

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

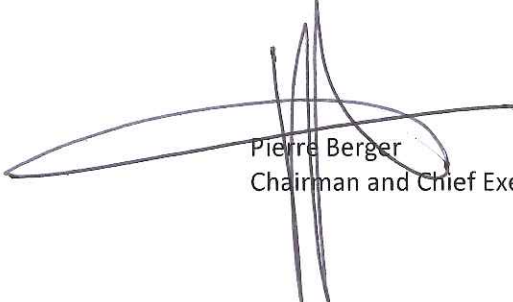
Asnières, November 13th, 2014

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)

13th of November 2014

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 2013-2014, 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, lobbying and influence), 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 Compactn Carbon Disclosure Project, Bussiness and biodiversity offsets program (BBOP), National Strategy for Biodiversity
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 28% of the company's equity,
- more than 67,000 employees and former employees are Eiffage shareholders, a record for France. In 2013, despite the economic context, more than 29,700 employees bought shares worth a total of €80 million.

C. RESPONSABLE PURCHASING POLICY

Over the past three years, Eiffage has been conducting a CSR assessment of its suppliers using the ACESIA platform, one of the sector's reference tools. Since 1 December 2012, the CSR questionnaire must be completed by the supplier before the purchasing coordinator signs a Group contract. The CSR assessment has thus become an integral part of the overall purchasing process.

APRR and AREA have been training and raising awareness among purchasing staff regarding the subject of responsible purchasing. Based on a needs assessment, buyers determine which projects – and labour-intensive projects in particular – may be appropriate for the sheltered and supported sectors, and solicit proposals that are not evaluated on price alone but that take a total-cost approach. APRR is now looking to develop long-term partnerships.

D. FULL CIVIC ENGAGEMENT AT THE INTERNATIONAL SCALE : AN EXEMPLE WITH EIFFAGE SENEGAL

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.

At the ninth edition of the Cauris d'Or (Golden Cowries) Award ceremony, which took place on 2 November 2013, Guy Amédée Ajanooun, the WAEMU commissioner representing the union's business development, energy and tourism department presented the first Cauris d'Or for CSR to the President and CEO of Eiffage Senegal, acknowledging the company's

multiple social and environmental initiatives to improve living conditions for Senegalese people.

The new literacy centre in Thialma (Podor), built entirely using the traditional “Nubian vault” construction technique, was officially opened on 17 May 2013. This project, which arose out of a meeting between two associations supported by Eiffage Senegal and the Eiffage Foundation, aimed not only to build a classroom but also to roll out the construction template throughout the Podor region.

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,
- 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 RETAINING

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. Promoting young graduates' integration

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,
- 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. Offering 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,

- this year, 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.

In 2012, APRR and AREA produced the video: “*C’est pas possible*” (It can’t be done), aiming to promote diversity and equal opportunity in accordance with their commitment charter. Presented at the APRR and AREA head offices in 2012, the video was shown at all sites in 2013. As a follow-up, the divisions conducted a display advertising campaign.

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.

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 important 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. Now Eiffage Travaux Publics alone offers nine training programmes throughout France, welcoming around **200 students a year**.
- 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 entering the workforce. In 2013, the CREPIs provided practical assistance to **3,743** people; **58%** took part in career planning or work experience programmes while **42%** found employment (including companies other than Eiffage),
 - social and work integration projects are a major priority of the Eiffage Foundation.

As part of the project to build the Bus Rapid Transit (BRT) line from **Bougainville to Marseille**, Eiffage Travaux Publics Méditerranée has created a programme to integrate disadvantaged young people into the workforce by providing them with certificate courses and a steady job. Eight young job seekers from an underprivileged neighbourhood of Marseille were selected, with the help of the council’s employment office, for a road construction training programme.

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- more than 4,000 people were hired in 2013, including over 1,800 young people under the age of 26,
- under the current recession context, this figure decreased from 5% compared to 2012, the total number of hires declined by 9%,
- since an Employment and Expertise Plan was signed by Eiffage Énergie in May 2012, all Group divisions now have an EEP.

