



**Mr. Ban Ki-Moon
Secretary General
United Nations
New York 10017
United States of America**

Asnières, August 27, 2013

Communication on Progress (COP) EIFFAGE

Mr. Secretary General,

Please find enclosed the renewed commitment given by the EIFFAGE Group to ensuring the implementation, dissemination and ongoing progress of the principles of the United Nations Global Compact in the Group's strategy and core activities.

Expressing the wish that a growing number of organizations and enterprises will adhere to these fundamental principles and thus reinforce the effectiveness of what is a unique initiative, I ask you, Mr. Secretary General, to accept the assurances of my highest consideration.


Pierre Berger
Chairman and Chief Executive

Encl.

EIFFAGE Communication on Progress (COP)

27th of August 2013

In line with its corporate social responsibility and environmental policy, EIFFAGE joined the United Nations Global Compact as early as 2005 and has indicated to the Secretary General of the United Nations its renewed commitment every year since.

The present letter contains the formal, renewed commitment of EIFFAGE to support and to enact in its organization the ten principles of the United Nations Global Compact.

Since signing up to the Compact, the Group has systematically informed its employees, its business partners and its customers of this commitment, most notably through all of its publications (website, annual sustainable development reports, tender specifications to be met by subcontractors and suppliers). The EIFFAGE Group has translated the ten principles into practice in its Sustainable Development action plan, which has been rolled out across all its branches and is updated each year.

For 2012-2013, EIFFAGE has continued to communicate on the undertakings given to the United Nations and has once again set out in its Annual Report the Group's major initiatives harmonized with each of the principles of the Global Compact.

The following are, for this year, the flagship actions of EIFFAGE that reflect the principles of the Global Compact.

HUMAN RIGHTS, PRINCIPLES N°1 & 2

A. Values and commitments

Promoting respect for customers and employees, and providing in-service training for craftsmen and managers are key pillars of Eiffage policy. Reducing the Group's ecological footprint is another major focus area.

The "Eiffage Charter of Values and Mission Statement", first introduced in 1991 and subsequently reiterated and enhanced in 2008, sets out the Group's intangible principles: customer satisfaction, respect for employees, exemplary behaviour by managers, transparency justifying tighter audit and inspection procedures, eradication of conflicts of interest, proper consideration for the expectations of Eiffage stakeholders such as partners, suppliers and subcontractors, public authorities, interest groups and local residents.

The Charter, which is distributed throughout all divisions and management tiers, with a copy issued to every new employee, promotes a clear-headed approach to the growth outlook for

Eiffage and its markets, and encourages a bold and tenacious attitude during less busy periods.

In 2011, this ethical approach was summarised in the "Ethics and Commitments" guide, which is available on the Group's intranet and websites and is distributed via Eiffage's regional sustainable development training centres (CREF). It gathers the following elements and informations :

1. Founding document produced in 1991, establishing a common baseline for all Group employees. The values described in the Charter, which were reiterated and enhanced in 2008, embody Eiffage's commitments to internal and external stakeholders,
2. Summary of Eiffage's sustainable development policy, which is reiterated each year in the Sustainable Development Annual Report,
3. Regulatory compliance (competition and insider trading), prevention of conflicts of interest (relationships with third parties, sponsorship policy, employees' public life), anti-corruption efforts (remuneration and gifts),
4. International labour standards, health and safety, anti-discrimination measures, non-use of offshoring practices, non-use of undeclared labour, child labour,
5. Purchasing policy, purchasing code of conduct, respect for subcontractors
6. Environmental policy (summary), GEODE software, "Biodiversity" and "Water and Aquatic Habitats" charters,
7. Global Compact Carbon Disclosure Project, Countdown 2010,
8. Internal control, Whistleblowing, Scientific Council, voluntary ratings, , verification of figures, consultation process.

B. The employee share ownership, part of Eiffage's DNA

Since 1990, when the first management buyout (MBO) was staged, Eiffage has stood out in the French entrepreneurial landscape for being a trail-blazer in developing effective employee share ownership. All employees, from the craftsmen to the managers, have been seduced by this model, investing in the capital of their company to share in its performances and contribute to its long-term success :

- Eiffage is unusual in the scale of the Group's employee share ownership scheme. Employees in all job categories as well as managers together own 37% of the company's equity,
- more than 67,000 employees and former employees are Eiffage shareholders, a record for France. In 2012, despite the economic context, more than 34,500 employees bought shares worth a total of €101 million.

C. Full civic engagement at the international scale : an exemple with Eiffage Sénégal

For the past 10 years, Eiffage Senegal has been actively involved in efforts to prevent two problems still very prevalent in Africa: HIV/AIDS and occupational hazards. A partnership with the Senegalese National AIDS Prevention Council was formalised in 2012 by holding six informal discussion sessions (known as chats) in a neighbourhood of Rufisque. These chats

attracted total of 170 residents, including worksite staff, fishing organisations, a few associations including an organisation for seniors, well-known local figures and homemakers. As well as question-and-answer sessions, the chats featured practical information on STD transmission and prevention methods, distributions of female and male condoms, and personal accounts by people living with AIDS.

In August 2012, the heavy rains that fell on Dakar flooded homes and many road infrastructures, including National Road 1 and part of the toll motorway. In response to a request by the Ministry of Water and Sanitation, Eiffage Senegal installed two pumping systems and repaired the damaged sections of the catchment area's retaining wall free of charge, a pro bono service worth more than CFA55 million (nearly €84,000), not including the professional services provided by the company's managers.

