

**Mr. António Guterres
Secretary General
United Nations
New York 10017
United States of America**

Vélizy Villacoublay, October 31st, 2019

Communication on Progress (COP) EIFFAGE

Mr. Secretary General,

Please find enclosed the renewed commitment given by 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.



Benoît de Ruffray
CEO

Encl : EIFFAGE Communication on Progress.

EIFFAGE Communication on Progress (COP)

October, 31st, 2019

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

The present letter constitutes the formal renewed commitment of Eiffage to support and enact within its organization the ten principles of the United Nations Global Compact.

Since signing up to the Global Compact, the Group has systematically informed its employees, business partners and customers of its undertaking, particularly in all of its publications (website, annual sustainable development reports, tender specifications to be met by subcontractors and suppliers). The Eiffage Group has incorporated the ten principles of the Global Compact into its Sustainable Development strategy, which has been rolled out across all its divisions.

The Sustainable Development Charter, signed by the Chairman and CEO Benoit de Ruffray in 2016, reaffirms the Group's sustainable development commitments.

Over the 2018-2019 period, Eiffage has continued to communicate on the commitments made to the United Nations and has again set out in its Annual Report the Group's major initiatives in line with each of the Global Compact principles.

The following are the Eiffage flagship initiatives for this year that reflect the principles of the Global Compact.

HUMAN RIGHTS - PRINCIPLES N°1 AND 2

A. GENERAL ETHICS AND PROFESSIONAL CONDUCT

In order to improve legibility of the Group's policy on ethics, the prevention of corruption, and respect for people and the environment, the Sustainable Development and Transverse Innovation Department has produced and updated since 2011 an "Ethics & Commitments" guide, which brings together all the various elements of the Group's ethics policy in a single document. This document, which sets out the basic values, rights and obligations for all, is available on the Group's intranet system and websites.

The "Ethics & Commitments" guide regroups the following themes and elements:

1. Eiffage Values Guidelines, a founding document published in 1991, representing a common baseline for all Group employees. The values expressed in the guidelines, which were reaffirmed and enhanced in 2008, represent the Eiffage Group's basic commitments to its internal and external stakeholders;
2. Eiffage Group Sustainable Development Policy, which aims to control its impacts and ensure the long-term feasibility of its activities;
3. Regulatory compliance (competition, insider trading, lobbying and advocacy), prevention of conflicts of interest (relationships with third parties, sponsorship policy, employees' public activities), anti-corruption (remuneration and gifts);
4. Respect for people: international labour standards, health and safety, prevention of discrimination, non-use of offshoring practices, non-use of undeclared labour, child labour;
5. Respect for suppliers: purchasing policy, purchasing code of conduct, respecting subcontractors;
6. Contribution to regional development;
7. Respect for the environment: environmental policy (summary), "Biodiversity" and "Water and Aquatic Habitats" guidelines;
8. Summary of the Group's national and international commitments: Global Compact, Carbon Disclosure Project, Business and Biodiversity Offsets Programme (BBOP), National Strategy for Biodiversity;
9. Safeguards: internal control, whistleblowing, verification of published social and environmental information, stakeholder consultation process.

Eiffage Values Guidelines

The Eiffage Values Guidelines constitute the common federating base of the entities that make up the Eiffage Group, known to the whole corporate body since 1991. The intangible principles of the Group, which all employees are obliged to be aware of and comply with, relate to customer satisfaction, the respect due to employees, balanced relations with shareholders and the taking into account of the expectations of various stakeholders (such as partners, suppliers and sub-contractors, public authorities, associations, local residents, etc.) and were revised in 2018. The six Group values were thus reaffirmed and their content redefined:

- **Leading by example**, whatever the circumstances, we act in an ethical, honest manner that is strictly within the rules;
- **Trust**, in all our employees, in our cross-business relationships within the Group and in our relationships with stakeholders;
- **Responsibility**, everyone has a role in safeguarding the people and equipment under their responsibility;
- **Transparency**, information provided should be accurate and complete, and shared in a timely manner;
- **Lucidity**, ensuring we set attainable goals and uphold our commitments;
- **Courage and pugnacity**, values which are necessary during periods of more moderate growth.

Eiffage values are applied to all its geographical locations and ensure compliance with the Group's international CSR (Corporate Social Responsibility) commitments. Almost all the states in which the Group operates have ratified the Fundamental Conventions of the ILO (International Labour Organization).

B. EMPLOYEE SHARE OWNERSHIP, PART OF EIFFAGE'S DNA

Since 1990, when the first management buyout (MBO) took place, Eiffage has stood out in the French business landscape as a trailblazer in employee share ownership, reflecting its teams' trust and commitment to the Group. Blue-collar workers and management staff invest in their company's capital, benefit from its successes and contribute to its stability. A robust system that resists even in a constrained economic climate, employee share ownership remains the cornerstone of the Group's corporate culture. 2018 once again saw an increase in subscriptions. 43,855 employees subscribed to the capital increase, representing 69% of all eligible employees. In 2017, this figure was 65.2%. At the close of the 2018 financial year, employees of all professional categories and executive staff together owned close to 18% of the Group's share capital.

Overview of employee share ownership in 2018

Number of subscribers*	43,855
Proportion of subscribers** (as a % of eligible employees)	69%
Amount invested* (in millions of euros)	144
Share capital held by employees	17.6%

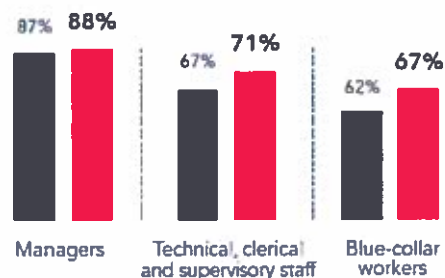
* Solely for the FCPE corporate mutual fund.

** In France and around the world.

N.B. Subscription rates showed an increase for all socio-economic categories, with a greater rate of increase for the Technical, clerical and supervisory staff and Blue-collar worker categories, further illustration of the Group's ability to share its vision with all its employees. Most countries also saw their subscription rates rise, with Senegal leading the way with a 90% subscription rate.

Subscription rates by socio-economic category in France
(as a % of total subscribers)

● 2017
● 2018



Finally, in terms of employee share ownership, the end of 2018 was marked by the organization of twelve meetings in twelve different regional branches. Our chairman and CEO, Benoît de Ruffray and the Employee Share Ownership Department were able to meet more than 1,500 managers and messengers whose mission is to answer questions from employee shareholders and share our corporate culture with newcomers.

C. RESPONSIBLE PURCHASING POLICY

Within the framework of Eiffage's 2020 strategic plan, the purchasing department defined its roadmap based on the following key areas of focus:

- strengthening supplier qualification processes and incorporating CSR criteria;
- training staff to use qualification tools, particularly regarding CSR criteria;

- reinforcing supplier relations and better management of risks by introducing tighter management of contracts, improvement plans and assessments;
- transposing the Group's low-carbon strategy into purchasing processes and in managing supplier innovation;
- developing a temporary staff management policy that supports integration.