Major directions for 2014

The Group's major directions for 2014 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: CHANGING 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. Awareness campaign

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 that ensures that the entire management team takes responsibility for safety, has been carried on and advertised on Eiffage intranet

b. Training for safety

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, which signed a OPPBTP partnership agreement that followed the adoption of an arduous-work agreements and action plans.

c. Arduous work and psychosocial risks: priorities in 2013

In line with the various agreements signed and action plans developed by the divisions, stronger measures were included in the 2013-2014 prevention plans to reduce arduous work and fight stress and psychosocial risks :

- after action plans on the prevention of arduous work were signed in 2012, APRR-AREA and the Metal division conducted a series of ergonomic assessments of workstations to identify risk factors that could result in injury. Several recommendations by AREA’s Toll Station Ergonomics Committee were implemented in 2013, including separating workstations by a partition to reduce noise from intercom interference and limiting workers to three night shifts in a row during their tours of duty. Eiffage Métal Construction and Eiffel Industrie signed collective agreements on this issue, the resulting measures, such as safety “chats” and PRAP training courses, are currently being rolled out,
- at Eiffage Travaux Publics, the arduous work agreement was implemented in early 2013, and the division created a monitoring committee in which all health and safety committees are participating,
- 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.

2013 review

- these efforts again led to a year-on-year decline in the accident frequency rate in most divisions, from **15.51 in 2012 to 14.27**,
- the statutory severity rating, which slightly increased last year, fell again to **0.94**, with decreases reported at APRR, Eiffage Construction, Eiffage Énergie and Eiffage Travaux Publics, and rises at Eiffage Métal.

Major directions for 2014

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 2014.

Eiffage Énergie plans to focus on two main areas in 2014: producing an introductory safety video and launching managerial audits in business units with subpar safety performance.

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.

2013 witnessed the growing popularity of vocational training programmes, e-learning and courses addressing organisational and occupational change.

The Metal division is characterised by strong acquisition-driven growth over the past five years, the mixing of people from many different business cultures, and a changing and particularly demanding environment in terms of regulations and intermediate proficiency. In response, the division has been taking steps since May 2013 to enhance and harmonise the training programme and to comprehensively improve and optimise skills.

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.

Clemessy expanded its training programme in 2013, adding new courses to meet the needs of worksite and shop workers, commissioning supervisors and production assistants. Nearly 40% of workers and technical, clerical and supervisory staff take advantage of technical courses each year, in addition to safety-related 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.

In the Metal division, occupational guides (for welders, pipefitters, etc.) are being developed for workers to provide them with a fuller understanding of their jobs, including such aspects as independent work and new safety rules.

2013 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 2014

In a difficult economic climate, employee training offers an effective way for the company to adapt to the current environment and to develop the skills necessary for future activities. While risk prevention efforts remain the primary objective, other opportunities are taking shape. APRR's 2014 training plans for workers and technical, clerical and supervisory staff focus on enhancing skills and supporting change, particularly in the context of the Operations department reorganisation.

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 2013 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,
- The divisions have been working with AGEFIPH (an organisation that manages funds for the vocational integration of disabled people) for a number of years via agreements or action plans, which mainly focus on changing attitudes about disabilities,

2013 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. Psycho-social 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.

In 2013, additional amendments were signed. As a result of the most recent amendment, signed by all Group-level representative trade unions, certain guarantees have been improved and the agreement has come into compliance with the provisions of the decree on objective categories of personnel.

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. Independently of the negotiating meetings, it met twice in 2013.

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. A SUSTAINABLE CARBON POLICY

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 carbon 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. Avoiding emissions on the field, the example of the Lille Stadium

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 NOx 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

Given the difficulties to reach the global goals for the protection of biodiversity, we are required to redouble our efforts, and Eiffage reiterates 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:

- Eiffage is continuing to raise awareness, provide training and support research to foster greater knowledge of ecological issues. Since September 2012, the corporate chair in biodiversity, environment and large infrastructures (Eiffage/Paris I Panthéon-Sorbonne) has become a second-year professional Master's degree, part of the Bioterre Master's programme. Twenty-six Eiffage students have graduated since the programme was created.
- In 2013, the corporate Sustainable Development department created an entertaining, interactive tool for raising staff awareness about biodiversity-related challenges. An online biodiversity quiz designed for all Group employees aims to raise awareness of the related challenges, risks and opportunities, explain the connections between biodiversity and the companies' businesses and identify possible measures. This tool will be available to employees in early 2014.

c. Knowledge sharing and cooperation with peers

Dialogue marked the second year of partnership with the Humanity and Biodiversity association. This organisation met with division representatives to discuss biodiversity issues relating to their core businesses and to give candid feedback about whether the divisions met their SNB commitments.