Lastly, in September 2012, the company participated in the Seventh Symposium on Media and the Prevention of Occupational Hazards (SYAPRO) in Ouagadougou, Burkina Faso, where 16 countries discussed the theme, "Traditional Communicators and Risk Prevention". The symposium's guiding principle is to rely on traditional communicators to popularise risk prevention concepts among workers, especially the large numbers of individuals who operate in the informal sector.

Eiffage Sénégal provides a full civic engagement in support of employees and external stakeholders, throughout actions on the field such as :

- since 1995, the company has been providing logistical support to the NGO Kinkéliba, which is developing medical infrastructure in rural areas, by providing human and material resources for the construction of healthcare facilities,
- since 2003, the company has also been conducting regular AIDS awareness and prevention programmes for employees, subcontractors and local residents in partnership with public and private organisations,
- in addition, the company lends support to disadvantaged areas, providing the community with decent schools, school supplies, signs and other forms of assistance. Eiffage works in partnership with its employees to carry out these programmes,
- in recognition of its environmental preservation initiatives, Eiffage Senegal received a three-year renewal of its Quality (ISO 9001) and Environment (ISO 14011) certifications from Bureau Veritas Certification (BVC) in 2012. To date, it is the only construction company in Senegal with an environmental certificate of this kind,
- as a company that promotes healthy behaviour and work safety, Eiffage Senegal won three awards on 28 September 2012 at the international media and graphic arts competition during the Seventh Symposium on Media and the Prevention of Occupational Hazards (SYAPRO) in Ouagadougou, Burkina Faso,
- lastly, Eiffage Senegal – a member of the functional commission that drafted the "Senegal CSR and Corporate Sustainable Development Charter" – signed the charter on 19 September 2012.

LABOUR STANDARDS, PRINCIPLES N°3, 4, 5 ET 6

A. Hiring and retention

The divisions' recruitment strategies are based on ongoing programmes approved by their general managements. They involve:

- hiring more young people by diversifying recruitment sources and improving new employee orientation,
- making the recruitment process objective to ensure diversity and equal opportunity,
- fostering long-term employment through, for example, internal mobility,
- retaining and accommodating disabled and senior employees,
- hiring hard-to-place individuals by providing back-to-work programmes.

a. Recruitment of young graduates

The company is using a wider range of methods to recruit candidates from more diverse backgrounds, with its strategy focused on supporting the Group as it adapts to change. Long-term shortages in certain occupations have required the divisions to provide more training programmes and seek new sources of candidates.

Through a variety of partnerships and forums, Eiffage seeks to form lasting ties with universities and top engineering schools and maintain relations between these institutions and the Eiffage managers they trained:

- group-level partnerships: École des Ponts et Chaussées, ESTP and Université de Paris I Panthéon-Sorbonne,
- division-level partnerships: École Centrale, INSA Lyon and Rennes, Supelec and Esigelec,
- the Group's involvement since 2010 in the Phénix programme, which seeks to recruit "Master 2" postgraduates specialising in the social sciences and humanities,
- search for university interns and graduates studying engineering disciplines required by the Group's businesses, in partnership with the "Interfaces et Compétences" association,
- career exploration and promotion programmes, with the divisions participating in a variety of events, including job fairs, worksite tours and career days.

b. Equal opportunity

In line with the Eiffage Charter of Values and Mission Statement and the Group's official commitments, the divisions have all pledged to ensure diversity and equal opportunity during the recruitment process:

- offering job opportunities to young people from underprivileged neighbourhoods, hiring women for operational positions, and recruiting older and disabled employees are now the focus of targeted programmes and training for managers,
- adopted in 2009, the Group policy that proactively supports employing people with disabilities played a particularly active role in 2012. It seeks to change employee



attitudes toward the disabled and promote conditions favourable to their hiring and retention,

- in 2012, Eiffage again demonstrated its strong support for youth employment by joining the “national commitment to the employment of residents from deprived neighbourhoods”, an initiative of France’s urban policy.

c. Temporary employment

The divisions try to limit the use of temporary workers and regularly seek alternative solutions, such as internal transfers and organisational and planning efforts. APRR and AREA, for example, greatly reduced the number of temporary jobs (average weighted workforce – fixed-term + temporary).

d. The path to employment

Eiffage complies with labour clauses in certain contracts that reserve a certain number of working hours for economically marginalised individuals and also takes additional measures, such as:

- proactive in-house policies,
 - the divisions actively cooperate year-round with local employment organisations serving disadvantaged populations and on a regular basis during major public procurement projects. As a result, the average number of hours reserved for marginalised workers on these projects now exceeds 8%,
 - Eiffage has created in-house training programmes to provide qualification courses for young people struggling in school while tailoring instruction to the company’s recruitment needs. Since 2006, Eiffage Travaux Publics alone has created eight training programmes throughout France.
- support for related initiatives at Eiffage that foster commitment to social inclusion through employment,
 - the Group provides financial and logistical assistance to the CREPIs and their national federation. These clubs bring together regional companies that act in a volunteer capacity to help marginalised populations enter the workforce. In 2012, the CREPIs provided practical assistance to 3,302 people; 53% took part in career planning or work experience programmes while 47% found employment (including companies other than Eiffage),
 - social and work integration projects are a major priority of the Eiffage Foundation.