Eiffage's responsible purchasing policy is designed to challenge and drive the improvement of purchasing processes. To achieve its objectives, management uses various tools such as the Code of Conduct, the Purchasing Charter of Commitment, and the specially designed "Subcontractor Essentials" training module.

In 2018, Eiffage also sought to strengthen supplier qualification processes by progressively incorporating seven CSR and innovation criteria into its qualification tool. In 2019, the Purchasing department, working with the Sustainable Development and Transversal Innovation department, plans to run a CSR qualification of the 1,500 suppliers with which Eiffage has signed framework agreements.

In the same vein, Eiffage has developed a timber traceability tool to ensure that wood material suppliers take responsible and sustainable steps upstream of the sector.

D. INTERNATIONAL PROJECTS – EIFFAGE SUPPORTS LOCAL ECONOMIC DEVELOPMENT AND UPSKILLING

In terms of international projects, Eiffage is helping to build new infrastructures, particularly in Africa. On this continent in particular, issues relating to access to water and energy are high priorities from a health and economic development perspective. The development of sustainable means of transport is also a major challenge, especially in rapidly growing urban areas. Against this backdrop, Eiffage's goal is to become both a local partner, working with domestic companies and supporting the development of local skills, and a global player leveraging the Group's ability to provide solutions to complex challenges, by positioning itself on large-scale, multi-business civil engineering projects.

Several major projects illustrating this approach were launched in 2018, for example:

- Rehabilitation of the Félix-Houphouët-Boigny Bridge in Côte d'Ivoire, a road and rail bridge spanning the Ébrié Lagoon. This structure in the country's capital registers 150,000 crossings a day as it connects densely populated neighbourhoods in the capital to the business district in Abidjan;
- Construction of the first desalination plant in Djibouti, by Eiffage Génie Civil. This drinking water project includes a desalination plant with a daily capacity of 22,500 m³, a 5,000 m³ storage tank and connection to Djibouti's drinking water network. Renewable energy will supply the power needed to operate the plant;
- Delivery of two solar power plants in Senegal and Mauritania and launch of the Taiba wind farm near Dakar for which Eiffage Énergie Systèmes covered all the earthworks and the connection to the power grid. The local population is involved in the maintenance work on the solar panels, which is essential for the operation of solar power plants, securing long-term jobs for the next 20 years.

Eiffage Sénégal stands out in terms of longstanding community engagement, having signed up to the CSR and Sustainable Development Charter of Senegalese Companies in 2012. In 2017, Eiffage Sénégal CSR policy was assessed by Afnor, with contributions by the various stakeholders identified by the company, and was awarded a score of 647 out of 1,000, confirming the maturity of its CSR commitment.

Eiffage Sénégal has been assisting employees and local populations for many years, in particular by providing logistics support to NGOs. In 2018, it granted its support to the programme to rehabilitate the Senegalese Decorative Arts Factories. Eiffage Énergie Systèmes Transport et Distribution Sénégal was also involved in the initiative. Action was taken in healthcare with a donation of 6 million FCFA to the paediatric surgery unit at Aristide Le Dantec Hospital in Dakar.

Finally, there was also construction of the Autoroute de l'Avenir motorway between Dakar and Blaise-Diagne International Airport. Despite the boost to the local economy during construction, the motorway runs through some very poor areas that are abandoned by locals forced to relocate elsewhere. Eiffage developed a 1,700 m² market garden zone and a cooperative was set up to support the network of women involved in the programme to grow organic fruit and vegetables. An agreement was signed with a food market located in a favourable area of the capital to sell their produce. A revolving credit system was set up to develop the project on other parcels of land with other groups of women.

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

A. HIRING AND RETAINING

Against a backdrop of continued growth, Eiffage's policy to develop its people has several objectives:

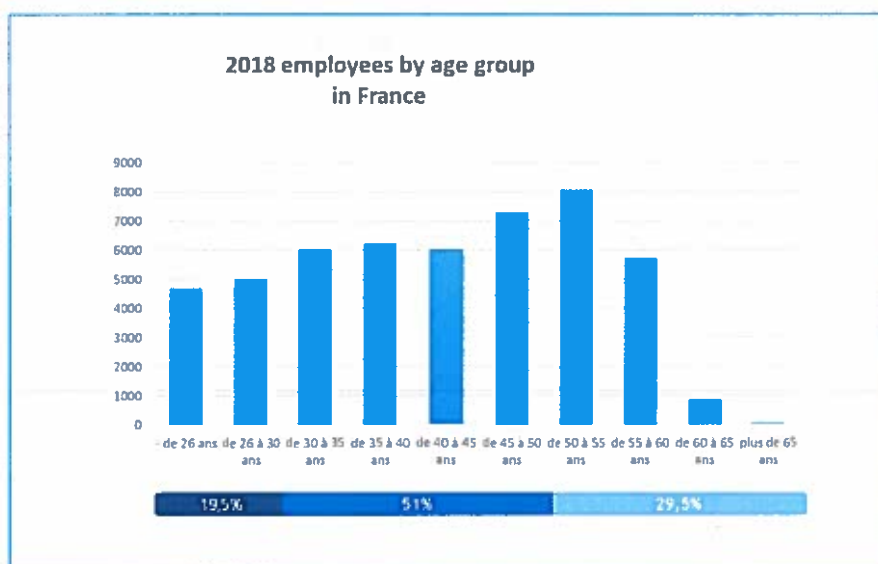
- focus as much on retaining talent as on recruiting, by further structuring recruitment and onboarding processes;
- improve skills management and professional training, in order to meet emerging needs in the market and in the Group, and also develop new skills (to prepare for the environmental and digital transitions in particular);
- better manage career development to improve fulfilment and mobility;
- combat all forms of discrimination and promote the integration of low-skilled and unskilled workers who can also be a valuable source of new labour.

To enhance the Group's appeal and visibility, Eiffage has developed a new employer brand with a new common signature "Invent your own future with a human perspective", and the hashtag #HumanPerspective, launched in 2018. This common signature positively identifies Eiffage's values and positioning so that talented young people can see how technical, social and environmental innovation drives the Group's growth. It also highlights the human dimension and entrepreneurial spirit that set Eiffage apart from other major civil engineering groups in France. This employer brand has been integrated into each division, giving Eiffage a clearer and more attractive image. The new employer brand has not only been well received internally, it also conveys an equally effective and innovative image outside the company. The new brand will be used internationally from 2019.

a. Recruitment practices

All the Group's divisions are facing a tight labour market. Recruitment policies are based on common objectives and principles tailored in each division to the specificities of their business. Initiatives are deployed to attract new recruits and structure onboarding processes.

In 2018, the number of recruitments in France increased by 26%. This included 2,540 young people under the age of 26, representing 36% of the total number of recruitments in France.



Over the past several years, Eiffage has developed a dynamic and ongoing policy of closing the gap between students and the work environment by promoting awareness of their business lines. Through a wide range of partnerships and forums, Eiffage strives to form lasting ties with top engineering schools and universities, and maintain relations between these institutions and the Eiffage managers they trained:

- ongoing partnerships: École Polytechnique, École nationale supérieure des arts et métiers, CentraleSupélec, École des ponts ParisTech, Essec and l'ESTP-Paris, where it has sponsored classes since 2012;
- action to promote awareness of trades with the participation of divisions in various events: forums, visits to worksites, trade presentation days, afterwork social events, etc.;
- presence of divisions on social media (presentation of trades, mentor and work-study student interviews, etc.);
- in Europe, Group subsidiaries are developing close links with the top schools in their countries, for example in Poland where Eiffage Construction welcomed 44 interns from the Kraków University of Technology in 2017.

