

CSR REPORT

APPROACH & ACTIONS FOR SUSTAINABLE DEVELOPMENT



CONSORTIUM STADE DE FRANCE
2013-2014



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EDITOR'S NOTE

We are pleased to present our second CSR report, two years after our first. During this period, our commitment remained unwavering and we would like to sincerely thank the employees of the Consortium Stade de France who, through their achievements, are partners in the sustainable development policy of our company. Six years after its launch, this policy remains set for the long run, a tribute to its success.

Among the pillars of this charter is the importance we place on working with our region, whether for economic, social, cultural, or educational aspects. Equally, we are continuing with our efforts regarding waste management, particularly food wastage, something to which we are firmly committed. We chose to focus upon societal themes of disability (be they internal or for access to events that we host) and integration through sport.

For all the subjects and matters detailed within the pages that follow, our purchasing policy remains a mainstay guaranteeing an increasingly partner-driven approach to working with our suppliers. Meanwhile, customer satisfaction - for all our customers - is the driving force behind our sales and marketing teams.

In this second report you will find a review of actions taken in terms of the sustainable development of our company between the years 2013 and 2014. Once again, the most important thing for us was to be able to allow our stakeholders, both internal and external, to share their experiences as testament to the efforts that we have made together. We would like to thank them very much for participating and we strongly believe that by working together, we can help change habits for the better and make events at the Stade de France increasingly responsible.

Thus, you will find the precious musings of a employee on the topic of being disabled within the company. Like us, you will probably be touched by the experience of sick children who experienced a wonderful day out at the Stade de France. You might also be surprised by the multiple and sometimes unexpected ways the sets and scenery from our major performances are reused. These are but a few examples taken from the eleven rich and varied accounts that constitute the framework of this report. We hope that you enjoy reading it.

Alexandra Boutelier
Managing Director

Henry de La Monneraye
Managing Director

THE SUSTAINABLE DEVELOPMENT INITIATIVE OF THE CONSORTIUM STADE DE FRANCE

In 2007, the Consortium began to reflect on sustainable development issues with regard to its various stakeholders. This initiative resulted in the creation of a formal sustainable development policy in 2009, in the form of a roadmap drawn up with the steering committee. It was gradually implemented through:

- A topic-specific seminar for all employees;
- A multi-year training programme on the implications of sustainable development as relevant to purchases, communication, executive management, and the organisation of events;
- A plan of action which, in 2012, was supported by statistical indicators.

The Consortium thus affirms its commitment in terms of corporate social responsibility.



THE ROADMAP IS ORIENTED ON 3 AXES



A COMPETITIVE AND SUSTAINABLE COMPANY

- Career development, equal opportunities and employee well-being
- Commitment to accommodating the disabled (community support, employee awareness)
- Responsible purchasing



AN OPEN AND ENGAGED STADIUM

- Disabled access to the building and dedicated welcome desk for disabled persons
- Participation in the economic and social development of the region
- Dialogue and organisation of events with neighbouring associations
- Reducing the building's environmental impact



CO-RESPONSIBLE EVENTS

- Working with suppliers and customers to create reduced-impact events
- Managing waste (deposit-refund cups, sorting and recovery of waste)
- Gauging satisfaction levels of stadium customers, and action plans