2012 Review

- more than 4,400 people were hired in 2012, including over 1,800 young people under the age of 26,
- while this figure grew by 35% compared to 2011, the total number of hires declined by 14% and the number of work-study trainees fell by 7%,
- since an Employment and Expertise Plan was signed by Eiffage Énergie in May 2012, all Group divisions now have an EEP.

Major directions for 2013

The Group's major directions for 2013 aim for continuity in its programmes:

- continuation of the Employment and Expertise Plan,
- preservation of the age pyramid,
- continued hiring of economically marginalised people,
- Group-wide implementation of the performance review policy.

The Group has set a target of hiring 40% of the total number of graduating work-study trainees.

B. Risk prevention policy: seeking to change behaviour

Involving all levels of employees and giving priority to initiatives focusing on behavioural change, the divisions have all made strong commitments to safety in their action plans. These initiatives include training programmes, the sharing of best practices and investments in equipment providing the highest level of safety.

a. In campaign mode

Raising employees' awareness on an ongoing basis is a key success factor for risk prevention policies, and all divisions have ramped up their communication efforts:

- APRR and AREA continued their joint "We are all responsible for safety" campaign, launched in 2010, with a new version rolled out in 2012,
- at Eiffel Industrie, the "Eiffix" mascot and the slogan "Working today for a safe tomorrow" are the guiding lights of the campaign on environmental, health and safety risks,
- the "zero accident / zero tolerance" campaign at Eiffage Travaux Publics ensures that the entire management team takes responsibility for safety,
- Eiffage Construction completed preparations for its 2nd basic safety skills campaign.

b. Training to stay safe

Workplace safety training is mandatory for all employees. All Group business units therefore provided basic safety skills training and 15-minute safety sessions at their worksites. Every division has developed training processes devoted to safety in its core businesses:

- "Workplace Health and Safety" package for all APRR employees,
- specific training courses, such as tunnel and road safety and "Play Safe"; behavioural training; and training in the requirements mandated by the new C18-510 standard relating to operations near an electrical hazard. These programmes were conducted at Clemessy and Eiffage Énergie,
- a safety training programme required by the national action plan for everyone from unskilled labourers to managers, at Eiffage Construction,

- specific training courses in risk prevention management that have been widely used at Eiffage Énergie and Eiffage Travaux Publics over the past few years,
 - PRAP training at Eiffage Métal.
- c. Arduous work and psychosocial risks: priorities in 2012

In line with the various agreements signed and action plans developed by the divisions, stronger measures were included in the 2012-2013 prevention plans to reduce arduous work and fight stress and psychosocial risks :

- after action plans on the prevention of arduous work were signed in late 2011 and mid-2012, respectively, APRR-AREA and the Metal division conducted a series of ergonomic assessments of workstations to identify risk factors that could result in injury. In 2013, motorway operators are to implement the changes recommended by ergonomists. Eiffage Métal Construction and Eiffel Industrie signed collective agreements on this issue, and three-year action plans are being carried out in all of the Metal division's other subsidiaries,
- at Eiffage Travaux Publics, the arduous-work agreement signed in June 2012 combined three focus areas: accommodations to work stations, skill and qualification development, and assistance with end-of-career issues,
- at Eiffage Énergie, the "arduous-work master plan" also comprises three focus areas: reduction of multiple exposures to workplace risk factors, as defined by law, skill and qualification development, and assistance with end-of-career issues,
- at Eiffage Construction, the arduous-work action plan combined all the best practices that had already been implemented. The plan generated a number of regional initiatives on physical warm-ups,
- concerning the fight against psychosocial risks, the divisions have, in particular, provided training as stipulated in the Group and industry-wide agreements.

2012 review

- these efforts again led to a year-on-year decline in the accident frequency rate in all divisions, from 16.94 in 2011 to 15.32 in 2012,
- the statutory severity rating, which slightly increased last year, fell again to 1.03, with decreases reported at APRR, Clemessy, Eiffage Énergie and Eiffage Travaux Publics, and rises at Eiffage Construction and Eiffage Métal.

Major directions for 2013

Taking a page from previous years, training remains the key focus of the divisions' action plans. Agreements and plans relating to arduous work and psychosocial risks will continue to be operationally implemented in 2013.

C. Training, acting responsibly for the benefit of us all

Continuing vocational training is an effective means of meeting employees' career development goals, improving their skills and expanding the Group's expertise, while retaining staff as well. By giving priority consideration to its own employees, the Group

fosters their ongoing career development and “employability” regardless of their initial training.

a. Policies and organisations in support of shared success

Integrating new hires, fostering employee development, supporting change and mobility, and guiding managerial careers and Group-wide projects, such as those related to DEOAP (Diversity & Equal Opportunity Action Plan), the divisions’ human resources departments conduct policies consistent with programmes developed in previous years while also responding to new realities, such as emerging technologies, market trends, staff turnover and a changing age pyramid.

Annual guidelines determine the priorities for the training plans developed on the basis of the companies’ strategic objectives and the needs expressed by employees and their managers. The results of a series of performance reviews contribute to the development of the training plans, with equal opportunity a key aspect of the training programme. Employees who have not taken any courses for five years (or four years in the case of technical training at Eiffage Énergie) go to the top of the list for the relevant training. Participants provide immediate and delayed feedback, enabling HR to determine whether the courses are effective and to make any necessary improvements.

