

2003 SUSTAINABLE DEVELOPMENT REPORT



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## Scope of the Report

The scope of this Report covers Autoroutes du Sud de la France (ASF) and Estérel, Côte d'Azur, Provence, Alpes (ESCOTA), a 98.97%—owned ASF subsidiary. The expression "ASF Group" used in this Report refers to these two companies.

The environmental and human resources reporting system that our Group has put in place does not yet cover the subsidiaries Radio Trafic, Trafic FM, Truck Etap and J10 (Jamaican Infrastructure Operator) that are wholly or partly owned by ASF. Even though these companies, that are not material in terms of revenues, were not included in the scope of this 2003 Report, our Group nevertheless ensured that their practices comply with the principles set out in the United Nations Global Compact, which we have joined.



Our Group aims to provide all customers with access to fast, safe, economical and reliable means of transportation, without compromising the human and environmental resources of today and tomorrow. Our objective of promoting a sustainable mobility clearly fits in with France's national sustainable development strategy.

ASF and ESCOTA answer a strong need for mobility of people and goods, in their role as public-private partnerships created by the French State to finance, build and manage high-quality motorway networks funded by toll receipts.

Now that we have successfully broadened our ownership base to private investors, we are more than ever committed to fulfilling our public service mission and caring for people and the environment throughout the life of our infrastructure, while meeting the financial performance goals that our public and private shareholders expect.

We joined the United Nations Global Compact program in 2003, because we seek long-term growth that involves meeting our responsibilities towards our employees, society as a whole and the environment.

### **Bernard Val**

*Chairman of the Board  
of Directors of ASF*



# Our strategic vision

## ***Is it really possible to combine the work of motorway construction and management with a focus on sustainable development?***

Our Group, which manages a network of over 3,000 km of toll motorways that drive economic development, has to reflect on its role and take steps to separate out growth in traffic from the negative impacts of road transport. We also need to optimize and draw upon the undeniable benefits of motorways, which offer convenient and safe transportation for both people and goods, helping the territories they go through end their isolation and promoting their economic development.

That is why we have set ourselves the major goal of continuing to enhance the benefits and efficiency of the motorway, while reducing the drawbacks stemming from its construction and the traffic it entails, and encouraging our customers to adopt safer and more socially responsible behaviours.

## ***Isn't it in the ASF Group's interest to first and foremost maximize the distance driven by customers, and thus its toll receipts?***

As builders and managers, we put our responsibility on the line over the long term by building infrastructure that is safe and durable and complies with environmental regulations. Our commitments to the French State have been documented in the corporate contracts of our two companies, ASF and ESCOTA, which specifically deal with respect for human welfare and the natural environment. We use toll receipts not

only to pay back the borrowings that financed the building of the network, but also to fund initiatives to preserve resources and mitigate the effects of transport, based on the "user pays" principle. With this focus in mind, our industry, which pursues sustainable development within ASFA\*, wishes to strengthen the role of toll booths as instruments of sustainable development. Our achievements and our practices are proof positive of our values and of their implementation over the long term. By issuing this report, we wish to share with our readers the strength of our conviction and illustrate how the Group conducts its operations as the holder of a public service concession, with a constant concern for human welfare and the environment.

## ***What issues does your sustainable development policy address?***

Our industry is faced with an increasing range of issues, that include increasing the safety and comfort of customers and employees, keeping toll fares within acceptable levels, adapting to changes in toll management technology, limiting greenhouse gas emissions and noise levels, contributing to harmonious development of outlying regions and helping explore new ways of providing mobility (e.g. by tailoring toll rates). Our Group owes it to itself to be an innovator in all these areas. This report provides an opportunity to express our strategy in a new form and to mobilize our energy.

As a listed company, it also allows us to declare our intention of preserving the

\* French association of toll-collecting motorways and other civil engineering works (Association des Sociétés Françaises d'Autoroutes et ouvrages à péages).



values which have built, and continue to build, our strength and the quality of our brand.

### **How does your commitment to sustainable development translate into how the ASF Group is organized?**

The Environment and Sustainable Development Department, which was created in 2002, is in charge of coordinating a collective, cross-functional effort to design the framework for our sustainable development policy. By adopting nine strategic focuses in May 2003, our Group confirmed its commitment to sustainable development. Our work was then pursued by working groups on specific themes, in which we aimed to involve all departments, to promote exchanges of practices and points of view between our two companies.

### **On what points will you concentrate your efforts?**

In 2003, the working groups listed the issues with sustainable development potential on which we could improve our performance significantly. Twenty-one specific steps were selected. They make up our Sustainable Development Plan for 2004-2006, which includes two key priorities:

- ◆ Developing our role as a partner of local stakeholders for regional development over the entire life-span of the motorway;
- ◆ Using our know-how to promote projects that support sustainable mobility.

Deploying this plan will require the involvement of each and every employee, and I have asked all senior executives to take an active part in implementing it. Our stakeholders will be regularly informed of the progress we make.

### **Jacques Tavernier**

*Chief Executive Officer of ASF*

### **Our strategic focuses**

- ◆ **Designing** and running motorways that blend into the landscape and offer the best possible compromise among the various environmental constraints.
- ◆ **Ensuring** customer satisfaction by providing safe facilities and high-quality service.
- ◆ **Encouraging** customers and ASF Group employees to adopt safer and more socially responsible behaviours.
- ◆ **Developing human resources** to anticipate the needs of the ASF Group and promote individual development.
- ◆ **Offering** safe working conditions to ASF Group employees.
- ◆ **Organizing** collaborative teamwork between the ASF Group and its local partners to develop synergies between the motorway and local economic life.
- ◆ **Contributing** to showcasing the heritage and tourist appeal of the regions crossed by the motorway.
- ◆ **Studying** how to devise toll pricing that would reflect each vehicle's generation of impacts, and how to modulate pricing based on traffic congestion.
- ◆ **Giving precedence** to capital expenditure that supports the sustainable growth of the ASF Group while preserving a high level of service quality.

# Overview of the Group



## Key figures of our Group (at 31 December 2003)

With a network of 2,871 kilometres of in-service motorways, the ASF Group is the French leader and ranks second in Europe.

- 8,258 employees
- 2003 revenues: €2,239 million
- 351 rest and service areas
- Number of transactions: 566 million
- 11,100 hectares (27,428 acres) of vegetation areas
- Annual traffic: 31.1 billion km driven on the network in 2003, representing
  - petrol consumption of approximately 4.5 million cubic metres
- Financial contribution to economic development:
  - Regional development tax: €199.5 million
  - Business tax and other local taxes: €71.2 million
  - Land use tax: €53.1 million



## Our operations

Our Group finances, builds, maintains and manages the largest network of toll-collecting motorways in France, based on a concession granted by the State. It is independent of public-works companies. Although it is directly linked to roads, our main business is not related to construction or to transport, but to the management of land-based transport infrastructure\*. In line with the development of our

operations, the corporate purpose of the ASF Group was expanded in 2002. Our modified company bylaws now allow us to extend our role as an actor in the field of transport beyond our initial mission as holder of a concession for toll-collecting motorways and to position ourselves in the design, construction and management of truckstops, parking lots and multimodal platforms.

\* Code 632 A in the French classification of economic activities.

### CONTRACTUAL FRAMEWORK FOR OURS OPERATIONS

Our Group manages the motorway network granted to it by two concession agreements signed with the French State, ASF's in 1961 and ESCOTA's in 1957, which have been amended by several decrees approved by the Conseil d'État (France's high administrative court, responsible for vetting government decrees). The current terms of the agreements are 2026 for the ESCOTA network and 2032 for the ASF network.

The concession agreements include technical specifications detailing technical and financial clauses for the different outsourced operations, as well as the expected service quality. Technical appendices spell out the technical features of each part of the infrastructure.

The Group contract and two Company contracts signed in March 2002 document the commitments of the Group, of ASF and of ESCOTA, for a five-year period ranging from 2002 to 2006, particularly in the fields of environmental protection and human resources.

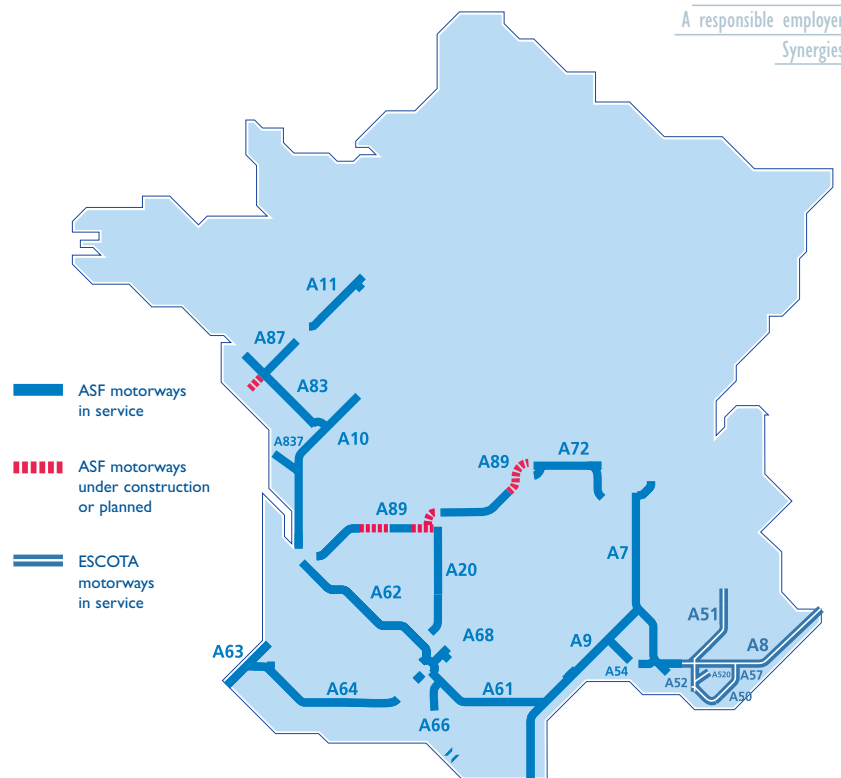
Drawing upon its extensive expertise, our Group fulfils to a high standard the public service mission entrusted to it, covering the following aspects:

- ♦ Linking regions to one another and to the rest of the country, particularly isolated territories;
- ♦ Blending its network in a harmonious way into the regions and natural environments that it crosses;
- ♦ Seeking to minimize impacts on the environment, living conditions of neighbouring residents and human health;
- ♦ Optimizing travel times for its customers while constantly improving their safety and comfort, across the entire network, 24 hours a day and 7 days a week.