The Group has a strong work-study and internship policy, helping to create a valuable pre-recruitment source. For both technical fields and support functions (HR, purchasing), work-study and internships represent an opportunity to transmit the company's expertise and corporate culture. In 2018, nearly 3,500 work-study students were integrated into dozens of trades in the various divisions.

b. Skills and career management

The Group strives to better identify the best talent and offer them career and development opportunities that meet their personal goals and the needs of the company. For example, Eiffage Energy Systems and Construction divisions continued to develop innovative tools in 2018, with a common goal to enable all employees to determine their own career path.

Dedicated training courses have been set up to develop managerial skills among project, operations and establishment managers and to prepare potential employees for these functions. For example,

the Eiffage Energy Systems division offered a new online coaching service to about 15 “pilot” managers, in some cases to offer support in the transition to a management position, and in others to encourage women to reinforce their leadership abilities.

Mobility is a major factor of Eiffage’s growth and development. A mobility charter was developed in 2018 (within France) setting out general rules for accessing mobility, the commitments made by various stakeholders and the support available for geographic mobility. The charter confirms the central role played by the job exchange (Bourse de l’emploi), through which priority is given to internal resources. All employees have access to all available mobility opportunities.

Finally, the Group has implemented an active policy to maintain older workers in employment, for example, through training and, in some cases, the adaptation of workstations. Eiffage divisions have implemented various age diversity action plans and agreements. For example, EES-Clemessy set itself the objective of filling 5% of vacancies with people aged 50 or over until 2019.

c. Combating all forms of discrimination

The Eiffage Charter of Values recognises diversity and equal opportunity, irrespective of gender, age, nationality, religious beliefs, social background or health, as fundamental principles of life and community within the Group.

Changing attitudes and behaviours around diversity requires better communication and enhanced employee awareness of the social issues. A number of internal communication initiatives have been developed, including charters, information leaflets, production and screening of films, personal accounts in internal magazines, and regular events.

For example, diversity and equal opportunities at APRR and AREA are an integral part of their strategy. Their approach to diversity and equal opportunities, resulting from an ambitious action plan that is regularly updated, was awarded Afnor’s Diversity label in 2016. This recognition requires APRR and AREA to continue their efforts to combat bias and stereotyping and prevent discrimination. In 2018, a follow-up audit as part of the Afnor Diversity label demonstrated the tangible progress made within these entities.

d. Integration, a path to employment

Beyond compliance with labour clauses included in some contracts reserving a specific volume of works hours for people struggling to find employment, Eiffage’s internal policies encourage active collaboration by the divisions with local integration stakeholders, throughout the year and systematically for major projects. Major construction projects represent important levers for integration by offering extensive employment opportunities for low-skilled workers. For example, people on access to work programmes completed 100,503 hours on the Ariane 6 project, far beyond the 61,880 required by regulations.

Initiatives to integrate low-skilled workers are rolled out directly within the divisions (for example, when social integration clauses are included in project contracts) and through the Eiffage Foundation.

These integration initiatives are often conducted in collaboration with France's national unemployment agency and local non-profit organisations, working closely with the Crepi network (network of companies supporting integration efforts), a longstanding partner of Eiffage. The Group offers financial and logistical assistance to the Crepi network of companies. Their dense geographic coverage has been a key driver of the success of initiatives taken by divisions.

The integration of young people from disadvantaged areas is also addressed through a specific Group policy and supported by the French government through the Companies and Neighbourhoods Charter. In 2016, the Group renewed its commitment to the charter through the Eiffage Foundation. Since November 2016, eight projects in priority areas have received funding with the involvement of the Group's regional departments and the local Crepi to design and oversee the projects. APRR also signed the Companies and Neighbourhoods Charter with the Belfort region prefecture at the end of 2017. In 2018, this commitment led to the provision of training, sponsorship and mentoring.

Since its creation in 2008, the Eiffage Foundation has been involved in more than 200 solidarity projects proposed by Group employees or retirees. In 2017, 25 projects were supported by Group employees.

e. Support for the digital transition

A lack of digital skills can be an obstacle to social integration and career development. The digital transition requires targeted training to ensure that all employees can access digital tools and applications developed by the Group, especially those used for training, safety and prevention. The first step to achieving this goal involved providing all tradespeople with a personal email address. An information campaign was launched in 2018 to encourage all employees to create a personal email address so that they can have direct contact with their entity and the Group. On some worksites, computers are available for workers to use so they can become familiar with these tools. Other initiatives, such as the creation of a "digital passport", will be launched in 2019 to help them learn to use digital resources.

f. Gender equality

A number of actions are being carried out in what remains a predominantly male work environment, to increase the number of women in operational management positions and achieve parity in training, remuneration and promotion. Agreements and action plans govern gender equality within the divisions.

On 11 December 2017, EES-Clemessy Services in the Energy Systems division signed an agreement on strategic workforce and skills planning, occupational gender integration and intergenerational balance, attesting to its determination to promote gender equality by targeting a 5% increase in the number of women hired. On 27 September 2018, EES-Clemessy also signed a unanimous agreement with all trade unions in this area.

g. Initiatives to integrate and employ people with disabilities

The divisions' action plans integrate matters relating to disability by:

- raising awareness among employees to change perceptions of disability;
- recruiting people with disabilities for long-term positions, for example on work-study programmes;
- taking on interns and creating partnerships with vocational training centres;
- supporting people with disabilities to remain in employment, especially if the disability was caused by a workplace accident;
- encouraging the career development and employability of people with disabilities;
- creating partnerships with the sheltered employment sector to support specialised organisations via the purchasing policy;
- implementing initiatives to provide continued employment for any employee who becomes disabled.

For example, in 2018, the Vélizy-Villacoublay campus celebrated Disability Week. During the week, a programme of events and role-play situations were held at the Eiffage headquarters. They were designed to show that the word “disability” represented a wide variety of situations that are often unrelated to preconceived ideas on what disabilities are.

Since 2014, the number of employees with disabilities has continued to increase, reaching 192 at the end of 2018.

B. PROTECTING THE HEALTH AND PHYSICAL WELLBEING OF EMPLOYEES

Preventing incidents and accidents and ensuring safety every day for every project and all operations is a priority and a strategic choice. Eiffage has moved towards a prevention policy based on a “zero risk” objective, also known as “100% safety”. The Group’s aim is to achieve an accident frequency rate of six by 2020.

Involving all levels of management and giving priority to initiatives focusing on behavioural change, the divisions have leveraged management and operational resources to meet their safety plan objectives. These initiatives are supported by assessments, audits and internal control processes. Each division has its own risk prevention team, mainly made up of regional safety and prevention officers.