The divisions also encourage employees to take advantage of the individual training entitlement (DIF), personal leave for training (CIF) and the VAE programme (acquiring a professional degree or certificate through job experience).

b. Basic technical knowledge: the primary key to career advancement

Strengthening basic occupational skills is an essential prerequisite for career development, and the divisions organise appropriate training accordingly.

Eiffage Construction Grand Est, for example, created and conducted introductory training modules in plan reading (entry-level and refresher courses) and vertical and horizontal formwork, with the goal of teaching quality and environmental practices common to all workers. Courses are developed around a range of materials including the division’s planning documents as well as PHIDIAS videos, a multimedia educational tool designed for blue-collar and white-collar workers taking continuing vocational training and self-training programmes.

In mid-2012, APRR again conducted a campaign to promote awareness of online office technology training, which assists employees in an innovative and interactive manner. The new training portal provides Group-wide access to training as part of the company’s diversity and equal opportunity programme.

c. Training of workers and technical, clerical and supervisory staff

A wide range of efforts are involved in training worksite staff, from required safety training to skill enhancement, with courses leading to certificates being the divisions’ preferred option.

At Clemessy, nearly 34% of workers and technical, clerical and supervisory staff take advantage of technical courses each year in addition to safety-related training. More courses were added in 2012, with the launch of a programme that meets the needs of worksite and design office staff: "Control and Test Methodologies", "Lightning Protection Techniques", "APSAD: Follow the Rule for Installing Detection Intrusion Systems" and "APSAD: Design and Install a Videosurveillance System".

AREA is developing a Road Maintenance Package that combines current training programmes required for road crews and team leaders. The package will provide greater visibility for AREA's list of courses by mid-2013. In an effort to create a more professional sales force, training was designed for sales and administrative staff, to acclimatise them to this new position, which focuses on toll collection and customer service. In 2012, 80% of sales and administrative staff completed at least three modules. The programme will end in 2013 when all staff concerned, i.e. 21 regular employees and 50 replacement staff, have completed all of the topic-specific courses.

A major activity in 2012 was the upgrading of middle management skills through targeted training. Eiffage Construction continued management and communications training programmes for team leaders that began in 2011. Along the same lines, efforts were undertaken to support site supervisors foremen in their role as middle managers.

The Metal division launched a five-day, three-module training programme focusing on managerial skills for foremen, shop supervisors, team leaders and site supervisors.

At Eiffage Travaux Publics, site foremen working in the Regional Roads unit receive special training ("Master Chefs") at one of the division's schools.

2012 review

- In addition to safety training and work-study programmes, the divisions' training plans in 2012 mainly focused on enhancing knowledge and skills,
- the new courses in diversity and equal opportunity issues (training in conducting mid-career assessments, for example) and psychosocial risks were rolled out, particularly as part of Group and industry-wide agreements on preventing stress and psychosocial risks by training key members and the chairpersons of the health and safety committees,
- the divisions have every intention of investing in vocational training for their employees and in the development of training for young work-study participants.

Major directions for 2013

During the Eiffage Conference in Marseille in June 2012, Pierre Berger, Group CEO, restated his support for continuing along the same path in recruitment, integration, training and employee development. In a difficult climate, in both financial and market terms, employee training serves as an effective way for the company to adapt to the current environment and to develop the skills necessary for future activities.

D. Diversity: established commitments

In 1991, the first Eiffage Charter of Values established diversity as one of the Group's basic social principles. Twenty-two years later, the diversity commitment has been enriched with proactive strategies designed to promote equal opportunity for all, regardless of gender, age, national origin, religion, social class and health status.

In 2010, the Diversity & Equal Opportunity Action Plan (DEOAP) provided structured support for the programme in the various divisions, while in 2012 initiatives developed at Group level were rolled out in every area of equal opportunity:

- renewal of an experimental mentoring programme for 10 young engineers with three to seven years of experience, with the aim of supporting their career development,
- after the Group participated in the 2011 national campaign conducted by AGEFIPH (Association for the Management of Funds for the Vocational Integration of Disabled People) to encourage the hiring of RQTH workers, Eiffage provided support for the publication of three guides by Club Handicap et Compétences that were distributed to the divisions' various disability programmes,
- the film "Bien vivre ensemble" (Working Well Together), produced by the Group's Communication Department, tells the stories of RQTH employees in all divisions who have made successful transitions into the workplace. In November 2012, ADAPT (Association for the Social and Work Integration of People with Disabilities) gave special recognition to this film. While the film explores a wide variety of disabilities and work settings, a common thread runs through it: the desire shared by the employee's colleagues and manager for his or her smooth integration into the work setting. One example is the use of sign language at the Rennes hospital site by a works team that includes a young deaf worker.

2012 review

Most of the Group's occupations have traditionally been male-dominated. The divisions, however, have been hiring more women and the rate of female employment has risen. A large number of targeted action plans and company agreements, together with performance monitoring indicators, address gender equality in the areas of remuneration, promotions, training and career development.

E. Social dialogue ever present

In France and the Group's countries of operation, staff representative bodies have been set up and operate in compliance with the regulations applicable in each country.

a. European Works Council and Group Works Council

The memorandum of agreement on renewing the European Works Council, signed in March 2011 by Eiffage management and all of its trade unions, incorporated new EU rules from European Directive 2009/38/EC of 6 May 2009 into the agreement even before the directive was transposed into French law and laid down the principle of two meetings each year.