## Our network

- ◆ Motorways under construction or planned: **253 km**
- ◆ Motorways in service: **2,871 km** (at 31 December 2003)
- ◆ The ASF-ESCOTA network, located to the south of a line running from Le Mans through Lyon to Menton, is a hub for European economic and tourist flows, covering Europe's number one holiday destination as well as its foremost area of economic exchanges. It provides the motorway link between Spain and Portugal, Italy and northern Europe, and is the backbone for the growth dynamic of the Mediterranean Arc.



- ◆ The network has a high usage rate overall, approaching saturation in some local areas.
- ◆ The network crosses highly diverse environments, in terms of:



Population density  
(urban to rural)



Geography  
(all types of environments and landscapes)



Climate  
(all types of weather conditions)

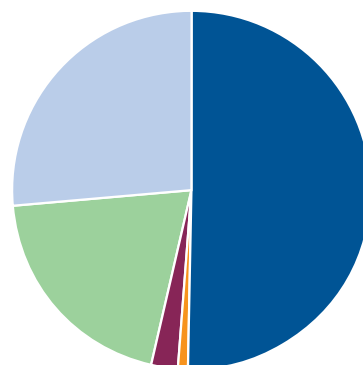


## Our ownership structure and corporate governance

Our Group, which was listed in March 2002, is committed to reporting accurately on its performance to its shareholders and all of its stakeholders. To build loyalty among our individual shareholders, we set up a shareholders' club in 2003, offering key information, site visits, partnerships in the area of mobility, and more.

Detailed information concerning our ownership structure and our corporate governance is available on our website [www.asf.fr](http://www.asf.fr) (Finance and Shareholders area).

### Group ownership structure at 15 March 2004



- French State (including Autoroutes de France): **50.3%**
- Regional authorities and Chambers of Commerce and Industry: **0.9%**
- Employees: **2.3%**
- Vinci Concessions: **20.0%**
- Investors and individual shareholders: **26.5%**

# Our means of action

## ➔ Deployment of our sustainable development strategy

### Dedicated resources

Led by the 11-member Environment and Sustainable Development Department, our policy mobilizes the entire ASF Group. At Group level, each Department is responsible for implementing the initiatives for improvement in its management standards and projects. The Environment, Human Resources and Safety functions work with local correspondents in the regional operating entities. The latter receive help and educational input from the Environment and Sustainable Development Department and their executive management, in order to include sustainable development in their daily practice.

### A cross-functional approach born of extensive consultations

Working groups, made up of nearly 70 employees, focused on specific themes throughout 2003 to design the framework for our sustainable development policy. These groups were in charge of conducting a thorough baseline study, listing our accomplishments and recognizing our best practices, then highlighting the areas in which we could make significant strides in our performance and presence as builders and operators of infrastructure. The twenty-one initiatives we selected make up our 2004-2006 Sustainable Development Plan (see page 32).

STAKEHOLDERS	FRENCH STATE AS GRANTER OF CONCESSION	LOCAL AUTHORITIES	NEIGHBOURING POPULATIONS, SOCIETY AS A WHOLE, SCIENTIFIC COMMUNITY
EXPECTATIONS	Compliance with the principles set in the concession agreement and the commitments laid out in the Group contract.	Consultations on projects, contribution to local economic development and building of partnerships, taking into account of local needs for access to the motorway.	Preventing environmental and public-health risks, preserving the quality of life, transparent communication concerning Group practices.

### ASF, BUILDER OF INFRASTRUCTURE AND LOCAL ECONOMIC PLAYER

RESPONSES	Follow-up on contract, technical committees, meetings and technical visits with government agencies.	Consultations and information during the construction phase, siting regional entities and districts near the motorway, holding town meetings, organizing site visits, taking part in surveys of urban living conditions to guarantee the quality of the areas bordering the motorway.	Consultations and information during the construction phase (monitoring committees, public inquiry process), siting regional entities and districts near the motorway, taking part in research and development studies, taking part in and sponsoring public events, website with a section on the environment.
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## Our tools

To mainstream the best practices, the ASF Group has designed tools that cover the entire life-cycle of its motorways.

- ◆ Technical standards, maintenance and repair guides.
- ◆ Environmental compliance plans and safety and environmental protection labels that minimize technical risks on major construction.
- ◆ Quality Management System: ASF obtained ISO 9001 certification in June 2003 for its construction operations.
- ◆ A reference manual on regulatory compliance is gradually being made available to operational staff.

## Monitoring our performance

Our Group is designing tools to measure its performance in environmental protection and human resources as well as in financial terms:

- ◆ In-house indicators that are consistent with the work underway within the motorway management industry as part of ASFA;
- ◆ An internal audit organization, which in 2003 performed an assessment of the key risks for each ASF department and launched an audit on regulatory compliance in the area of protecting water resources during the operational phase;
- ◆ “Eco(nomic)/Eco(logical)” data collection centres to assess impacts on the territories crossed by the motorways.



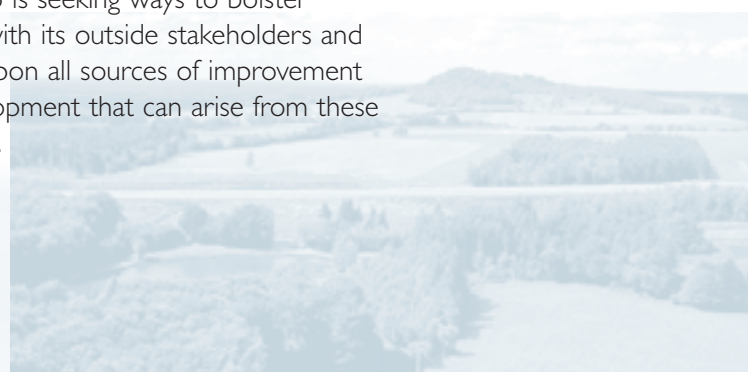
## Knowing our stakeholders and pursuing a dialogue with them

### A first stage of dialogue conducted with the entire industry

French motorway-management companies joined forces in 2002 to pursue an in-depth analysis designed to deepen their knowledge of the various stakeholders and of what they expect from our industry. Meetings with some thirty actors ranging from government agencies to local officials, non-governmental organizations, customers and transport-industry professionals and others, led to the drafting of the industry's commitments for sustainable development.

### An analysis further pursued within the ASF Group

Alongside the industry's review of issues, our Group is seeking ways to bolster dialogue with its outside stakeholders and to draw upon all sources of improvement and development that can arise from these exchanges.



CUSTOMERS (CARS AND HGVs*)	HOLDERS OF SUB-CONCESSIONS (BUSINESS FACILITIES), SUPPLIERS AND VENDORS	OTHER PLAYERS IN THE FIELD OF TRANSPORTATION	RATING AGENCIES, INVESTORS AND SHAREHOLDERS
Safety, fluid traffic, good-quality services (comfort, etc.), justification for toll prices, different ways of paying toll, identified and easy-to-reach customer service.	Attractiveness of the rest and service areas, recognition for the quality of goods and services provided.	Consultations on joint projects promoting sustainable mobility, building of partnerships and exchange of best practices.	Long-term stability of the Group, return on equity, accurate and transparent information on performance.
ASF, PLAYER IN THE FIELD OF TRANSPORTATION		ASF, LISTED COMPANY AND HIGH-PERFORMING PLAYER	
Satisfaction surveys and polls, newsletter for subscribers, customer newsletter on positive and negative feedback, broadcasting of real-time traffic information (on FM 107.7), safety-awareness publications.	Discussions and requirements concerning sustainable development as part of current renewals of licence contracts for business facilities, occasional awareness-raising events, granting of “safety & environment” labels for major new construction.	Taking part in the work of groups studying sustainable mobility, organizing training sessions and symposia to identify and roll out the best practices.	Shareholders' newsletter issued quarterly, dedicated section on ASF's website, toll-free number (in France).

\* Heavy Goods Vehicles.



# Successfully integrating motorways in the environment

**Our commitment to the environment goes far beyond regulatory compliance. It is completely integrated into our standards and practices, and covers four major aspects that span the entire life-cycle of our motorways:**

- ◆ Respecting and enhancing the landscape;
- ◆ Mitigating disturbances caused to the natural environment;
- ◆ Offering the highest-performing infrastructure to protect the environment from accidental pollution and to protect neighbours from noise or other inconveniences;
- ◆ Educating our customers on environmental compliance and involving them in more environmentally sound practices.

Village of Saint-Rémy-sur-Durolle.  
A72.