The general accident frequency rate of the Group in France has continued to fall and remains below the threshold of 10, standing at 8.27 in 2018, compared to 9.31 in 2017 and 9.88 in 2016. The accident severity rate has also fallen, standing at 0.67 in 2018, compared to 0.88 in 2016 and 2017.

a. Awareness campaigns and dedicated training

Raising employees’ awareness on a daily basis is a core focus of the risk prevention strategies. All divisions have maintained strong communication efforts, especially by means of regular awareness campaigns to create a safety culture by better addressing anomalies.

For example, the Infrastructures division has continued with its Safety Performance manager awareness programme, designed to span three years. This programme plans to reach all of the division’s managers in France and around the world, with the goal of training the 5,000 managers

concerned by the end of 2019 (1,000 managers trained in 2018). Its six guiding principles help managers develop leadership skills and act as a driving force in this area.

In 2018, APRR continued to roll out its SafeStart® programme designed to prevent accidents in the workplace and in the home. The programme encourages employees to take responsibility for their own safety and remain vigilant at all times. This culture of prevention is now an integral part of the early project or development design phase, ahead of purchasing. At the AREA subsidiary, ten in-house instructors trained 319 employees to use the SafeStart® method. By the end of 2020, all APRR-AREA employees – operational staff and support functions combined – will have completed the training.

Given the importance of training, Eiffage is committed to making professional safety training mandatory for its teams. All of the Group's business units provide safety skills and 15-minute safety sessions. New employees are introduced to safety guidelines through instructions, information leaflets, employee handbooks or other onboarding procedures. All the divisions have developed training processes devoted to safety in their core business.

The Energy, Construction and Infrastructures divisions have developed programmes for executives and managers inviting participants to set concrete commitments based on their specific situations.

b. Arduous work and psychosocial risks

The protection of employees' health and physical safety is organised around several priorities, in particular: prevention of physical strain, gradual replacement of toxic products whenever possible, the prevention of psychosocial risks and addictions.

Musculoskeletal disorders (MSDs) account for 80% of work-related illnesses. Eiffage strives to prevent them in two main ways: by improving equipment to reduce risk, and by encouraging workers to adopt healthy work postures by promoting the "right moves".

In the same spirit, the Infrastructures division has formed a partnership with a Swedish start-up, Bioservo Technologies AB, to develop a robotic glove that will prevent the development of MSDs of the hand or enable people with disabilities to enter or return to the workplace. The numerous tests carried out indicate that the glove reduces the necessary force exerted by the worker's hand by 25% to 82%, depending on the task involved. Eiffage and Bioservo are already working on equipment that could supplement the force exerted by the entire arm.

The agreement on the prevention of stress and psychosocial risks (PRs), covering all the French subsidiaries, with the exception of APRR and AREA which have their own agreements, was renewed in 2017. In addition to the right to "log off", the initial agreement was enhanced, in particular by the addition of training. Members of entities' health, safety and working conditions committees (CHSCT) or social and economic committees (CSE) who act as risk prevention advisors will now undergo training every two years. All managers will also receive training on psychosocial risks. Soon a dedicated telephone helpline will also be available for employees experiencing problems. Since monitoring of the psychosocial risk prevention agreement is essential for preventing psychosocial risks, the Monitoring Committee has been given a more pronounced role. The Monitoring Committee now meets twice a

year, instead of once. The Committee will also be responsible for circulating information on methodology and best practices to the CHSCT and CSE committees.

C. TRAINING, RESPONSIBLE ACTION FOR THE BENEFIT OF ALL

Continuing vocational training is an effective means of meeting employees' career development goals, improving their skills and expanding the Group's expertise. By giving priority consideration to its own employees, the Group fosters their ongoing career development and "employability" regardless of their initial training. The Eiffage Group devoted 2.44% of its payroll to training in 2018 and develops ambitious training programmes to build up expertise and promote career development among its employees.

Founded in October 2014, the Eiffage University now has dedicated training facilities. It is the main driver of internal training. It offers five "masters" courses catering for the needs of a great majority of Group employees, including field operatives, executives, tradespeople, works supervisors, engineers and finance specialists. It gives everyone the opportunity to consolidate and develop their skills.

The training portfolio offered has five objectives:

- improve the legibility and visibility of training within the Group, the aim being to enable employees to take control of their own training, professional development and career;
- promote internal training, offering courses specially adapted to employee needs and ensuring the proper transmission of skills and experience;
- pool the training offer to promote shared methods across the divisions;
- make training a tool for internal mobility and skills building;
- contribute to developing new skills (BIM, digital, sustainable cities, etc.).

To propose a clear, shared and streamlined offer, the Eiffage University has published a catalogue of more than 500 training modules offered within the divisions, on a website open to all employees and accessible from all digital devices. Shared training platforms in Vélizy and Lyon are dedicated to management training.

The Masters Prod' training module designed for blue-collar workers focuses on job-specific skills. Some divisions offer a certification programme for young workers with no qualifications. Generally speaking, strengthening basic occupational skills – known as "Master Socle" at the University – is a prerequisite for career development. One example is learning languages to develop employees' ability to work in an international setting.

The Master Chef courses for line managers (team leaders, supervisors, etc.) aim to promote professional practices, empowerment and worksite productivity. The overall objective is to develop leadership skills and expertise in new areas (environment, energy, digital technology).

The Master Spé' Essentiels courses were designed for operational and support function managers and clerical, technical and supervisory staff. Finally, Eiffage University also offers managers "Essentials" courses designed to encourage them to develop a more top-line view of the transferrable skills

required throughout the company. They cover areas such as contract management, pricing and variations, and worksite budget.

D. ACTIVE SOCIAL DIALOGUE

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.

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

The 2011 agreement concerning the European Works Council was renewed in December 2016 for a minimum of four years. This agreement, signed by management and all the trade union organisations at the European level, assigns additional resources to the Council and confirms and clarifies its role and responsibilities. The full Council meets at least twice a year, and partial Council meetings are held at least four times a year. It has 22 members, who are appointed by the trade unions from among their elected or designated representatives on the employee representative bodies in the French and European subsidiaries.

a. Group Works Council

The agreement on the renewal of the Group Works Council, signed by management and trade unions on December 2013, strengthened the body's operating resources and placed particular emphasis on training new members. The Group Works Council comprises 30 members appointed by trade unions from among the elected representatives to company and local works councils in French subsidiaries. It also meets twice a year.

b. Health insurance expanded to include risk of long-term care

The 2008 group agreement implements a healthcare coverage system for a large portion of the French subsidiaries, as well as providing long-term care coverage for retiring employees and their spouses. This cover is based on an accidental death and disability scheme that supplements the current plan. The agreement is regularly amended, in particular to adapt the level of cover offered to employees and to integrate the new companies acquired by the group.

Another plan also applying to the majority of the French subsidiaries provides employees and their beneficiaries with substantial cover in the event of extended sick leave, disability or death.