A Group Works Council, comprising 30 members appointed by the trade unions from among their elected representatives to the French subsidiaries' company-level and local works councils, was also created and meets twice a year.

b. Psychosocial risk prevention agreement

A stress and psychosocial risk prevention agreement was signed on 16 May 2011; it covers all subsidiaries with the exception of APRR and AREA, which have their own agreement. To provide oversight, the agreement provides for the creation of a committee of management and trade union representatives. This committee has already met twice, in 2011 and 2012. Monitoring groups with similar compositions and responsibilities have also been set up in the divisions.

Playing a key role in the programme, the health and safety committees track the indicators specified by the agreement on an annual basis. This gives a clearer picture of the risk conditions, enabling difficult situations to be identified as early as possible.

Moreover, in order to completely fulfil their mission, the committees also appointed one of their members as a coordinator, who received special training in the issue of stress and psychosocial risks. In 2012, about 50 training sessions were held for more than 300 health and safety committee members, using a programme developed by ANACT (National Agency for the Improvement of Working Conditions). At the same time, health and safety committee chairpersons, human resources managers and safety managers also took a similar training course run by the same consultants in order to foster a shared understanding of the subject.

c. Health insurance expanded to include long-term care

In 2008, under the terms of a Group agreement, Eiffage set up a health insurance scheme that covers most of its subsidiaries. Also included is long-term care insurance for retiring employees and their spouses. This cover is based on a "accident-related death and disability" scheme that supplements the current insurance benefits plan. The agreement has been regularly amended to include new companies. The most recent such amendments were signed in October and November 2012.

A mutual insurance monitoring committee, comprising management representatives and three representatives from each trade union, reviews all aspects of the scheme's management and operations, with support from a consulting firm. The committee met four times in 2012.

ENVIRONMENT, PRINCIPLES N°7, 8 ET 9

A. Environmental policy woven into the Group's culture

Each year, Eiffage conducts 30,000 projects - ranging from small jobs to European-scale structures - via a network of more than 1,000 locations, and is well aware of the importance

of controlling the ecological footprint of its activities.

a. Two main pillars

1. Prevention and management of risks relating to environmental aspects of the Group's activities, with the twin aims of reducing our ecological footprint and preventing any financial or criminal risks or reputational damage. This is being achieved as follows:
 - internally:
 - measuring impacts and optimising the Group's ecological and energy footprint through effective management of energy, water and raw material consumption, greenhouse gas emissions and project waste,
 - rolling out in-service training and certification programmes to promote excellence in the area of environmental issues,
 - rolling out ISO 14001 certification across all business units.
 - through our business offerings:
 - developing and providing business units with operational tools that offer the customer a choice of green solutions with measured, verifiable impacts,
 - anticipating environmental risks in tendering processes and taking their technical and financial implications into consideration in the Group's proposals.
2. Focusing R&D efforts on "alternative" construction techniques, in particular by:
 - centring R&D on techniques and processes that reduce natural resource consumption and greenhouse gas emissions, and minimise direct and diffuse environmental impacts,
 - providing expertise in biodiversity preservation at all stages of the project cycle, based on applying the Avoid-Minimize-Offset strategy before submitting a project proposal, then during the site work and operational phases,
 - anticipating the consequences of climate change for the Group's business lines (via the Phosphore forward-looking research project), in order to:
 - make a radical shift from current processes in favour of solutions suitable for post-carbon cities, making maximum use of renewable energy,
 - promote systemic requirement assessments and seek solutions that decompartmentalise urban planning topics, such as mobility, energy, new-build versus renovation considerations and urban ecosystem services.

b. Commitment by top-tier management

General Management has clearly demonstrated its commitment to reducing the Group's ecological footprint, with universally-distributed documents that structure its activities:

- Internal policies
 - funding charters defining Eiffage's position on issues such as "Biodiversity" and "Water and Aquatic Habitats", signed by the Chairman and distributed throughout all business units in the form of posters printed in several thousand copies,
 - division-level policies signed by the respective Chairmen.
- Voluntary commitments
 - group commitments via the National Biodiversity Strategy (SNB) in 2012,

- member of the Carbon Disclosure Project since 2009,
- signatory of the Global Compact since 2005,
- corporate greenhouse gas emissions assessment in 2008 and 2012.

c. A policy based on proven tools

- Management and measurement,
 - effective environmental management achieved by deploying environment management systems and sharing best practices,
 - implementation of the GEODE operating environment management application development jointly by Eiffage and Red-On-Line; this software enables the Group's business units to handle environmental issues such as regulatory compliance and environmental analyses at their sites, waste management and emergency situations;
 - energy efficiency and decreased greenhouse gas emissions: analysis and reduced consumption of resources, greater use of renewable energy, and special-purpose environmental comparators that help businesses to choose between technical solutions.
- Prevention and management of risks and impacts associated with activities,
 - systematic environmental analyses at permanent sites and environmental analyses at work sites using the GEODE application,
 - dedicated environmental legal watch carried out for more than seven years with support from a specialist consultant,
 - systematic training for environmental managers in Group companies, and regular employee awareness campaigns relating to environmental issues (in particular when employees begin working at project sites),
 - particularly proactive biodiversity preservation strategy, including a postgraduate-level in-service training course in partnership with the University of Paris I, feedback on best practices, a "biodiversity pack" designed to assist biodiversity risk prevention, and a system to pool the Group's knowledge via a "Biodiversity document collection " containing studies of species.