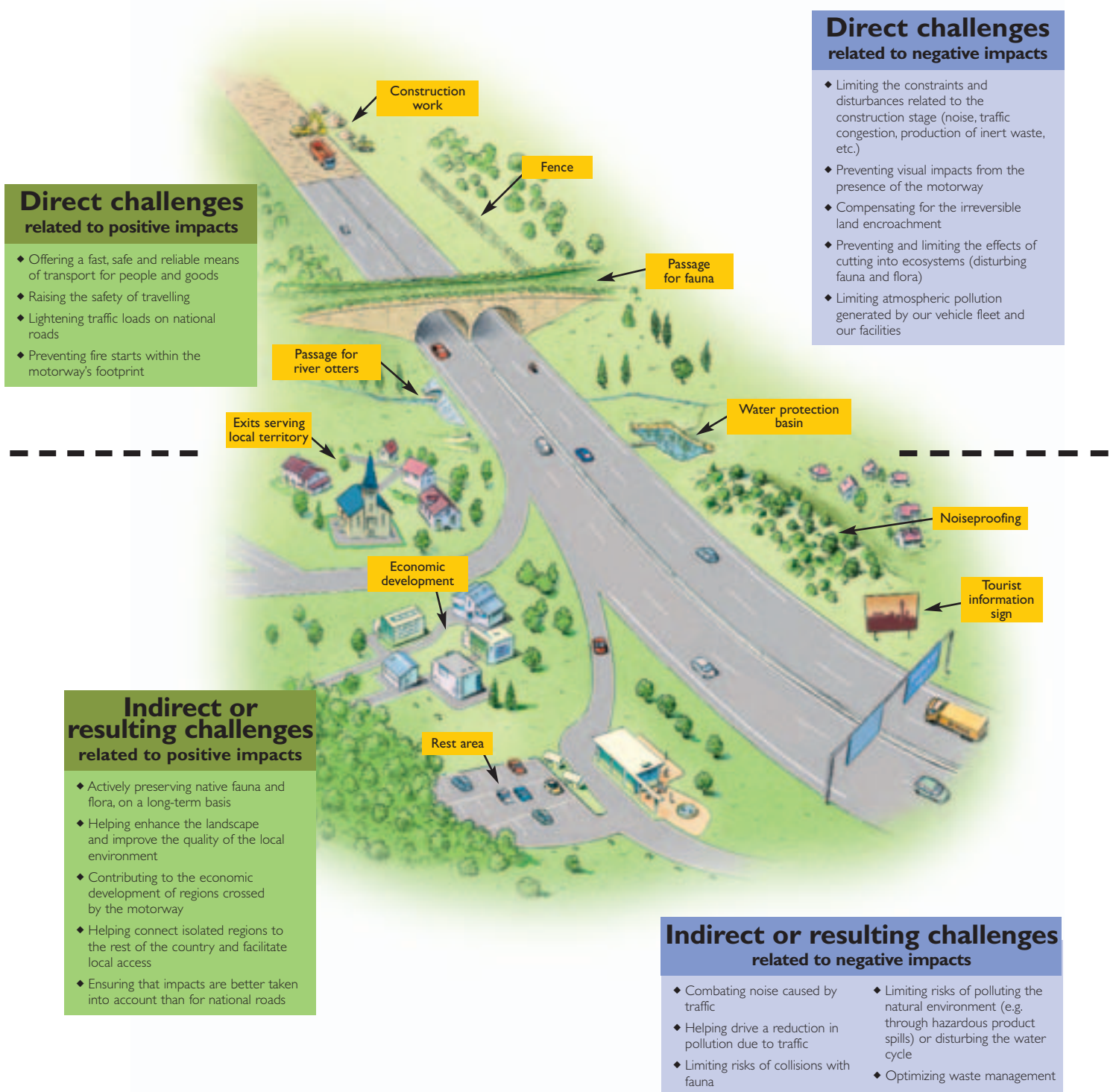


A8



**When a motorway is designed, pinpointed studies are conducted throughout its path in order to list sensitive areas with respect to water resources, flooding, biodiversity or exposure to noise. Constraints related to the protection of these areas are prioritized, which then allows us to select the most appropriate conservation methods—avoidance, preservation or, as a last resort, compensation.**

**During the construction phase, these measures are passed on to companies in subcontracting agreements, giving rise either to penalties or to incentives, such as the granting of labels.**





## ➔ Meeting the challenge of blending into the landscape

**Each time we design new motorways, our challenge is to blend the infrastructure harmoniously into the landscape and to preserve the quality of the local environment for area residents.**

The challenge lies in striking the right balance that makes it possible not to disrupt the key flow lines in the landscape and respect the sensitivity of the natural environment, while overcoming the site's technical difficulties and meeting regulatory requirements. This balance allows acceptance of our motorways and paves the way for future developments. To assess from the outset how the itinerary can be made to blend into the landscape, our Group makes use of advanced imaging technology that shows the territory under every possible angle.

This is not only decision-making software, but also a highly effective communications tool. We bring in our teams of landscapers and architects in the earliest stages of design, to review the choice of itinerary, design and fashion the motorway and its components. Bridges and other civil engineering works are carefully chosen to match the regional identity; our hills, embankments and vegetation recall the natural environment. In plains regions, the motorway blends in and disappears from sight through a clever use of broad curves. In areas of steep incline, conversely, ASF sometimes chooses to make the embankments resulting from the cuts into steep cliffs.

On the embankments which rise 30 to

45 metres (100 to 150 feet) on the sides of the A20 motorway in the Lot region, ASF conducted its first large-scale experiment with excavating "geonatural embankments", a remarkable method that uses the natural breaks in the rock to ensure that the embankments blend better into the site. In wooded areas, the embankments are planted to rebuild the forest limits and promote the return of local vegetation. Vegetation is sewn even during the construction phase to fight erosion. The choice of seeds is essential for this purpose, and over the years our Group has chosen mixes that include a large proportion of local varieties and are suitable for the local soil and climate.

**Our know-how in blending the motorway into the natural environment, offering local residents the most harmonious landscape possible and giving sufficient visual variety to drivers has won us many awards.**

In 2002, the A20 motorway was given the jury's special prize in the "Golden ribbons" (Rubans d'or) awards, created by the Ministry of Public Works to reward remarkable achievements in the French motorway network. The project that won the award goes through a particularly demanding landscape, and met the challenge of integration with designs that both protect the environment and enhance safety.



## ➔ Protecting biodiversity and natural resources

Within the 300 m corridor chosen after a public inquiry, that the French government entrusts to us to build a new motorway, we list the species that are vulnerable or are valuable elements of the natural heritage, in order to preserve them. When the itinerary of the motorway cannot avoid certain areas of ecological interest, we offset the loss by acquiring or recreating biotopes, or even transferring certain varieties of plants. Points of passage of wild fauna are re-created to avoid the effect of cutting off their territory and reduce the risks of collisions occurring on the lanes. In all, 258 passages allow small or large animals to cross our motorways safely. Our teams set up and maintain specially adapted fences, and monitor their effectiveness with the help of specialists drawn from environmental groups or hunting associations. On the A89, in Corrèze, for example, otters now move unharmed along the banks of rivers that our motorways cross, and regularly make use of our civil engineering works, designed on purpose.

### Adjacent vegetation areas

We devote the same care to the 11,100 ha (27,428 acres) of space bordering our motorways. Over some forty years, our Group has developed an original, exemplary policy of planting and maintaining the adjacent vegetation areas, to make them play both an environmental and a landscaping role. In these spaces, we have for the past twenty years practiced “extensive” management methods that focus on preserving natural biodiversity by cutting down as little as possible, avoiding chemical treatments, promoting recolonisation by local species that fit the climate and soil.



Thanks to these measures, the green areas around our motorways often have greater biodiversity than do the surrounding spaces, as was proven by a three-year study of biodiversity around ASF motorways conducted by the French national council for scientific research (CNRS). We have noted in particular that a certain number of rare plants have made their homes there, among them tulips, wild orchids and gladiolas.

In 2001, ESCOTA signed a framework agreement with CEEP to establish a partnership, which in 2003 focused on a survey of the red-rumped swallows population, that builds nests under motorway bridges and other civil engineering works in the area of the Var.

### Preventing forest fires

Owing to the specific nature of our geographic location in the heart of the Mediterranean forest (A8) and the “garrigue” arid areas of the South, we have had to adopt a specific fire-prevention strategy. We have set up safety lanes as buffer zones along the motorway, created a cigarette butts collection system, installed firefighting water tanks, placed automatic sprinklers in rest areas (the SPACI system). Despite an exceptionally difficult situation in the Southeast of France in 2003, ESCOTA’s efforts in its areas drove impressive results. In three years, the average surface burned by fires has been halved, while the number of fire starts remained contained; impacts outside the motorway network have been divided by five.



Automatic sprinkler system, known as SPACI, in a motorway area.







## Preserving water resources

Our water preservation policy has two objectives:

- Limiting risks of pollution;
- Reducing risks of causing disturbances in the hydraulic cycle.

To translate this program into practical and technical achievements, we developed our own standards in the area of hydraulics, wastewater management and water protection, going beyond regulatory requirements. They are applied to all our infrastructure and are based on the following principles:

- ◆ Not concentrating pollution;
- ◆ Setting up simple, rustic and discreet structures;
- ◆ Promoting the natural environment's self-cleansing process.

These standards are implemented whenever new motorways are built, and whenever renovation work is undertaken on the existing network.

### Our policy for preventing pollution risks

Protecting our resources means limiting chronic pollution stemming from traffic and preventing the consequences of accidental pollution. Thanks to our method for ranking sites based on the sensitivity of their

water resources, we can devise appropriate measures for each site. The natural heritage value of resources, their uses and their vulnerability are analysed and taken into account. For sites that exhibit little or no sensitivity, the natural assimilation of run-off water is helped through simple-to-use structures that have proved their effectiveness, such as grass-covered ditches and basins. For vulnerable sites, we build watertight basins that collect and treat chronic contamination in addition to confining accidental pollution.

A three-year program was launched in partnership with the university of Marseille to design a biological indicator for water quality in protective basins.

We have built nearly 1,430 protective basins and ditches that collect pollutants such as dust, motor oil and other hydrocarbons produced by the vehicles driving on our network, which could be carried by rainwater and contaminate aquifers, rivers and streams. We have also created a comprehensive system for preventing accidental pollution and its consequences, that includes safety equipment to avoid the risk of HGVs tipping, bunding systems for any releases of hazardous materials and emergency-response plans designed in conjunction with the security authorities in each local area.

### Managing disturbances in hydraulic systems

Our bridges and viaducts are designed and built to avoid heightening disturbances in the hydraulic systems caused by river bank erosion and flooding. Since 1982, we have planned the size of structures under motorways to allow an uninterrupted flow of rivers even at levels recurring only every 100 years. In flood plains, we also ensure that the presence of our civil engineering works would not worsen the consequences of flooding even if such levels were exceeded.



## Waste management

In 1997 we launched a program to improve the management of the waste we and our customers generate. At the end of 2003, 20% of our operating centres were equipped for segregated waste collection, and all will be by 2006. In addition to the waste treatment options available locally, segregated collection will gradually be implemented in our service areas.



PHOTO: I A20 – A naturally integrated "multiple-function" basin.

## ➔ Fighting noise

Noise generated by our infrastructure represents the most significant disturbance for neighbouring populations. For motorways built after the passing of a new law on noise in 1992, noise heard by neighbours must remain below the regulatory threshold of 60 decibels during the day and 55 decibels at night, based on mean annual traffic, estimated twenty years after the commissioning of the motorway. The best solution involves keeping a certain distance between the motorway and any housing. The choice of itinerary is then crucial and we even offer to buy the nearest houses. Each situation requires an individually-tailored solution taking into account the scale of the noise problem and the cost of mitigation measures. When the number of houses exposed is small, we focus on soundproofing the outside walls of houses. When there are wide spaces around the motorway, we build mounds of earth and plant them with vegetation. In urban areas, we count on soundproof screens with demonstrated technical capabilities and a stylish design.