ENVIRONMENT, PRINCIPLES N°7, 8 AND 9

Eiffage is deeply committed to sustainable development, and this is reflected in the Group's business model for all its operations. All the commitments underpinning the Group's sustainable development initiatives have been signed by its Chairman and Chief Executive Officer. They are made public and are accessible to all stakeholders through the Group's website. Eiffage's founding Sustainable Development Charter was updated by Benoît de Ruffray in July 2016. It describes the environmental, employment and social considerations and objectives that all Group employees must integrate into their work. The Water and Aquatic Environments charter and the Biodiversity charter set out additional goals.

In order to measure, pilot and structure the sustainable development approach within each entity, Eiffage has acquired the Enablon software for the past 10 years, dedicated to the reporting of social and environmental performance. The social and environmental performance figures presented in the 2018 Sustainability Report were the subject of a moderate assurance report by KPMG.

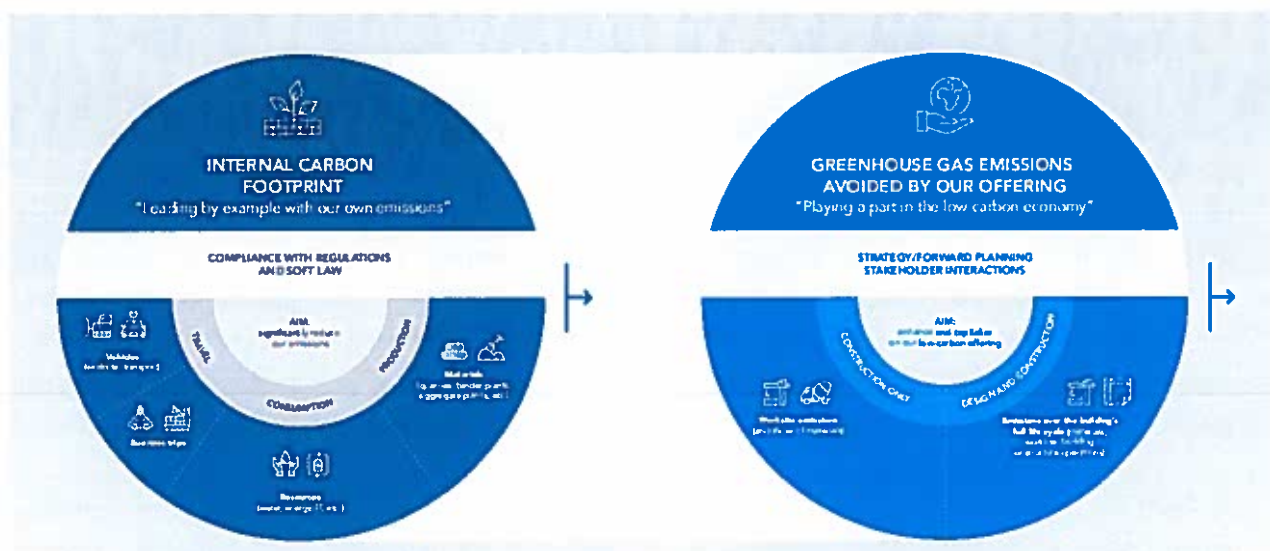
In 2017, a further commitment was made when the Eiffage Group announced its new strategic plan, Eiffage 2020. This plan positions the environmental transition as one of the three pillars of the Group's growth, along with innovation and the digital transition.

In the same vein, raising employee awareness is crucial for taking environmental issues into account in daily operations. In 2018, the Sustainable Development and Transverse Innovation department launched Enviro'Tours, a nationwide internal awareness-raising campaign for all divisions, which aims to disseminate Group tools and strategies in the field, share best practices and get employees involved in projects as early as possible, while educating executives about environmental standards to set the company above the rest in the eyes of customers and stakeholders.

Training and internal communication are also key factors. A new sustainable development training programme was implemented at Eiffage University in 2018. The Worksites and the Environment Essentials course, aimed specifically at worksite managers, reviews the basic environmental regulations and discusses the importance of risk management in the operational phase as well as effective ways of encouraging teams to take these considerations into account. Initiatives rolled out by the Group also include newsletters, educational games, 15-minute environment sessions on site, linked-up QSE (quality, safety and environment) networks, awareness raising kits, etc.

A. AN INNOVATIVE LOW-CARBON STRATEGY

Eiffage sees low-carbon construction as an opportunity to make the difference and harness the power of its innovation for shared sustainable development to lower emissions right across the value chain and establish itself as a prime mover in the new low-carbon economy markets.



Eiffage's low-carbon strategy – annual report, 2018

a. Commitment by top-tier management

The Group continues its efforts to fight climate change at the very highest levels of management. Since April 2018, Eiffage has contributed as an active, official supporter of the Climate-Finance Pact initiative launched in 2018 by economist Pierre Larroustou and climatologist Jean Jouzel. Eiffage has also signed up to other international commitments including the Carbon Disclosure Project.

In response to a request made by the Strategy and CSR Committee of the Eiffage Board of Directors in July 2018, a major step forward was taken in December 2018 with the adoption of a new indicator, in addition to the traditional indicator of CO₂ emissions, applied to the Group's internal scope. The new indicator measures the avoidance of carbon emissions achieved through the virtuous circle created by the Group's offerings. It therefore provides an additional measurement of the penetration rate of the Group's low-carbon offerings. The variable portion of compensation received by Benoit de Ruffray will be indexed to the results of this new indicator.

Finally, the Group was keen to take on board the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) for climate reporting. It therefore launched a study in order to formally document the risks and opportunities associated with climate change and set out a roadmap and targets for reducing its greenhouse gas emissions over the long term, in line with the European Union's target of limiting global warming to 2°C – in this respect Eiffage has committed to reducing its greenhouse gas emissions by 15% in 2030 compared to 2017.

b. Getting all stakeholders on board

The Group has an ambitious policy to accelerate the development of low-carbon solutions, and strives to involve and integrate in this process all the stakeholders in the value chain.

To complete its offerings and encourage partners to support its strategy, Eiffage has created Sekoya, a carbon and climate platform dedicated to low-carbon materials and processes. Sekoya enables the

formation of a low-carbon industry club, by making it easier to identify solutions. Committed partners (startups, SMEs, major accounts, suppliers, financial institutions, etc.) and customers will be able to discuss, document and promote low-carbon solutions.

The E-FACE fund (E-FACE is the French acronym for Eiffage carbon energy arbitrage fund), steered by the executive committee for all works activities, is a financial mechanism that aims to support the development of innovative low-carbon solutions for calls for tenders across all Eiffage business lines. Allocated €2 million a year, the fund covers the cost differential between conventional solutions (techniques or materials) and more environmentally friendly alternatives.

The objective is to meet the multiple challenges involved in sustainable urban development. In this respect, PhosphoreCity®, a digital application created by Eiffage, makes it possible to outline a complex urban project while achieving a high level of quality of life and environmental performance. The proposed solutions are adapted to the selected data: type of climate, presence or absence of natural elements or remarkable buildings, etc.

c. Eiffage low-carbon solutions built around seven pillars

As an urban contractor, Eiffage's low-carbon solutions are built around seven inextricably linked pillars:

1. New forms of mobility,
2. Renewable energies and energy performance,
3. Low-carbon design and construction,
4. New digital applications,
5. Urban agriculture,
6. Biodiversity and ecological engineering,
7. Circular economy.