B. Un plan d'actions carbone soutenable

In 2008, Eiffage adopted a pioneering stance by transparently publishing the results of its first carbon assessment (scope 1, 2 & 3), which identified the main sources of emissions, enabling corrective action to be focussed accordingly.

In 2012, the Group conducted a regulatory greenhouse gas emissions assessment (scope 1 & 2) and produced a carbon emissions action plan. The tool used for this purpose enables even small establishments to perform their own assessments as part of the "corporate" regulatory assessment process.

Eiffage operates a two-pronged carbon strategy that not only addresses internal issues but also engages with customers. Efforts focus on:

- measuring and reducing the carbon footprint of the Group's activities,
- harnessing greenhouse gas emission reductions as a competitive advantage.

a. Rolling out expertise

This dual focus calls for formally recognised carbon expertise. Each year since 2008, the Group has trained around 50 people to use the ADEME carbon assessment method, rolling out this expertise across all business units. By the end of 2012, more than 250 employees had received training.

b. A precise measurement of carbone footprint

The Group's greenhouse gas emissions assessment was published on 15 November 2012, using 2011 data processed in accordance with regulatory requirements. It reaches 588 457 teqCO₂.

The full results are available on the Eiffage website:

http://www.eiffage.com/cms/developpement_durable/reduction_empreinte_ecologique/plan_action_carbone.html

c. Avoided emissions on the field, the example of the Stade de Lille

Certain design choices in terms of materials, logistics and construction techniques helped to reduce greenhouse gas emissions during the construction phase of the Lille Métropole stadium project. A few examples are given below:

- Paint,
 - no top coat on concealed structures (finishing paint was applied to only 17% of the 136,000 sq. m surface area),
 - only two coats of paint, rather than three, were applied throughout the facility, saving on product quantities, use of aerial baskets, etc.
- Transportation,
 - priority given to river transport,
 - from 2011 until the end of the project, Eiffage Construction Métallique and its subcontractors pooled their equipment, reducing internal haulage requirements and downtime,
 - the distances travelled by materials removed by Eiffage Travaux Publics from the construction site to their outlets (including noise abatement barriers in Lesquin) were optimised: 80% of spoil travelled less than 10 km,
 - adopting a broaching-based structural assembly strategy enabled complete modules to be brought in ready to assemble, minimising transportation and on-site assembly requirements.
- Materials,
 - the project used recycled materials including clinker for the service road, fly ash, Sidmix hydraulic binder, mud from the site (used as filling slurry) and other construction materials (including particle board, steel, etc.),
 - the project also used “green” and low environmental-impact materials, such as the timber listed under “claimed savings” in the ADEME application,
 - low-sulphur “GNR” diesel fuel was introduced on 1 May 2011, decreasing greenhouse gas emissions (in particular NO_x emissions) and particulate pollution (10 ppm, compared with 1,000 ppm in domestic fuel oil).



The project design will generate additional carbon emission savings during the operational phase:

- building management system,
- dynamic UPS units that enable the stadium to draw electric power from the mains rather rely on generators during events,
- the limited number of onsite parking spaces encourages visitors to use public transport.

Certain emissions have also been offset. For example, paper consumption for printing plans, procedures and other documents during the project has been balanced by planting and nurturing 159 trees.

Lastly, planted areas such as lawns, trees and planters generate greenhouse gas emission savings even though the Bilan Carbone® assessment method developed by ADEME does not include them in the calculation.

C. Preserving biodiversity, a role for businesses

The partial failure of worldwide efforts to preserve biodiversity was acknowledged in 2012 on the 20th anniversary of the International Convention on Biological Diversity, which was established in Rio in 1992.

Against this backdrop, which requires us all to redouble our efforts, Eiffage reiterated its proactive stance. Eiffage acknowledges its responsibility with respect to the environment and is aware that the Group is itself exposed to risks associated with biodiversity erosion, including predicted scarcity of mineral and fossil resources, over-consumption in natural areas, and the multiple pressures exerted on water resources.

a. Founding texts preserved for posterity

The “Biodiversity” and “Water and Aquatic Habitats” charters, signed by the Chairman and CEO of Eiffage in May 2009 and March 2011, respectively, are not only methods for taking biodiversity and water resource-related issues into consideration, but also help to focus the efforts of the Group's employees.

These documents are freely accessible on the Eiffage website, and can be found in all of the Group's operational business units in France and elsewhere.

b. Innovation, R&D and biodiversity-related training

Eiffage enhanced its support for research in many forms:

- the resilience of biodiversity to the diffuse impacts of large linear infrastructures, an area in which existing research is scarce, is the subject of a new thesis funded via the “Biodiversity, environment and large infrastructures” corporate chair in partnership with the University of Paris 1 Panthéon-Sorbonne and the Physical Geography Laboratory

operated by CNRS in Meudon. Case studies will focus in particular on the Bretagne-Pays de la Loire high-speed rail link currently under construction,