For motorways built before 1992, we have two obligations:

- ◆ Protect housing built before the motorway and receiving more than 70 decibels. Our Group has made a commitment, in its 2002-2006 corporate plan, to clear up the 1,440 "noise black spots" by protecting the outside of houses and buildings, setting up screens and negotiating the purchase of homes. As of 31 December 2003, 45% of these problem cases had been dealt with and the rest will be by 2006.
- ◆ Upgrade to current standards when motorways are enlarged, installing new equipment to resolve situations that have deteriorated. In 2003, we set up 8,640 sq. m. of soundproofing on the A62 (Saint-Jory/Montauban).

Lastly, for neighbours who are not entitled to soundproofing by law, the ASF Group has made commitments, as part of financial and technical partnerships with local authorities, to install soundproofing equipment.

The partnership between ESCOTA and the Aix-en-Provence regional community allowed the installation of 2,600 sq. m. of soundproof screens in 2003.

Three partnerships were also signed by ASF in 2003 for the A10, to the north of Bordeaux.



The noiseproofing walls set up on the A7, near Valence, were awarded the Golden Decibel in 2003 for their design that blends into the landscape.

## ➔ Limiting atmospheric emissions

Impact studies for our capital expenditure operations now include an "air" component that reinforces the "public health" and "greenhouse gases" components in the project evaluation stage.

We are determined to shoulder our responsibilities as a player within the transport chain, and as such we plan to act upon our own vehicle fleet, which represents a direct source of pollution. We must also continue to educate our customers so that their behaviours help limit atmospheric emissions, through limited speeds, appropriate vehicle maintenance and compliance with driving guidelines.

Lastly, we take part in ASFA's work on assessing and reducing greenhouse gases generated by motorway traffic, and we contribute to the national discussions on how to ensure mobility on a sustainable basis.



# Ensuring customer satisfaction by providing safe infrastructure and high-quality service



Rest area of Narbonne-Vinassan.  
A9.

To fulfil completely the public-service mission that has been entrusted to it, our Group has made it an absolute priority to maintain a high level of safety, fluidity and service quality, against a backdrop of higher demands from our customers, increasingly dense traffic and strict contractual obligations towards the State as provider of the concession.

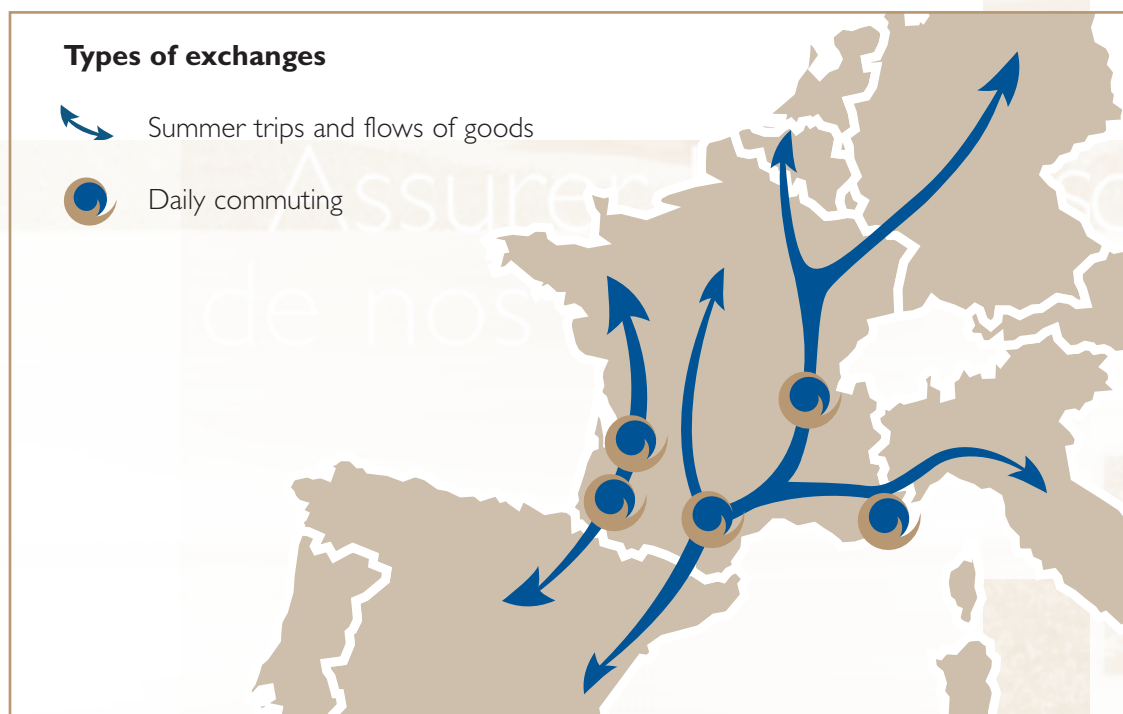


## Our network is at the heart of European economic and tourist flows. It serves the large French cities south of the Loire river.

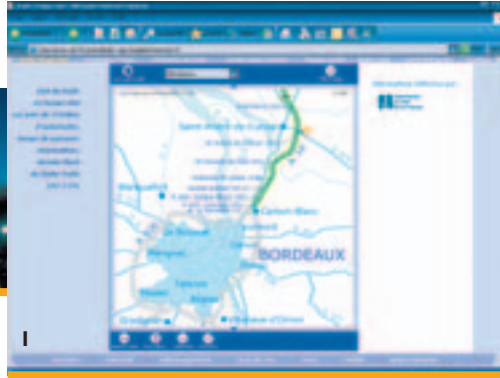
Our services must meet needs related to three types of exchanges:

- ◆ Summer trips in intercity areas (the South of France and Spain are the number one holiday destination in Europe);
- ◆ Daily commuting in suburban areas;
- ◆ Flows of goods.

In terms of the economic exchange of goods, our network carries the exchanges of the southern regions with the rest of France and Europe, as well as transit between Spain, Italy and Northern Europe.







## ➔ Providing optimum driving conditions

Our motorway network has to meet strong operating constraints, contending with weather events, dense traffic or the crossing of urban areas. To be able to respond, we have set up, in close collaboration with government and law-enforcement authorities, organization

processes designed, on the one hand, to prevent crisis situations and, on the other, to anticipate and manage peaks in traffic. To deal with the increase in traffic, we continued in 2003 to implement our program for upgrading and maintaining the in-service network,

while constantly improving traffic and safety conditions.

### Ensuring a high level of road safety

To preserve a high level of safety, our Group has set up a particularly reactive organization, dedicated to managing traffic and responding to any incidents.

Our 2,871 kilometres of in-service network are divided into 35 districts in charge of their own maintenance and operation, using the many safety systems that provide surveillance 24 hours a day and 7 days a week.

### Number of accidents

- In 2002: **9,504**

(of which 8,083 caused only material damage and 1,421 caused injury or death)

- In 2003: **8,340**

(of which 7,169 caused only material damage and 1,171 caused injury or death)

Accidents have decreased by a sharp 12.2%, particularly for the most serious category, despite a 3.5% increase in traffic.

There are 206 members of the security staff that patrol the network and provide very rapid response to any incidents, in less than 20 minutes in the busiest segments.

### Rate of accidents causing injury or death (in number of accidents per 1 billion km driven)

	2001	2002	2003
ASF Group	47,65	47,31	37,66
National roads*	108,2	96,8	Not available

\* Source: French Transport Ministry.





In 2003, we continued to implement our program of installing safety equipment, systematically setting up safety fences in front of obstacles, creating sheltered areas, strengthening barriers around the central divider (A7), installing flashing warning signals.

Further, to shorten the time that elapses between the occurrence of events, the arrival of our emergency-response teams and communication of the information, we have installed leading-edge information-gathering tools. In all, 619 video cameras or automatic incident detectors and 661 counting stations collect data which are analysed in real time by our control stations, using monitoring software.

Road deaths (number per 1 billion km driven)			
	2001	2002	2003
ASF Group	3,68	4,66	3,25
National roads	Not available	Not available	Not available

### Keeping traffic fluid

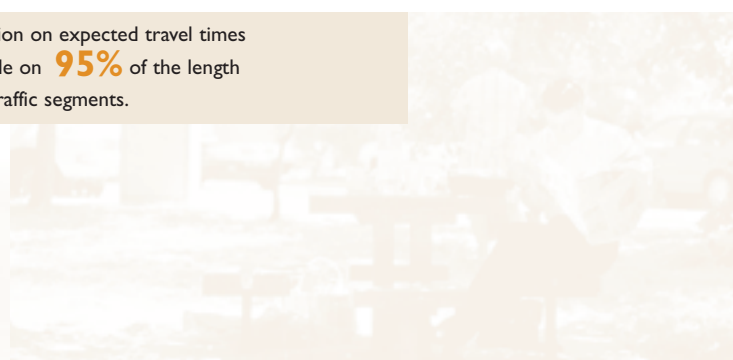
Our network is particularly exposed to daily congestion at the entrance of cities, especially during the summer period along the main routes, yet fluid traffic and a guaranteed travel time are among our customers' key expectations. For that reason, we devote

considerable resources to this issue, working on three levels:

- ◆ Forecasting traffic and sizing the network;
- ◆ Continuing to automate toll transactions while keeping our human resources commitments;
- ◆ Broadcasting real-time information on road conditions.

Data on travel time, driving conditions, traffic forecasts are provided in real time to help our customers before and during their trip. We use a complete range of media for this purpose: our two companies' websites, the "Autoroutel" and "Escotel" telephone information centres, electronic displays and signs in the business facilities of the ESCOTA network, the Radio Trafic and Trafic FM motorway radios run by the ASF Group, which reach practically our entire network.

Information on expected travel times is available on **95%** of the length of high-traffic segments.



### Raising the capacity of the existing network

**31,1 billion kilometres** is the total distance travelled on our network in 2003.

We have several different levers to meet growth in traffic on certain very congested routes:

- ◆ Upgrading equipment for more effective incident detection and adapting rapid-response processes to better handle any disturbances;
- ◆ Pursuing discussions with government authorities to implement measures designed to control flows, such as regulating speed or limiting entrances;
- ◆ Expanding the lanes, when the above measures are no longer sufficient to meet mobility needs. As capacity is increased, we also upgrade environmental protection and noise abatement systems. A total of 460 kilometres of the network have been expanded over the past 15 years.





## Constantly adapting our services to customer needs

Our Group makes it a high priority to meet customers' current and future expectations as regards time savings, improved road safety, more comfortable driving conditions and better opportunities for rest and relaxation.