On 7 October 2013, the Group also joined NatureParif, the Paris-region nature and biodiversity organisation.

In line with its SNB commitments, the Group signed a partnership agreement in December 2013 with the National Natural History Museum (MNHN), which manages the national **natural heritage inventory**.

Lastly, after three years of collaboration involving some 10 projects, including the BPL highspeed rail link and a number of infrastructure tenders, the three-year partnership agreement signed in 2010 with the National Forest Office (ONF) was renewed on 8 October 2013.

In the international arena, Eiffage was acknowledged to be in compliance with the standards set by the Business & Biodiversity Offsets Program (BBOP) in November 2013.

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:

- In the department of Cher, the Bourges National History Museum identifies and inventories animals killed on the A71 motorway. This information enabled APRR Paris

Region to make modifications in the most sensitive areas in late 2013, such as moving fences to improve their role in guiding animals toward motorway wildlife crossings, positioning pipes to maintain crossings for small animals and developing riverine woodland.

- In January 2013, the Metal division signed a **five-year partnership agreement with BUFO**, a nonprofit organisation that studies and protects amphibians and reptiles native to the Alsace region. The division's goal is to preserve and restore habitats favourable to plants and wildlife, especially the common spadefoot toad and the natterjack toad at the Lauterbourg site.
- Eiffage Travaux Publics has gained extensive **experience in waterway diversion**, acquiring real expertise in environmental engineering. For example, the Tranchepie stream, which is intersected by the section of the RN141 motorway between the Barre bypass and the Breuil interchange in Haute-Vienne, was restored by building a crossing tunnel to ensure the area is open to wildlife and the flow of water.

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 2013 had been assessed by KPMG consulting firm, which provided an attestation of disclosure and limited assurance report on Corporate Social Responsibility (CSR) information.

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 internationally proclaimed human rights SD / Preserving our values / Group values – Recruitment and employment – Risk prevention – Training – Diversity and equal opportunity – Dialogue with workforce *Ethics & Commitments* guide	116 to 130 Internet
	2	Avoid complicity in human rights abuses SD / Preserving our values / Group values *Ethics & Commitments* guide	116 Internet
LABOUR STANDARDS	3	Uphold the freedom of association and the effective recognition of the right to collective bargaining SD / Preserving our values / Group values – Social dialogue *Ethics & Commitments* guide and *HR & LR* guide	116 - 130 Internet
	4	Support the elimination of all forms of forced and compulsory labour SD / Preserving our values / Group values *Ethics & Commitments* guide	116 Internet
	5	Support the effective abolition of child labour SD / Preserving our values / Group values *Ethics & Commitments* guide	116 Internet
	6	Eliminate discrimination in respect of employment and occupation SD / Preserving our values / Recruitment and employment – Risk prevention – Training – Diversity and equal opportunity *Ethics & Commitments* guide	117 to 129 Internet
ENVIRONMENT	7	Support a precautionary approach to major environmental challenges SD / Background and organisation / Sustainable development strategy	108 to 110
		SD / Reducing our ecological footprint	148 to 162
		SD / Preparing for the future	186 to 190
		Ethics & Commitments guide	Internet
	8	Undertake initiatives to promote greater environmental responsibility SD / Background and organisation / Sustainable development strategy / Purchasing	108 to 110 - 113 - 114
		SD / Reducing our ecological footprint	148 to 162
		SD / Managing our energy footprint	168 to 173
		SD / Sustainable construction	176 to 184
	9	Encourage the development and dissemination of environmentally-friendly technologies SD / Preparing for the future	186 to 190
		SD / Background and organisation / Sustainable development strategy	108 to 110
		SD / Reducing our ecological footprint	148 to 162
		SD / Managing our energy footprint	168 to 173
	SD / Sustainable construction	176 to 184	
	SD / Preparing for the future	186 to 190	
	Ethics & Commitments guide	Internet	

Check the 2013 Eiffage annual report at :

http://www.eiffage.com/files/live/sites/eiffage/files/Catalogue_Eiffage/dossier31/index.html