The Group seeks to apply these seven pillars wherever possible and for flagship projects.

- Eiffage Construction has already completed construction of around thirty wood buildings including flagship projects such as the 56-metre high Hypérion apartment tower in Bordeaux, which received building permission in 2018. This project also provides an opportunity to trial the wood certification label created by Eiffage, which traces the origin and ensures that timber suppliers comply with responsible and sustainable commitments upstream.
- Eiffage Route, has developed Recytaal-ARM®, a process that combines a plant-based binder (Recytaal) made from emulsions of pitch derived from by-products of the forestry and pulp and paper industry and a cold in-situ recycling process (ARM). Recytaal-ARM®, co-funded by the Group's carbon arbitrage fund, E-FACE, is a state-of-the-art, environmentally friendly and cost-effective technique. Trialled in the summer of 2018 on departmental roads RD670 in the Gironde region and RD26 in the Hérault region of France, the technical aspects of this circular economy solution will be monitored for three years by Cerema, a centre for research on risks, the environment, mobility and development, and the regional laboratory of Eiffage Route.
- Eiffage Infrastructures division is developing urban cable cars, which offer a clean, carbon-free means of transport. They take up little space on the ground and the stations are much more compact than tram stops, while offering a significantly higher capacity. Eiffage, RATP and Poma

signed a partnership agreement in September 2018 to offer local authorities turnkey proposals for aerial cable cars for urban mobility.

- Eiffage Energy Systems and Eiffage Route have developed Luciole®, an innovative street lighting system designed as a tailored, energy-efficient service. On average, street lighting accounts for more than 40% of total urban electricity expenses with conventional systems illuminating streets all night long with unvarying intensity, regardless of the frequency of pedestrian or vehicle traffic. Luciole® combines a light-coloured road surface coating and a system of energy-saving LED lights and sensors to automatically detect the presence of users. The sensors make it possible to increase or decrease light intensity as needed for passing vehicles, cyclists or pedestrians.

d. Reducing Eiffage's internal carbon footprint

Eiffage's carbon strategy is a complete, 360° programme. The Group strives to shrink its internal carbon footprint and lead by example, reducing its own emissions in two ways: by managing consumption and by optimising manufacturing processes.

As early as 2008, Eiffage adopted a pioneering stance by transparently publishing the results of its first Group-wide carbon assessment (scope 1 and 2), which identified the main sources of emissions, enabling corrective action to be focused accordingly. The most recent Group-wide assessment took place in 2015. Each entity also has its own individual greenhouse gas emissions report (BEGES). In 2018, Scope 1 and 2 greenhouse gas emissions were less than 400,000 teq CO₂ for France and about 161,777 teq CO₂ outside France. The emissions indicator for the internal scope of the Group's businesses measures the Group's total energy consumption, converted into carbon emissions produced by:

- fuel use (passenger cars and light commercial vehicles, heavy goods vehicles and worksite machinery);
- industrial operations;
- worksite consumption;
- commercial operations.

In order to optimise the Group's production tools, the divisions strive to reduce the carbon emissions of their operations.

At the end of 2018, ISO 50001 energy management certification was obtained for eight Eiffage quarries accounting for 60% of the aggregate produced by the Group (which generates a total of 18 million tonnes per year across 80 sites) and for its lime production operations. Efforts to reduce energy consumption are focused on the two main sources, i.e. electricity consumed by crushing equipment and fuel consumed by quarry machinery. Many options are being explored, such as tailoring equipment to production needs, modernising operations, optimising vehicle itineraries, improving the coordination of operations to increase the load rate and using electricity to replace fossil fuels wherever possible. For 2020, the goal is now to reduce energy consumption by 5% compared with 2017 consumption.

The "stop-and-go plant" is a new asphalt production process offering significant energy savings, rolled out at a site located in the village of Canals (Tarn-et- Garonne). The drying of quarry materials, the

most energy-intensive part of the process, has been isolated from the other stages of asphalt production. The Canals site is now a hot-mix asphalt facility with no drying equipment. This very innovative concept reduces the site's fossil fuel consumption by 80%. The facility, which will produce approximately 17,000 tonnes of asphalt per year, began operating in the summer of 2018. Eiffage Route ultimately plans to install asphalt plants in urban centres to bring them closer to where the material is needed, like the concrete production facility on the banks of the River Seine in Paris.

Finally, in terms of the energy performance of Group property assets, in early 2018 Eiffage Energy Systems signed an updated version of the Charter for the energy efficiency of public and private service-sector buildings, developed by the Sustainable Building Plan in 2013. The new commitment was also an opportunity to demonstrate the company's extensive know-how in maximising the value of buildings through engineering, design, operation and maintenance. Eiffage Energy Systems decided to obtain ISO 50001 certification for a portion of its property assets (nine of its buildings) and associated vehicle fleet. Each certified site commits to certain energy performance improvement targets and implements adequate means to reach them.

B. BIODIVERSITY, A MORE MATURE ISSUE

Tackling the erosion of biodiversity ranks among the major challenges for the 21st century. The Eiffage Group is particularly aware of the wide range of major risks affecting all forms of biodiversity, from common species to the rare. With scientific knowledge on biodiversity developing around the world and institutions being set up specifically to protect biodiversity as a world convention on biological diversity is being put together for 2020, Eiffage seeks to integrate issues involving biodiversity and fragile environments into its core businesses. These factors are not considered secondary but become inherent to carrying out its operations.

a. Preserving and building on founding texts

Eiffage initiated a proactive biodiversity protection policy in 2009 through two charters, the Biodiversity charter and the Water and Aquatic Environments charter, both signed by the Chairman and Chief Executive Officer and applicable to all Group subsidiaries and employees. Freely accessible on the Eiffage website, these two charters underwent an in-depth review in 2017.

The Group defined its practical commitments with a special action plan under the French government's National Biodiversity Strategy, which was officially recognised for the first time in 2012 and again in 2015. A book entitled *Towards Green Engineering*, published in May 2014 and distributed to partners, also describes this commitment through examples illustrating how issues relating to the living world are addressed in the company's core businesses and the resulting impact.

A new phase began in July 2018 with the participation of Benoît de Ruffray in the launch of the Act4Nature initiative. This pact features a programme of action through which 65 French companies have publicly made or confirmed their commitments to protecting biodiversity.

The following are some practical examples of how Eiffage integrates biodiversity into its core businesses:

- The Spanish subsidiary Eiffage Energía signed a new bird conservation agreement with Spain's Ministry of Agriculture, Fisheries, Food and the Environment to bring its high-voltage power lines into compliance with the new technical requirements. The agreement will last two years once formally in effect, and may be extended for up to four years, totalling an estimated €2 million.
- Eiffage also promotes and integrates urban biodiversity in its property developments: in 2018, its registered office in Vélizy-Villacoublay in the outskirts of Paris was granted the BiodiverCity® Construction label, the leading international certification awarded to property construction and renovation projects that meet standards for integrating biodiversity into the design phase. The label is overseen by the International Biodiversity and Property Council (IBPC), of which Eiffage is a member. The Pierre Berger campus was transformed from a site of poor ecological value to one with very high potential. A richly varied environment, the campus now features 147 plant and seed species, and 91 large trees. In addition, 2,500 m² of green roofing was installed. The site's environmental management encourages spontaneous vegetation and eco-friendly grazing, and a communal vegetable garden has also been created.
- Along their 2,300 km of motorways, APRR and AREA manage natural and semi-natural assets including more than 10,000 ha of verges, embankments, central reservations and motorway rest areas. The operation policy deployed in these areas embraces an extensive approach to vegetation management that reconciles regulatory compliance and the safety of employees, local residents and customers. During motorway development projects, the ground area allocated for the work is minimised and land is temporarily occupied only if it is possible to restore it to its original state.

b. Training, awareness and employee engagement

Eiffage is continuing to raise awareness, provide training and support research to foster greater knowledge of ecological issues.