Customer surveys have shown that one of the key challenges for our Group is to find ways to ensure compatibility between the needs of the clientele using our network during the major tourist migrations and those of regular users such as commuters, as well as those of the HGV clientele.

### Listening to customer feedback

We use several tools, including opinion surveys, to try to deepen our understanding of the needs and satisfaction levels of the various clienteles: cars, HGVs\*, and the various categories of subscribers to remote payment systems.

We have performed an extensive survey on the origins and destinations of HGVs taking the A7, A9, A54, A8 and A61 to deepen our knowledge of what freight shippers expect from our network.

In 2003, the Operations Department set up management indicators on the level of customer service, designed to ensure that quality standards are complied with and sufficient resources are devoted to this issue.

We must continue to do better in listening to the needs of our customers. That is why we decided, in 2004, to broaden to the West Axis (A10 and A63) the surveys conducted in the Rhône Valley (A7 and A9). The aim of these surveys is to highlight the needs perceived by the various customer segments, the way they feel as "consumers of the motorway", as well as their level of satisfaction with the services we provide, so that we can adjust our standards to their expectations, if necessary. To satisfy both the driver and passengers we have expanded the range of services offered in our rest areas. These range from petrol to shops, restaurants, vehicle maintenance and more, in addition to the cultural and other displays and events organized in partnerships throughout the network. The watchword for such events and services is always road safety and improved comfort.

\* Heavy Good Vehicules.

PHOTOS: 1 Telephone box accessible to all. 2 Montélimar rest and service area - A7. 3 Playground in the Landes rest and service area - A62.

### Providing comfortable, friendly and safe breaks in the journey

We offer a wide range of services and activities that encourage customers to take a break and thereby reduce accidents. These include stopovers for discovering items of interest in the region, sports activities facilitated by professionals as part of a partnership with the French Ministry of Sports (every summer for the past 17 years, workshops on discovering a sport have allowed 96,186 travellers to take a healthy and vigorous break), and the “Croqu’ en route” and “Pique-niquer malin” (smart picnic) areas that offer low-cost meals.

### A7/A9 Customer satisfaction survey 2003 data

Customers’ level of satisfaction with the motorway: overall ranking of **7.8 out of 10**.

Change in demand for services on offer: between 1998 and 2003, the number of drivers stopping for reasons of **relaxation** rose to **60% from 54%**, while **“urgent”** reasons fell to **39% from 46%**.

### Complaints

Only **1 pour 33,600 trips** in 2003.



Sports breaks in the Village Catalan area - A9.

### Improving service quality in our network

#### ◆ Meeting the needs of disabled persons

Creating sheltered areas made emergency call boxes accessible to persons with limited mobility. In 2003, the Group created **83 sheltered areas**. We also took part in the preparation of the guide to services available on the motorway for persons with limited mobility, that was published in 2003 by ASFA.

#### ◆ Limiting disturbances caused by road repair work

Our Group uses a dedicated software package to manage its construction work. This decision-making tool aims to quantify the level of inconvenience caused by construction work (one the indicators used to track service quality). At the same time, the Group launches press campaigns, displays messages in the information windows of its business facilities and sends mail shots to remote payment subscribers in order to warn customers of the disturbances that will be caused.





## Encouraging customers to adopt safer and more socially responsible behaviours

On our own, in partnership with various other players in the field of road safety or as part of implementing ASFA initiatives, we try to inflect our customers'

behaviour by educating them concerning the benefits of best practices in the areas of road safety, environmental protection and energy conservation.



Faites un geste pour l'environnement.  
N'écrasez pas le champignon.

Évitez le 120 km/h au-delà de 100 km/h  
pour économiser votre budget et éviter  
un accident grave.  
Pour en savoir plus, contactez nous  
au 09 69 00 00 00 ou sur le site  
www.asfa.fr



### “Driving more slowly means polluting less, using less petrol and running fewer risks”

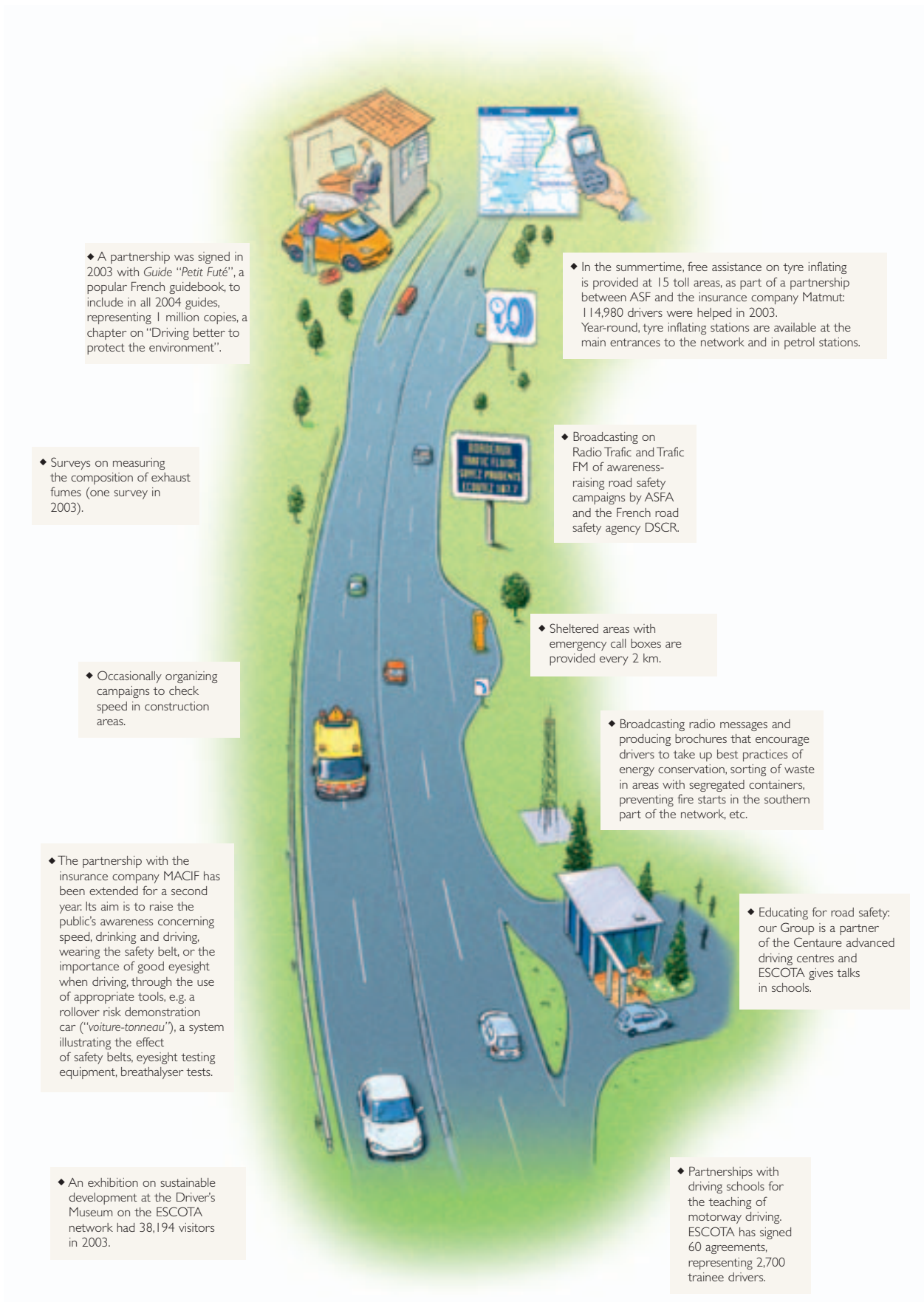
- ◆ Driving smoothly, at a regular speed below the limit (maximum 130 km/hr) decreases petrol consumption and improves safety.
- ◆ Properly inflated tyres mean better safety, lower petrol consumption and less dust on the road.

- ◆ Using too much air-conditioning adds 10 to 15% to your petrol consumption and generates additional polluting emissions.

A 10% decrease in the fuel consumption of cars driving on motorways would save 500 million litres of petrol and would avoid generating 1.2 million metric tonnes of CO<sub>2</sub>.



## Our commitment to raising customer awareness of more responsible behaviours: road safety events and education.



◆ A partnership was signed in 2003 with *Guide "Petit Futé"*, a popular French guidebook, to include in all 2004 guides, representing 1 million copies, a chapter on "Driving better to protect the environment".

◆ Surveys on measuring the composition of exhaust fumes (one survey in 2003).

◆ Occasionally organizing campaigns to check speed in construction areas.

◆ The partnership with the insurance company MACIF has been extended for a second year: its aim is to raise the public's awareness concerning speed, drinking and driving, wearing the safety belt, or the importance of good eyesight when driving, through the use of appropriate tools, e.g. a rollover risk demonstration car ("voiture-tonneau"), a system illustrating the effect of safety belts, eyesight testing equipment, breathalyser tests.

◆ An exhibition on sustainable development at the Driver's Museum on the ESCOTA network had 38,194 visitors in 2003.

◆ In the summertime, free assistance on tyre inflating is provided at 15 toll areas, as part of a partnership between ASF and the insurance company Matmut: 114,980 drivers were helped in 2003. Year-round, tyre inflating stations are available at the main entrances to the network and in petrol stations.

◆ Broadcasting on Radio Traffic and Traffic FM of awareness-raising road safety campaigns by ASFA and the French road safety agency DSCR.

◆ Sheltered areas with emergency call boxes are provided every 2 km.

◆ Broadcasting radio messages and producing brochures that encourage drivers to take up best practices of energy conservation, sorting of waste in areas with segregated containers, preventing fire starts in the southern part of the network, etc.

◆ Educating for road safety: our Group is a partner of the Centaure advanced driving centres and ESCOTA gives talks in schools.

◆ Partnerships with driving schools for the teaching of motorway driving. ESCOTA has signed 60 agreements, representing 2,700 trainee drivers.





