.225-105 paragraph 3 of the French Commercial Code;
- we verified that the CSR information covered the scope of the company.

**Conclusion**

Based on these reviews, we certify the presence in the Eiffage management report of the required CSR information.

Paris La Défense, 25 March 2015

KPMG S.A.

Anne Garans  
Partner  
Climate Change & Sustainable  
Development department

Baudouin Griton  
Partner

<sup>1</sup>Scope defined on the website [www.cofrac.fr](http://www.cofrac.fr).

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