The Bioterre Master's degree programme was created in 2009 by Eiffage in partnership with Paris 1 Panthéon-Sorbonne University, after the Group signed up to France's national biodiversity strategy. This nationally recognised two-year master's degree combines fundamental teaching and practical application in tune with the professional reality of leading projects that take biodiversity into account. In 2018, Bioterre took fifth place in the SMBG international ranking and second in environmental management and sustainable development master's courses available in France. Since the degree was introduced, some 40 Eiffage employees have taken this advanced programme, out of a total of more than 180 students.

With the Virtual University of Environment and Sustainable Development (UVED), Eiffage helped develop an ecological engineering MOOC on new professions relating to biodiversity. In 2018, 3,979 students registered for the second session.

Internal initiatives have been put in place to raise employee awareness about biodiversity conservation through concrete, motivational activities, such as the annual photography competition (more than

10,000 photographs submitted over seven years), the biodiversity ambassador network, and involvement in the company vegetable garden or beekeepers network.

A series of educational videos was launched in 2018 at Eiffage quarries advanced in their biodiversity conservation programme, to promote the replication of best practices at other sites. For example, the Sémanet viaduct was the subject of a video detailing the renaturation of the Sémanet stream and tree planting in the surrounding areas.

The Sustainable Development and Transverse Innovation department creates and regularly updates operational and awareness tools in partnership with the divisions. They enable employees to assimilate and integrate the prevention and management of risks into all aspects of their work, from designing offerings to operating structures. For example, the Biodiversity Risk Prevention and Management kit developed in 2010 and updated at the end of 2017 provides employees with the right behaviours to adopt in all the Group's core businesses to support biodiversity. The tool consists of around 30 sheets describing operational examples as well as recent legal changes arising in particular out of the 2016 Biodiversity Act and the creation of the French Agency for Biodiversity.

c. Knowledge-sharing and cooperation with progress circles

To challenge its biodiversity policy and put its commitments into action, Eiffage shares the knowledge it has gained with its stakeholders and other institutions and participates in progress circles. The Group develops its network of partners through:

- official partnerships: Humanité et Biodiversité association, LPO, Business and Biodiversity Offsets Programme (BBOP), etc.;
- discussions on strategy and techniques: AFB, France's Natural History Museum, Institute for Sustainable Development and International Relations, UPGE;
- support measures: replacement of diseased plane trees along the Canal du Midi with France's navigation authority (VNF) in 2018, sponsorship programmes to support organisations that care for tortoises, such as the Hermann's tortoise in southern France;
- participation in non-profit and inter-company focus groups: Orée (French business and environmental management platform), CILB, CDC Biodiversité and the Biodiversity Economics Mission (MEB), Medef (French employer's association), the French national federation of public works (FNTP), French Building Federation (FFB), etc.

Eiffage is continuing its partnership with the European Centre for Excellence in Biomimicry in Senlis (Ceebios), in particular by taking part in conferences and exchanges organised each year around three themes: bio-inspired materials, bio-inspired housing and strategic innovation groups. In 2018, the Group took part in the Biomin'expo event for the third year running.

Eiffage has widely-acknowledged expertise in the area of ecological offsetting, and feedback from initiatives relating to the Group's projects is regularly reported to national and international experts. This helps to share best practices and gauge the Group's approach. For example, in 2018, the BBOP case study was published on applying the "avoid, reduce, offset" principle to the project to build the Bretagne-Pays de la Loire high-speed rail line.

Finally, on 16 July 2018, Eiffage established a national partnership with the Bird Protection League (*Ligue pour la protection des oiseaux*, LPO), one of France's largest nature conservation organisations, with over 46,000 members who manage more than 30,000 ha of natural land. The agreement includes action to support some of the League's urban planning, built environment and biodiversity initiatives. Eiffage also became a member of the LPO's think tank focusing on these issues, the U2B Club. This programme encourages dialogue between public and private-sector structures from the urban planning and construction industry to develop tangible, effective solutions to promote biodiversity in the urban environment. An annual budget has also been allocated to support four Eiffage projects with services provided by the LPO in France for a Group entity. The first project covered by the agreement is the future La Vallée eco-neighbourhood developed by Eiffage Aménagement in Châtenay-Malabry to the west of Paris. The LPO will provide technical advice on integrating biodiversity into buildings and green spaces, education and information services for building professionals involved in the project and ecological monitoring of the site during the operation phase. Eiffage and the LPO aim to qualify this project for the new BiodiverCity Ready® label developed by the IBPC.

C. CIRCULAR ECONOMY, THE SUBJECT OF NUMEROUS INITIATIVES

The circular economy is a key component of innovation and the environmental transition, two pillars in Eiffage's strategy. Through measures such as materials recovery, selective demolition, shared heating systems and inert waste recycling, the circular economy concept encompasses all industries but can be developed much further. Eiffage is conscious of the need to reduce pressure on natural resources, and as such is one of the 33 major French companies and members of the French Association of Private Companies (AFEP) that engaged in a voluntary approach to work towards the circular economy.

In 2018, Eiffage, which generates nearly 4 million tonnes of waste per year, of which over 90% non-hazardous inert waste, already meets the 70% recovery rate set by France's law on the energy transition for green growth.

Eiffage teams seek first to limit the extraction of raw materials, and then ensure those materials are used in a sustainable manner. They favour processes, either within the company or in partnership with local third-party organisations, which enable materials to be reused or recycled.

This effort is part of a broader drive to develop a circular economy strategy and to invest in reversibility techniques and expertise by:

- limiting extraction from natural habitats;
- improving the structuring of demolition and onsite recycling;
- developing decontamination techniques, to facilitate brownfield urban regeneration;
- decreasing waste production at source, recovering waste and incorporating it into construction and renovation processes.

The Group is spearheading a number of circular economy programmes. Some highlights include the selective demolition of the former *École Centrale* in Châtenay-Malabry and the reconditioning of nearly 30 tonnes of material and equipment in building a 21st-century eco-neighbourhood. Work began in June 2018.

Another example is the design and construction of Noé, the first multi-worksite logistics platform built in a dense urban area by Eiffage Construction and Eiffage Route in Bordeaux in western France. Located within Bordeaux city limits, Noé enables platform members to pool their needs and share a wide range of services – temporary parking, site accommodation, equipment, storage, land traceability, and excavated and fill materials management – to reduce the circulation of lorries and resulting congestion.