# A socially responsible employer

**Human resources are the key to our performance and to the meeting of our commitment to satisfying our customers 24 hours a day, 7 days a week.**

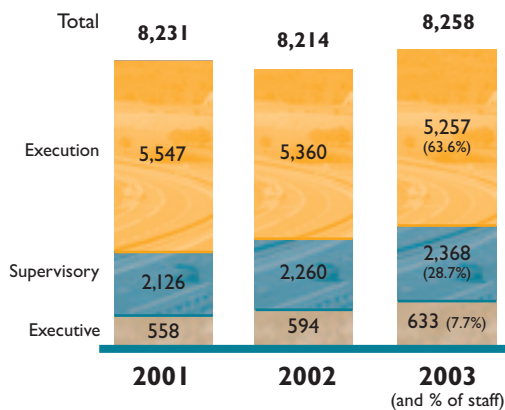
**At a time when the Group is undergoing significant change in its organization structure and lines of work, our aim is to deploy a dynamic HR policy that builds strong teams and allows us to evolve successfully, while preserving jobs and responding to employees' aspirations.**



## Key HR figures

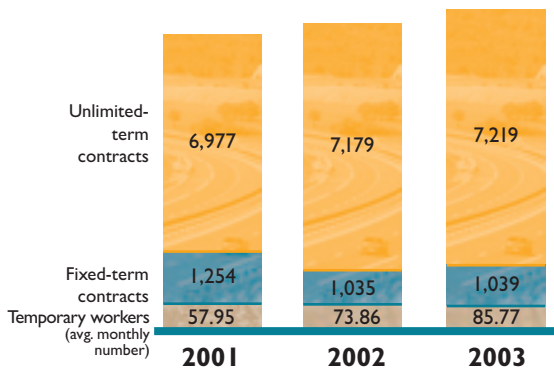
### Structure of workforce and changes in headcount

#### ◆ By category



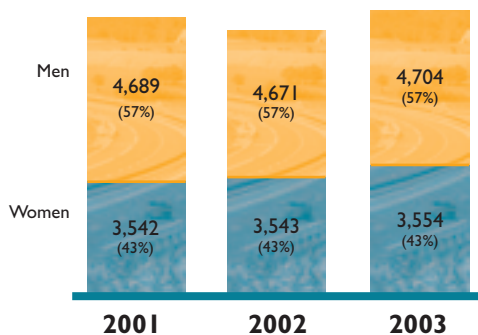
At 31 December 2003, 4,646 employees worked at toll booths and 1,787 were employed in viability functions.

#### ◆ By type of employment contract



The average headcount for fixed-term contracts represents 10.6% of the total average weighted headcount.

#### ◆ Men/women



### Training

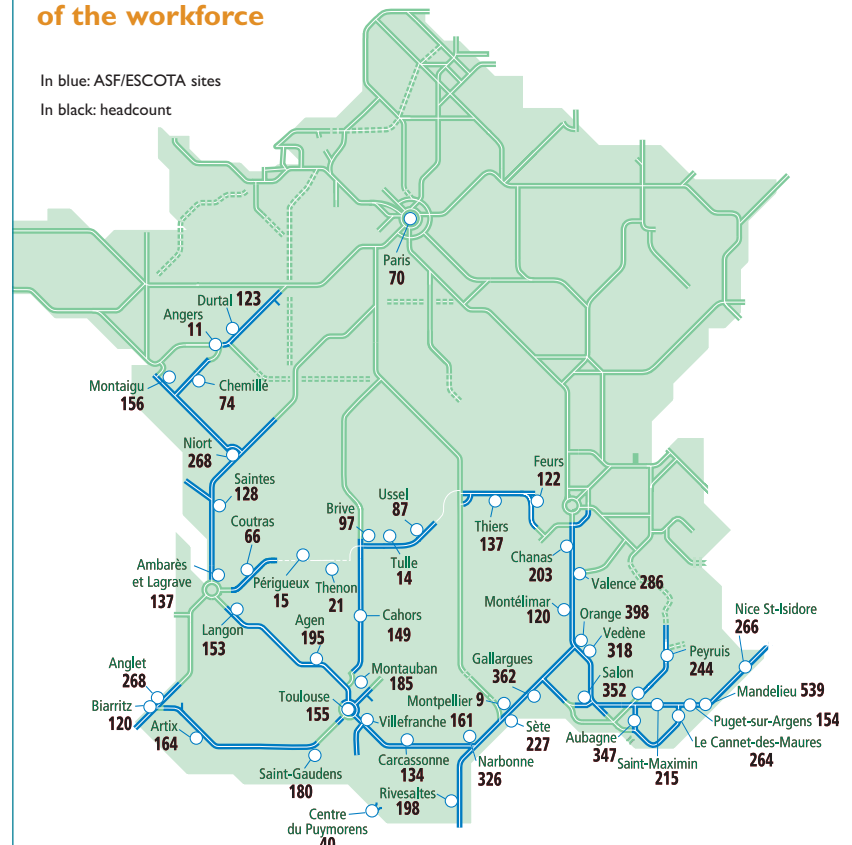
- ◆ Expenditure on training represents: **2.83%** of total payroll.
- ◆ Training offered in-house accounts for **34%** of total training hours.

### Building loyalty

- ◆ **49%** of Group staff have more than 10 years' seniority, the average seniority being 13.7 years.

### Geographic breakdown of the workforce

In blue: ASF/ESCOTA sites  
In black: headcount



- ◆ Very diverse lines of work
- ◆ A population mainly made up of operational staff performing shift work
- ◆ Scattered across the territory

## ➔ Anticipating and building future job profiles

For each category of personnel, the Group is gradually setting up a policy of forecast management of jobs, skills and careers.

### Major training efforts in all lines of work

In 2003, we provided 155 thousand hours of training across all staff categories, mainly in the form of seminars, but also as computer-based training.

Our training budget represents 2.83% of total payroll. A substantial part of these training sessions, approximately 52.2 thousand hours, was provided by in-house trainers. Safety is a key focus of training, because our performance in this area must remain outstanding. Our Group has a centre for training in winter-weather viability, which is open to trainees from other

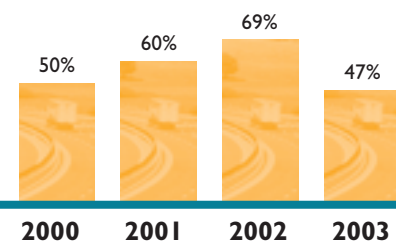
motorway companies and to employees from the Public Works administration. The design and running of our training is decentralised to ensure that the offerings fit the needs of each operating unit.

### Building and recognizing skills

The Group attaches considerable importance to individualized career management. It encourages in-house promotion through

skills development, and nearly 50% of executive job offers are filled among employees. To promote professional mobility within the Group, job offers are posted simultaneously on the ASF and ESCOTA intranets, bridges have been built among the various lines of work, and the international skills and experience of employees have been collected into a central HR database.

### ASF executive positions filled in-house



Annual employee reviews are held for executive staff, in addition to the yearly evaluations, to follow up on individual needs as part of a training plan.

This individualized approach is gradually being extended to supervisors. Its key aims are to assist and support those employees that have the potential to move into executive functions, as shown by the APC executive potential appraisal system established in 2002.



## A clear determination to help disabled persons enter professional life and to tailor work stations to their requirements

We have signed a company-level agreement on the employment of disabled workers, under which ASF has undertaken to guarantee that disabled workers will account for at least 6% of its workforce and to tailor working conditions to their needs.

The proportion of disabled workers within the ASF Group has risen to **6.86%** in 2003, from 6.51% in 2002, well above the national average of 4%.

## ➔ Adapting to changing toll technology, an ever-present issue

Customer demand for fluid passage through tolls, added to technological development and the search for productivity gains, have caused motorway companies to automate toll booths. Since toll-related work accounts for nearly half of Group staff, we endeavour to rise to the constant economic and human resources challenge of a controlled increase in productivity.

### Changing job descriptions

From 33% in 1998, automated toll transactions have reached 53% in 2003 and we expect 60% by 2006. To handle the consequences of this trend, we rolled out a program of action that complies with our commitments to employees, long before the listing of our Group. As a result, automated toll collection is being introduced gradually, without lay-offs or compulsory transfers. Automation is causing jobs related to toll collection to be redirected towards first-level technical maintenance, but also to customer service and sales. This represents a major challenge, and we have put in place extensive training designed to boost the versatility of our employees. An expanded training budget has been announced to support this process, which is being implemented through negotiations with employee representatives.

### Changes in the organization of work

As new job descriptions are added, the overall organization of work processes is being transformed. This reform allows better flexibility and performance as well as more effective handling of traffic fluctuation on a daily, weekly and seasonal basis. It also helps strengthen job security and gradually improves working conditions, by evening out peaks in traffic. ASF signed a memorandum of understanding with employee representatives in June 2003, defining the transitional measures that will be applicable while negotiations proceed on the new organisation of toll booth work.

### Objectives of the automation policy

- ◆ Give tolls the necessary flexibility to be able to handle traffic fluctuation by evening out peaks.
- ◆ Improve customer service by reducing wait times at toll booths.
- ◆ Raise productivity.
- ◆ Gradually improve the working conditions of employees at toll booths.
- ◆ Decrease atmospheric emissions.







## Giving greater recognition to employees

### A new compensation system

The ASF Group bases the recognition extended to employees on each individual's skill sets and personal contribution to the Company's results. Since 2002, the mode of compensation, which was hitherto based on seniority, has been changing gradually, towards a system centred on criteria related to skills and performance. The share of remuneration involving automatic advancement based on seniority has contracted by more than 50%, with a corresponding shift to performance-based criteria. When salary scales were redesigned, a substantial effort was made to boost the lowest salaries. We also put in place specific financial measures for positions that entail particular constraints, such as shift work, standby availability requirements or modulated status.

### A complete employee savings plan

All employees have access to a complete employee savings system, with 5-year and 10-

year savings plans. When ASF was listed and at the time of the share issue reserved for employees, more than 8 out of 10 employees chose to become shareholders of the ASF Group and thus to benefit directly from higher productivity and better results. The Group has also set up an ethical mutual fund that invests based on principles of solidarity.

### Profit-sharing agreements and performance-related bonuses

Beginning in 2004, profit-sharing agreements and performance-related bonuses have been extended to all Group employees. In 2003, ASF's profit-sharing contributions amounted to €5,268.3 thousand.

Calculations of performance-related bonuses take into account criteria related to the productivity of the business, workplace safety and reducing absenteeism. Payouts can represent up to 6.6% of payroll. The average amount paid to Group employees in 2003 was €1,035.