- the COPAFAUNE research project that focuses on landscape connectivity for small animals was documented in a thesis presented at Lyon University on 11 December 2012. The Group has extended its funding for this thesis to enable the main scientific conclusions to be implemented without delay,
- in 2012, Eiffage renewed its technical and financial contribution to a national study of the distribution of chytridiomycosis, a fatal infectious disease found in European frogs and toads. Eiffage's support for this study, which in France is being led by the Alpine Ecology Laboratory (LECA), includes making APRR environmental technicians available to collect samples. It also involves setting up new sampling sites along the A65 Pau-Langon motorway, for which A'Liénor, a joint subsidiary of Eiffage and Sanef, is in charge of conservation management,
- lastly, the fourth session of the Phosphore forward-looking sustainable urban development research project devoted its 2012 research activity to the concept of urban ecosystems, within the framework of the "urban ecological services and the circular economy" working group. The project explored issues such as the acceptability of nature returning to our towns and cities, the benefits of ecosystem services in urban environments and urban applications of biomass solutions.

c. Knowledge sharing and cooperation with peers

In 2012, Eiffage took part in all of the biodiversity research initiatives organised by the construction industry body, FNTP, and the employers' association, MEDEF. The Group is also an active member of the "linear infrastructure & biodiversity" club (CIL&B) formed by leading managers of publicly- and privately-owned linear infrastructures. In addition, Eiffage was an "advocate for Europe" for the construction sector in 2012 as part of the European Union "Business & Biodiversity" campaign.

Eiffage also took part – as an industry representative (FNTP) – in research by CGDD on applying the "avoid, minimize, offset" sequence to biodiversity impacts. National methodological guidelines for implementing this impact mitigation hierarchy are to be published in early 2013.

Teams from Eiffage Rail Express (ERE) working on the Bretagne- Pays de la Loire high-speed rail link complied with the new regulatory methodological requirements when preparing their CNPN "protected species" licence applications, and obtained their environmental permits in good time and entirely in accordance with the forecast schedule. (This aspect concerned brush clearance activities and legislation relating to water and protected species).

A biodiversity strategy based on the "avoid, minimize, offset" approach is now produced for every project with significant biodiversity implications carried out by Eiffage or any of the Group's subsidiaries. Rather than being a burden on the project's economic balance sheet, the cost of avoiding and mitigating natural impacts actually creates value, illustrating our design efforts and the precautionary measures adopted while carrying out the works.

Lastly, Eiffage took several steps in 2012 to nurture the dialogue established with the community of environmental associations in recent years:

- Eiffage joined the OREE environmental network in early 2012, and took part in working groups on biodiversity and the economy, as well as industrial ecology,
- in October 2012, the Group signed a three-year partnership agreement with an NGO named "Humanité et Biodiversité" (formerly the Ligue ROC founded by Théodore Monod in 1976 and currently led by the Canadian astrophysicist Hubert Reeves. The aims of this partnership include:
 - sharing strategies and expertise relating to biodiversity preservation policies, in particular initiatives associated with the national biodiversity strategy,
 - awareness raising and training for Group employees, including all tiers of management.

The partnership framework agreement set up in 2010 with the National Forest Office (ONF) continued to bear fruit, including strategic technical cooperation on various Group projects, and in particular a property development project in Isle-Adam handled by Eiffage Aménagement, a subsidiary of Eiffage Construction.

d. News from the field

In parallel to the action on biodiversity piloted by the Group, the divisions carried out a particularly intensive programme of field initiatives. The common goal of these new and ongoing projects – all included in the national biodiversity strategy – is to preserve biodiversity. A few examples are described below:

- on the A65 Langon-Pau motorway, the goal of securing land for all of the planned ecological offsets (totalling 1,472 hectares) by 7 July 2012 was achieved by A'Liéonor, the motorway's concession holder, and in particular by CDC Biodiversité, the operator in charge of this activity. The planned biodiversity offsets are currently being implemented at the various sites,
- scientific monitoring continued along the verges of the A406 (which APRR opened to traffic in March 2011) and the results were presented to the scientific committee formed to oversee the motorway's offset measures in November 2012. Although it is too early to properly assess the environmental measures, early observations are encouraging. The topics addressed include bat crossings since 2012, the return to the area of species such as the slow-worm (*Anguis fragilis*) and the western green lizard (*Lacerta bilineata*) as well as the detection of new species such as the aesculapian snake (*Zamenis longissimus*), offspring feeding for the whinchat (*Saxicola rubetra*) in one of the experimentally-recreated areas of wetland, conservation measures for the narrow-leaved water dropwort (*Oenanthe silaifolia*) on managed meadows and increasing plant diversity on transplanted meadows,
- the process of identifying Eiffage Construction equipment depots located in areas of special interest for plants and wildlife was completed in 2012. The depot in Beaucouzé became the centre of attention in botany circles when bee orchids (*Orphys apifera*) were discovered during a wildlife inventory conducted during the year. This plant is listed in the ZNIEFF inventory files as a threatened species in the Armorican Massif. Appropriate protective measures have been introduced, including avoiding leaving equipment in the area, not using fertilizer or weedkiller, and not mowing grass after mid-July. In Bischheim, 24 protected bird species were identified, including screech owls, tawny owls, finches, black redstarts and flycatchers. A number of simple initiatives, such as enhancing existing hedgerows and installing nesting boxes, will be organisations. More in-depth

audits are being conducted in cooperation with LPO to identify measures for fostering plant and wildlife development,