Eiffage Route is also developing its own particularly effective and fast process to recycle roads in situ. A cold mix is produced and applied in situ by a mobile recycler (ARM), which helps to reduce the environmental footprint of road maintenance works. Road recycling using hydraulic binders was increased to 260,265 m² by the end of 2018 (compared with 225,218 m² at end-2017) with a target volume of 300,000 m² for 2020.

Finally, in 2017, the Purchasing and Sustainable Development and Transverse Innovation departments developed a new waste management framework agreement at Group and national level, accompanied by stringent requirements relating to reporting, traceability, and recovery and recycling rates. A map of France was also created by the Purchasing department to show licensed waste collection points where any worksite or organisation can go in application of a framework agreement. The Group also has 130 sites where inert waste can be stored, recycled and recovered. Following the French government's Circular Economy Roadmap unveiled in April 2018, Eiffage staff are more than ever encouraged to manage waste by first taking steps to reduce it, then to reuse it in its current condition (order surpluses, unused materials, materials not covered in 10-year contractors' warranties such as carpeting, and furniture), or to recycle the waste by converting it.

ANTI-CORRUPTION, PRINCIPLE N°10

Values and ethics are priority issues for the Eiffage Group. Internal control management is built around the empowerment of company employees, supported by the Group's values and the ethical rules and examples set out in the Eiffage Code of Conduct. All the company's governing and management bodies have a role to play in ensuring internal control.

One of these governing bodies is the Group's Compliance Committee set up in January 2018. The Committee is tasked with steering the implementation, adaptation and assessment of the compliance programme within the Group, in particular as regards the general obligations to prevent and detect conduct likely to constitute bribery or influence peddling in France or abroad and to set up a duty of care plan. Chaired by a member of the Executive Committee, its permanent members are the General Counsel of each division, a Sales and Marketing Director, the Head of Sustainable Development and Transversal Innovation, and the Head of Internal Audit and Risks. The committee met four times in 2018, in particular to review progress on the mapping of risks for all divisions, the roll-out of ethics training, the implementation of tools to assess third parties and training sessions on environmental risks.

The Internal Audit and Risks department also has an important role to play. Its objective is to regularly assess the functioning of the risk management and internal control system. It verifies that directives issued by General Management are properly implemented. To do this, it organises audits following which it recommends improvements and corrective action. The recommendations are then transposed into detailed action plans, with quarterly progress reviews. Divisional internal controllers perform second-level controls of compliance with procedures (at regional, establishment and/or subsidiary level). They assess and monitor the implementation of action plans following internal audits. They ensure that the risk mapping of the divisions' business lines is updated regularly, in particular that required by the law on "transparency, the fight against corruption and the modernisation of the economy" also known as Sapin 2.

To best ensure internal control management and employee empowerment, various control procedures are in place.

One of these is the whistleblowing system. Put in place by the Board of Directors in April 2009 and reviewed in 2017, it is designed in particular to address breaches of the Code of Conduct, which clearly sets out the different types of behaviour that are forbidden, namely those likely to give rise to acts of bribery or influence peddling, or collusive practices, etc. The whistleblowing system in place can be used to report a crime or an offence, a serious and manifest violation of an international commitment duly ratified or approved by France or the country of incorporation of the company concerned, a unilateral act agreed by an international organisation based on such a commitment, or a law or regulation, as well as any serious threat or prejudice to the general interest that may come to the personal attention of a member of staff.

The Eiffage Handbook, also known as the Eiffage Best Practices Guide, identifies risks, describes the control procedures and proposes solutions. Organised into seven procedures (organisation, project

acquisition/project monitoring, human resources, etc.), it is a useful reference tool for managers. It is designed to increase individual accountability and encourage managers at all levels to constantly remain vigilant. It is available to all employees with access to the Group's computer network and has been accessible in digital format for tablets and smartphones since 2016.

Finally, given the additional obligations arising from France's Sapin 2 legislation, measures to prevent and fight corruption were reinforced. Eiffage updated the ethical rules in its Code of Conduct, which defines and illustrates the types of behaviour to avoid in order to prevent corruption. Eiffage University offers "Trade and Ethics" training that is mandatory for profit centre managers and any employee in direct business relationships with customers.

For more information please refer to the 2018 Business Report pages 129-138:
https://www.eiffage.com/files/live/sites/eiffage-v2/files/Finance/Rapport%20annuel/2018/Eiffage_RA2018_EN_Planches.pdf

The Eiffage "Ethics and Commitments" Guide refers to anti-corruption procedures in place:
<http://www.developpementdurable.eiffage.com/uploads/2018/Strat%C3%A9gie/Cahier%20Ethique%20EN%202018.pdf>

International business

All international partnership agreements contain a clause which engages the parties to comply with anti-corruption laws, including the OECD Convention of 17 December 1997.

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

Cross-reference table comparing the principles of the Global Compact and Eiffage data

Principles of the Global Compact		Eiffage response	Pages
Human Rights	1	Businesses should support and respect the protection of internationally proclaimed human rights	Values and ethics 150
			Developing human capital / Employment – Labour relations – Health and safety – Training – Equal opportunities 167
			Ethics & Commitments Guide Website
Human Rights	2	Businesses should make sure that they are not complicit in human rights abuses	Values and ethics 150
			Ethics & Commitments Guide Website
Labour	3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Values and ethics 150
			Developing human capital / Labour relations 167
			Ethics & Commitments Guide Website
	4	Businesses should uphold the elimination of all forms of forced and compulsory labour	Values and ethics 150
			Ethics & Commitments Guide Website
Labour	5	Businesses should uphold the effective abolition of child labour	Values and ethics 150
			Ethics & Commitments Guide Website
	6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Values and ethics 150
			Developing human capital / Employment – Equal opportunities 167
			Ethics & Commitments Guide Website
Environment	7	Businesses should support a precautionary approach to environmental challenges	Values and ethics 150
			Reducing the environmental impact / Spreading the environmental risk management culture – A reviewed and supported biodiversity strategy – Preserving resources and contributing to the circular economy 176
			Ethics & Commitments Guide Website
	8	Businesses should undertake initiatives to promote greater environmental responsibility	Reducing the environmental impact / Spreading the environmental risk management culture – A reviewed and supported biodiversity strategy – Preserving resources and contributing to the circular economy 176
			Regional development and stakeholder relations 187
			Ethics & Commitments Guide Website
Environment	9	Businesses should encourage the development and diffusion of environmentally friendly technologies	Reducing the environmental impact / Spreading the environmental risk management culture – A reviewed and supported biodiversity strategy – Preserving resources and contributing to the circular economy 176
			Ethics & Commitments Guide Website
Anti-corruption	10	Businesses should work against corruption in all its forms, including extortion and bribery	Regional development and stakeholder relations / Commitment to fair and responsible business conduct 187
			Ethics & Commitments Guide Website
			Director's report 125-139

2018 Eiffage annual report at:

https://www.eiffage.com/files/live/sites/eiffage-v2/files/Finance/Rapport%20annuel/2018/Eiffage_RA2018_EN_Planches.pdf