## Dialogue with employee representatives tailored to a decentralized organization structure

Our decentralised organization structure and the nature of our work as a 24/7 business call for hands-on management, dialogue at the local level and the use of appropriate management tools. Our two Intranet portals are the main information source used by all employees through the consultation terminals installed at virtually all our sites for the benefit of employees who do not have computers (e.g., toll booth operators, blue-collar workers). In 2003, over 1,250 newsflashes were issued. ASF conducted a survey in 2003, addressed to all employees and followed by a poll of 160 executives, concerning how the Company's policy is seen by the staff. Measures will be implemented in 2004 in response to the expectations expressed in these two surveys. Among the avenues for improvement that have been identified, we are going to focus on

the following:

- ◆ Developing communication at the local level, by giving greater responsibilities to local management for exchanging with employees and cascading information to them;
- ◆ Giving new impetus to individual performance appraisals to turn them into genuine management and career-steering tools.

The Group also strives to maintain a healthy social climate within its ranks, through a policy of constant dialogue and negotiation with employee representatives. ASF has signed a total of **61 company-level agreements** and ESCOTA **83**, in addition to **5 Group-level** agreements. All of these agreements have brought substantial progress in working conditions and benefits.

PHOTO: ■ Home page of the ASF Intranet, which can be reached from 2,300 PCs and 180 interactive terminals.





## ➔ Offering safe working conditions

Our priority is to continue to lead the way in employee health and safety. That is why we continually upgrade our policy in line with risk assessments, focusing on offering appropriate training, safe facilities and reliable equipment.

We seek to provide maximum safety to our teams working on an increasingly busy network and also to ensure that all our staff are model drivers on the road.

### A dedicated organization structure

In each company, a Safety Manager implements and coordinates this policy through a network of assistants or correspondents in all operating units. In addition, ASF has a permanent committee on safety and the GIST (*Groupe Interventions Sécurité Tracé*) safety emergency response unit, as well as dedicated working groups on safety issues. All these bodies reflect on the need for changes in standards, on training programs and on health issues. Their work has led to the commissioning of ergonomics studies on work in toll booths and the placing of additional signage on the motorways.

We also have a psychological support unit to help our employees that have been the victims or witnesses of traffic accidents or of attacks.

### The safety of employees and external contractors on the motorway

Part of our blue-collar staff, the road maintenance and patrol teams, are particularly exposed to traffic risks. Each operations line has its own safety guidelines and training programs. New motorway maintenance workers and patrol teams are trained through a mentoring system, the outcome of which is "motorway certification" once their skills acquisition has been validated. To make this process even more effective, we are endeavouring to design and deploy a system for assessing and tracking over time the skills of employees who have to work in high-risk situations.

### 2003 Indicators

- ◆ **Workplace accidents**
  - Frequency rate **19.88**
  - Severity rate **0.692**
  - Frequency of home-to-workplace accidents: **4.5 accidents** with lost-time injuries per 1,000 employees (national average: 4.8).
- ◆ **No. of safety-trained employees:** 3,092 persons, **37.6%** of total Group staff.
- ◆ **Spending on staff safety: €14.4 million.**

At the same time, we regularly carry out communications campaigns aimed at our customers, to educate them in safe and responsible behaviours, particularly when nearing construction or maintenance areas, by pointing out the risks that reckless driving generates for our employees working on the network.

### Preventing road risks within the Company

We want our employees to lead by example on the road and we strive to bring about changes in their individual behaviours as drivers. All our employees who use company cars are trained with demonstrations of the rollover car, Centaure courses, an "introduction to safety" that all new hires attend, a road safety quiz on the Intranet, and more. In 2003, ASF signed a Safety Charter with the French road safety agency (DSCR) and the CNAM national health insurance system, by which it undertook a strenuous commitment to reduce by 20% over 3 years the number of traffic accidents involving Company cars. ESCOTA will sign a similar charter in 2004. To make these charters effective, the Group will reinforce its in-house communications on raising awareness of safety issues.



# Building synergies between motorways and local territories

**The public service mission assigned to us entrusts us with a role in regional development through the linking up of local territories.**

**To fulfil this mission to the fullest extent, the ASF Group aims to:**

- ◆ **Be an actor and development partner in the territories it crosses, ensuring in particular that urbanisation around our motorways is controlled;**
- ◆ **Contribute to enhancing these territories;**
- ◆ **Carry out its work with the greatest possible transparency and with a constant focus on dialogue.**

The A837 shows the Crazannes quarries that supply foundation and sculpture-quality limestone throughout the world.



The Belvedere of Auriac, offering a magnificent view of the medieval city of Carcassonne. A61.



## We have a dual responsibility:

- ◆ On the one hand, promoting a maximum amount of positive effects for the territory crossed by the motorway, with improved trading capabilities, reduced isolation, eased city-centre traffic and the creation of tourist momentum;
- ◆ On the other, preventing and limiting the mixed effects that could potentially be caused by the presence of the motorway, especially in suburban areas where incompatibilities could arise between the interregional transit function and the local service function.



BEFORE/AFTER: A64 Toulouse to Muret, a successfully redesigned city entrance.

## ➔ Living with the key players in the territory

On average, it takes fifteen years between the government decision to build a new motorway and the day when it opens to vehicle traffic. From the moment the infrastructure is commissioned, spaces around the motorway are lastingly altered. We find discussions with local players essential to help restore a balance within these spaces and promote their use. That is why the discussions stage, lasting 3 to 4 years, requires as much time as the construction phase itself (which spans 2 to 3 years). After the motorway enters its service life, discussions remain necessary to prevent uncontrolled urbanization around the motorway.

### A responsible land use policy

Our Group's land acquisition policy aims to set up a sufficient footprint to build "buffer zones" that are wide enough to absorb the negative impacts caused in the immediate vicinity by traffic. This fairly wide buffer effects a transition between the motorway and

neighbouring areas, thus reducing disputes over operating conditions. It also acts as a filter that fixes dust and pollutants and dampens noise. In the event that local government authorities and the farming profession choose to pursue land consolidation, the Group finances such operations and supports the initiatives that have the most favourable impact on the natural environment.

Farming groups have signed with ASF a charter for the protection and enhancement of agricultural landscapes. Today, the borders of land earmarked for consolidation are extended beyond what is strictly necessary, in order to allow rebuilding of traditional land use systems (known as bocage) through the re-establishment of hedges and, if required, the creation of planted areas which are run and maintained by farmers after they have signed an agreement with ASF.





## **A balanced interface between the motorway and the cities it crosses**

We are careful to promote quality urbanization around our network in order to avoid causing any deterioration in neighbouring communities and to preserve the quality of surrounding spaces as part of a partnership with local area governments.

Toward this end, we use two levers:

- ◆ The first is the 1% landscaping and development contribution, the result of a regulation implemented in 1995 by the Ministry of Public Works under which 1% of the construction cost for a new motorway is allocated, from the outset of work, to aesthetic improvements outside the area of the motorway but visible from it.
- ◆ The second, which is a more proactive aspect, is our “environmental border” (“éco-lisière”) policy, which covers the entire operating life of assets. We see to it that the motorway and its impacts are taken into account in urban planning documents and we ensure that compatible activities are developed in the vicinity.

We also proactively pursue discussions with local players in order to collect feedback, at an early stage, on potential projects and partnerships.



## **Promoting regional identity**

Our network’s distinguishing feature is that it crosses highly diverse territories, with a very rich heritage. Our aim is to cause our customers to choose the motorway by offering a trip that is a source of enjoyment, relaxation and discovery: we want the motorway to be more than simply infrastructure for the purpose of getting from one place to another. It must showcase the character and identity of the regions it crosses, highlighting the rich heritage each has to offer.

To encourage drivers to leave the motorway for a brief visit or to plan a stay in the area the next time they are travelling through, we work with local authorities to make known the

activities, services, cultural and historical points of interest as well as regional products available in each area. We have designed exhibition areas illustrating the distinguishing features of a region, that offer customers an interface with the territories they are driving through. Throughout the year, our motorway radios emphasize the merits of the various regions with weekly shows on cultural and other attractions for tourists, on regional events and, in the summer in particular, on festivals and special happenings in each of the broadcasting areas.

Our aim is to continue to expand upon this role by promoting synergies in our rest and service areas between local players and our business facilities such as restaurants and petrol stations. Beginning in 2005, when the contracts for these facilities come up for renewal, we will make a point of defining contractually our wish to see these facilities promote the local territory and encourage tourism in the area.



## **Contributing to economic development and working towards sustainable mobility**

The motorway is a vital foundation for freedom of movement and economic development. The total distance travelled on our network came to 31 billion kilometres in 2003. We want to maximize the positive impacts of the motorway and limit the disturbances it causes, on the one hand to improve its performance as a contributor to local economic development, and on the other to put mobility on a more sustainable footing.

### **Our contribution to local economic development**

The presence of a motorway allows local economies to break out of isolation and enhances the territories that it crosses. As it links up regions, it makes them more attractive to investors and tourists alike. In order to facilitate exchanges and consultation with local players, we have used communications tools



such as letters to the neighbouring population and brochures detailing the progress of construction work which are sent to local elected officials.

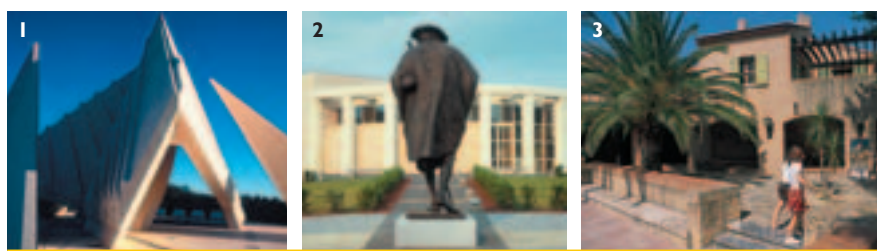
We also asked university research centres to design evaluation tools that would allow us to better know and anticipate the effects on local economies of the building of the motorway. These data collection centres for economic and environmental effects are set up for a period of 10 years when we build our main routes. They allow us to measure and analyse the economic consequences—both direct and indirect (e.g. business generated, job creation)—, impacts on the natural environment and the contribution to regional development in the territories that the motorway crosses. We currently have active data collection centres for the A64, A20 and A89 motorways. They should eventually help us understand better the socio-economic and environmental impact of our motorways and help us partner local players to ensure that they make the most of the potential benefits stemming from the presence of the motorway.

### Our contribution to sustainable mobility

Experts expect 50% growth in road traffic, including both freight and persons, over the next 20 years. Such an expansion calls for preventive or corrective action to avoid its long-term negative consequences, which include emissions of greenhouse gases, congestion, noise or altered landscapes.