- Eiffage Travaux Publics, which entered a total of six projects for three biodiversity-related industry competitions in 2012, has been investing considerable effort in this area for years. To that end, the division organised a “Biodiversity in quarries” conference focusing on the many measures put in place to protect and enhance biodiversity at the division's quarries. This event was attended by environmental and operational managers as well as representatives from Conservatoire des Espaces Naturels de Bourgogne, the nature conservation partner for the quarry in Corbigny. The many presentations covered topics such as the overall approach to the quarries in and around Boulogne (Stinkal quarry), the diversion of the Rieu des Hameaux stream (Bocahut quarry), a greenway project (Grand Caous quarry), a farming redevelopment strategy (Sogreap quarry), and a presentation focusing on the stone curlew (*Burhinus oedicephalus*) and related issues at Roland quarry. Work continued or was completed on a number of iconic projects, including work package 35 for the LGV Est high-speed rail line, for which workers had to adapt their methods to the sensitive areas, wetlands and waterways crossed by the route. In the process, they developed a creative flair and invaluable expertise in the area of wildlife crossings and developments to encourage harmonious growth by newly-planted vegetation (planted banks, riparian trees, riverbed particle size distribution, regenerating low-water channels, low-water conservation activities, etc.).

ANTI-CORRUPTION, PRINCIPLE N°10

The whistle blowing system was put in place by the Board of Directors in April 2009 and authorised by CNIL, the French data protection authority, on 23 July 2009. The system enables Eiffage Group employees to report compliance and ethics-related problems (unfair competition, corruption or abuse of trust) on a confidential basis. No problems were reported in 2012.

Competences and staff reinforcement of the internal audit department, combined with the effective existence of the scientific council for sustainable development, contribute to assess and strengthen the governance arrangements to fight against all forms of corruption in France or in foreign subsidiaries of Eiffage.

To measure, manage and organize the sustainable development process within each entity and to ensure respect of the Global Compact principles, EIFFAGE is using since 8 years the Enablon software dedicated to the reporting of social and environmental performance. The results presented in the Sustainable Development Report 2012 had been assessed by the firm PriceWaterhouse Coopers, which provided an attestation of disclosure and limited assurance report on Corporate Social Responsibility (CSR) information. This is a voluntary approach which will be renewed this year for social and environmental data concerning the year 2013.

The following table sets out the correspondences between the domains targeted by these indicators and the principles of the Global Compact.

GLOBAL COMPACT PRINCIPLES		EIFFAGE RESPONSE	PAGES
Human rights	1 Support and respect the protection of internationally proclaimed human rights	SD / 'Ethics & Commitments' guide SD / Values / Recruitment and employment - Protection - Training - Diversity	Internal 60 to 68
	2 Avoid complicity in human rights abuses	AR / Values and Commitments SD / 'Ethics & Commitments' guide	8 & 9 Internal
Labour standards	3 Uphold the freedom of association and the effective recognition of the right to collective bargaining	AR / Values and Commitments SD / 'Ethics & Commitments' guide SD / Values / Dialogue with workforce	8 & 9 Internal 69
	4 Support the elimination of all forms of forced and compulsory labour	AR / Values and Commitments SD / 'Ethics & Commitments' guide	8 & 9 Internal
	5 Support the effective abolition of child labour	AR / Values and Commitments SD / 'Ethics & Commitments' guide	8 & 9 Internal
	6 Eliminate discrimination in respect of employment and occupation	AR / Values and Commitments SD / 'Ethics & Commitments' guide SD / Values / Recruitment and employment - Protection - Training - Diversity	8 & 9 Internal 60 to 68
	7 Support a precautionary approach to major environmental challenges	SD / Background and organisation / Strategy SD / 'Ethics & Commitments' guide SD / Reducing our ecological footprint / Policy - Carbon - Biodiversity - Water - Other environmental impacts / Resources SD / Preparing for the future / Preparing for the future - R&D - Innovation Awards - Pilot projects SD / Methods, measurements and checks / Tools / GEODE - Biodiversity tools	53 & 54 Internal 78 to 92 116
Environment	8 Undertake initiatives to promote greater environmental responsibility	SD / Background and organisation / Responsible purchasing SD / 'Ethics & Commitments' guide SD / Reducing our ecological footprint / Policy - Carbon - Biodiversity - Water - Other environmental impacts - Resources SD / Sustainable construction / Expertise - Wood - Energy performance - Renewable energy Building differently - Eco-design - Industrial activities SD / Preparing for the future / Policy - R&D - Innovation Awards - Pilot projects SD / Methods, measurements and checks / Tools / GEODE - Biodiversity tools - Social and environmental reporting toolset	57 & 58 Internal 78 to 92 94 to 101 103 to 108 110 to 114 116
	9 Encourage the development and dissemination of environmentally friendly technologies	SD / Background and organisation / Strategy SD / 'Ethics & Commitments' guide SD / Reducing our ecological footprint / Policy - Carbon - Biodiversity - Water - Other environmental impacts - Resources SD / Sustainable construction / Expertise - Wood - Energy performance - Renewable energy Building differently - Eco-design - Industrial activities SD / Preparing for the future / Policy - R&D - Innovation Awards - Pilot projects	53 & 54 Internal 78 to 92 94 to 101 103 to 108 110 to 114
	10 Work against corruption in all its forms, including extortion and bribery	SD / 'Ethics & Commitments' guide	Internal

Check the 2012 Eiffage annual report at :
http://www.eiffage.com/files/Catalogue_Eiffage/dossier28.pdf