We will continue to implement and tailor all types of measures, beginning with the construction of the motorways and throughout their life, to limit the impacts caused by the motorways and the vehicle traffic they allow, improve safety and maintain an acceptable quality of service as traffic grows.

In future, the increasing demand for mobility will call for new approaches to “transport chains”. Ensuring the mobility of goods will rely on new types of infrastructure and new services, with links to ports and logistics hubs or multi-modal platforms providing an interface between rail, road and river or canal shipping. Mobility will also need to change for individuals, with a greater emphasis on car-pooling, different rates for different categories of vehicles, the building of “park & ride” areas at the entrance to very densely populated urban centres where customers can leave their vehicle and have direct access to public



transport. Finding appropriate solutions will require partnerships among all players involved in the field of mobility. The ASF Group wishes to contribute its know-how to the players seeking “cross-modal” solutions to the transport challenges of the future, particularly in two new directions:

- ◆ Involvement and participation in projects other than road transport, that provide alternatives to the very busy routes which we manage; these projects may involve shipping by sea or by river and canal, or rail-based solutions;
- ◆ Developing, in partnership with local governments, the civil engineering works that will improve the interface between urban driving and inter-city motorways.

#### **A partnership that reinforces our Group’s policy of involvement in local life: the Regional Operations Department (DRE) of Agen has become a partner of the Toulouse public-transport company**

In 2003, the DRE of Agen entered into a partnership with SEMVAT (Société d’Économie Mixte de la Ville et de l’Agglomération de Toulouse), which runs the public-transport network for the city of Toulouse. The DRE helped advertise the opening of 3 new metro stations and their 2 new parking lots, in order to encourage customers going into the city centre to use these “park & ride” facilities just off the city’s eastern ring-road.

To go one step further, we wish to advocate setting prices for usage of the road that better reflect the inconveniences caused. Toward this end, our Group has made it an objective to support automotive industry professionals in their promotion of clean vehicles and to study, along with our industry partners, the legal basis and practical feasibility of building incentives into toll rates.

There are many avenues to explore. Our Group aims to be a major player in sustainable mobility, by designing, building and running infrastructure and services that support this goal, and organizing the necessary partnerships to make it happen.

# Our Sustainable Development Plan

The work we carried out in 2003 highlighted the areas in which we can substantially improve our performance and bring to bear a broader vision of our role as a builder and operator of infrastructure. One of the outcomes has been our first Sustainable Development Plan.

Alongside these 21 steps, we will be pursuing a number of other initiatives, not included in this plan, to promote sustainable development in other areas.

Step	Time-frame				
	2003	2004	2005	2006	> 2006
1 Launch a “high environmental quality” approach for a pilot project		■	■	■	
2 Develop segregated waste collection in our administrative and operational sites, and extend it gradually to our rest and service areas (see page 13)	■	■	■	■	
3 Decrease the atmospheric emissions resulting from our use of vehicles by upgrading our behaviours and our fleet (see page 13)		■	■	■	
4 Take part in initiatives to promote cleaner vehicles (see page 31)			■	■	
5 Conduct a study on the expectations of the different customer segments and the way they use the motorway as consumers (see page 18)	■	■	■	■	
6 Upgrade our watchfulness and our presence at peak times in rest and service areas where this is warranted, in order to improve the safety of people and their possessions (see page 19)		■	■	■	
7 Conduct studies on the feasibility and effectiveness of setting up modulated toll rates to decrease congestion and reflect the inconveniences caused by different types of vehicles (see page 31)		■	■	■	
8 Conduct a study on the driving conditions and service levels that warrant launching capital expenditure to expand motorways in service (see page 17)		■	■	■	
9 Strengthen operating measures to regulate traffic on saturated sections, such as the A7-A9 routes and suburban sections of ESCOTA (see page 17)	■	■	■	■	
10 Redesign the system of individual performance appraisals to make it into a genuine management and career-steering tool (see page 26)		■	■	■	
11 Set up individualized career management for supervisory staff, along the lines of what has been designed for executive staff, with an individual integration process, annual reviews, etc. (see page 25)			■	■	
12 Support the external solidarity initiatives developed by employees, as part of building a corporate culture of generosity.	■	■	■	■	
13 Organise and set aside “dialogue periods” between management and employees at two pilot sites (see page 26)			■	■	
14 Implement the ASF/DSCR/CNAM Road Safety Charter and extend it to ESCOTA (see page 27)		■	■	■	
15 Design and deploy the system for appraising and tracking the abilities of staff working on motorway maintenance (see page 27)			■	■	
16 Continue to develop our program of infrastructure improvement and upgrade to strengthen the safety of employees working on motorway maintenance. (see page 27)	■	■	■	■	
17 Take part in discussions at the national and regional levels on sustainable mobility and cross-modal transport solutions, promoting our expertise in these areas. (see page 31)		■	■	■	
18 Develop our contacts with local players in order to pursue exchanges with them on mutual projects and reinforce our grounding in the local economy. (see page 30)			■	■	
19 Build partnerships with local governments on urban transport projects and on the interface between the motorway and the city, to improve movement and driving conditions within the city (see page 31)		■	■	■	
20 When contracts for business facilities within our rest and service areas are up for renewal, emphasize the importance of initiatives to promote the territories crossed by the motorway and boost local tourism. (see page 30)			■	■	
21 Continue to implement our land use policy in a spirit of partnership, to avoid any deterioration of land use conditions and preserve the quality of areas bordering the motorway (see page 30)	■	■	■	■	

# Our sustainable development indicators

The scope of environmental and human resources reporting concerns ASF and ESCOTA. All indicators concerning the French NRE legislation are presented in our annual report, which can be downloaded from our website.

Item	Unit	2002	2003
<b>SUSTAINABLE DEVELOPMENT PLAN</b>			
Number of initiatives undertaken	Number	—	6
<b>ENVIRONMENTAL INDICATORS</b>			
<b>MANAGEMENT</b>			
Environmental training	Hours	1,902	684
Expenditure on environmental protection:			
- Capital expenditure on environmental projects/total Capex	%	9.85	8.84
- Operating expenditure/km in service	€/km	6,406	6,648
<b>RESOURCE CONSUMPTION</b>			
Water	cu. metres/10 <sup>6</sup> kmd <sup>(1)</sup>	46.6	43.5
Coated aggregates	millions of metric tonne	1,430	906
Electricity	kWh/10 <sup>6</sup> kmd <sup>(1)</sup>	3,364	3,341
Fossil fuels	TPE <sup>(2)</sup> /10 <sup>6</sup> kmd <sup>(1)</sup>	0.22	0.24
Autonomous photovoltaic equipment	Number	1,680	1,694
<b>BIODIVERSITY</b>			
Civil engineering works allowing the passage of large or small animals	Total number	193	258
Vegetation areas	Total surface (ha)	10,700	11,100
<b>RELEASES</b>			
Greenhouse gases resulting from Group operations (automotive fleet and buildings)	Metric tonnes of CO <sub>2</sub>	19,929	22,927
Consumption of plant care chemicals in adjacent vegetation areas	litre/ha	1.28	1.26
Basins and ditches for protecting water resources	Total number	1,327	1,427
Length of motorway in which water resources are protected (either through natural protection or through specific structures adapted to a vulnerable situation)	Total length in km	1,779	1,855
Accidents involving hazardous products	Number	3	2
<b>NOISE</b>			
Protected housing units (noise black spots and partnerships)	Number	145	664
Progress in program for correcting noise black spots	Total %	22	45
<b>WASTE</b>			
Non-hazardous waste	Metric tonnes	Und. <sup>(3)</sup>	8,174
Hazardous waste	Metric tonnes	Und. <sup>(3)</sup>	136
Rate of recycling or reuse as energy	%	Und. <sup>(3)</sup>	25
Districts equipped for segregated waste collection	%	8	20
<b>HUMAN RESOURCES INDICATORS</b>			
<b>HEADCOUNT TRENDS</b>			
Total workforce at 31 December	Number	8,214	8,258
Unlimited-term contracts	Number	7,179	7,219
Fixed-term contracts	Number	1,035	1,039
Male/Female ratio	%	57/43	57/43
Percentage of disabled persons employed	%	6.51	6.86
Recruitments under unlimited-term contracts for the year	Number	365	267
Lay-offs	Number	51	84
<b>REMUNERATION AND PAYROLL TAXES</b>			
Gross average annual remuneration	€	25,655	26,428
Performance-related bonuses	€thousands	7,686	7,873
Employee profit-sharing for 2003*	€thousands	5,269 (ASF)	14,535
<b>HEALTH AND SECURITY</b>			
Frequency of workplace accidents (number of accidents with lost-time injuries/million hours worked)	Rate	18.82	19.88
Severity rate of workplace accidents (number of lost days/thousand hours worked)	Rate	0.65	0.69
Accidents while performing work on the motorway	Number	10	10
Traffic accidents involving Group vehicles	Number	203	260
<b>TRAINING</b>			
Training expenses/total payroll - reported rate	%	2.91	2.83
<b>EMPLOYEE RELATIONS AND OUTCOME OF COLLECTIVE AGREEMENTS</b>			
Agreements and supplementary clauses signed during the year (ASF - ESCOTA - Group)	Number	10	10
<b>ORGANIZATION, ABSENTEEISM</b>			
Executive positions filled in-house (ASF)	%	69	47
Total absenteeism rate	%	7.15	6.92
<b>CUSTOMERS</b>			
Rate of accidents resulting in injury or death	No/billion kmd <sup>(1)</sup>	47.31	37.66
Rate of traffic death	No/billion kmd <sup>(1)</sup>	4.66	3.25
Complaints investigated (all reasons)	Number	14,144	16,844
Overall rate of customer satisfaction	Mark/10	7.7	7.8 (ASF)

(1) kmd = kilometres driven by costumers. (2) TPE = Tonne of Petroleum Equivalent. (3) Und = Undetermined. \* Subject to approval by the Shareholders' Meeting.

« L'avenir,  
tu n'as point à le prévoir  
mais à le permettre. »

Antoine de Saint-Exupéry



<b>Contact</b>	ASF - Direction de L'Environnement et du Développement Durable Quartier Sainte-Anne - Échangeur Avignon Nord - Vedène 84 967 Le Pontet
<b>Directeur</b>	Jean-Pierre Marchand
<b>E-mail</b>	<a href="mailto:contact.dedd@asf.fr">contact.dedd@asf.fr</a>
<b>Internet</b>	<a href="http://www.asf.fr">www.asf.fr</a>

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