CORPORATE SOCIAL RESPONSIBILITY TIMELINE: CONSORTIUM STADE DE FRANCE

- 2014**
 - Third company-region charter with the Plaine Commune region
 - Second Communication on Progress (COP) for the United Nations Global Compact
 - Introduction of recycling bins for spectators
 - Internal campaign on Disabled Worker Status Recognition (RQTH)
 - Inaugural Day Out (*Journée Evasion*) for hospitalised children hosted at the stadium
- 2013**
 - First Communication on Progress (COP) for the United Nations Global Compact
 - Urbanism, Building & Biodiversity (U2B) association founding member, with the League for the Protection of Birds (LPO)
 - First Corporate Social Responsibility (CSR) report
 - Introduction of automatic online satisfaction surveys
 - Introduction of online box office allowing ticket purchases for people with disabilities
 - "Diversity Awareness" training
 - Donation of 4,000m³ of sets to ArtStock
 - Second conference co-organised with neighbourhood residents
- 2012**
 - Development of indicators for measuring roadmap commitments
 - Membership in the UN Global Compact
 - First game offering audio commentary for the visually impaired
 - Start of partnership with Boxing Beats
 - First conference co-organised with neighbourhood residents
- 2011**
 - Second company-region charter with the Plaine Commune region
 - Diversity audit
 - Start of partnerships with Proximité and Premiers de Cordée
 - Establishment of a monitoring system for acoustic measurement
- 2011 - 2012**
 - Participation in the establishment of the Plaine Commune's "Agenda 21"
- 2010 - 2012**
 - Participation in the work of the SNDD (National Strategy for Sustainable Development) in Sport, undertaken by the Ministry of Sport
 - Participation in drafting the French standard ISO 20 121
- 2010**
 - Introduction of deposit-refund cup system
 - Diagnosis of wastage
 - Second energy audit
 - Introduction of paperless tickets
 - Support given to Paralympic champion Damien Seguin,
 - Building works for disabled access and signage redesign
 - Redesign of the public address system
- 2009**
 - Seminar for all employees on sustainable development
 - Sustainable development training programme
 - Introduction of waste sorting
 - First recycling of giant tarpaulins
 - First annual Stade de France Neighbourhood Street Party
 - Partnership with Hanploi and introduction of Handi-friends Trophies (for four years)
- 2008**
 - Introduction of responsible purchasing policy
 - First carbon reports
 - First company-region charter with the Plaine Commune region
 - First participation in Mosaïque de Talents
 - Partnership with Diambars (Stade'Sup programme)
 - First energy audit
 - Online implementation of a car-share platform
 - Introduction of customer satisfaction metrics
- 2007**
 - Creation of a position specifically dedicated to sustainable development
- 2007**
 - Creation of the sustainable development roadmap

A COMPETITIVE AND SUSTAINABLE COMPANY

EMPLOYEES AND SUPPLIERS



Issues

Ensure career development and well-being of experienced and committed employees.

Ensure diversity and equal opportunities for employees and other on-site personnel to reflect the context of its location in La Plaine Saint-Denis.

Ensure that responsible service providers are being used, given that most operations are outsourced.



Upon the advice of an ergonomist, Prisca, a sales assistant, received a customised workstation adapted to her disability.

CAREER DEVELOPMENT AND WELL-BEING

DISABILITY: AWARENESS AND ACTION

In 2014, raising awareness of disabilities was the focus of an internal campaign. This positive approach prompted some employees to come forward to the human resources department.

Continuing its commitment to disability awareness in the workplace, human resources management decided to launch an in-house communication campaign on Disabled Worker Status Recognition (RQTH). The goal was for every Consortium employee not only to better understand his or her relationship to disability, but also to better address differences within the company. In February 2014, employees were given an explanatory booklet. This was further emphasized by a poster campaign designed and created in association with communications students from the BTS program (UK equivalent HND) at nearby Jacques Brel school in La Courneuve. Benoît Orsel, Human Resources Development and Diversity Officer, explains the approach:

Raising Awareness

"We thought to personalise the poster campaign by featuring actual Consortium employees and raise awareness to the fact that disability can affect anyone

at any time. Another idea was to solicit a response, particularly with regard to hidden disabilities. These goals were achieved to the extent that the posters begged the questions: Is this person really disabled? And if so, well, why should it change anything in our relationship...? In reality we are all different: the only things that matter that matter are our skills and acceptance of others."



Benoît Orsel
HR Development & Diversity Officer,
Consortium Stade de France

The goal was for every Consortium employee to better understand his or her relationship to disability.

One year later, the results bore fruit. In fact, several employees made overtures to the human resources department.

"One of the difficulties is accepting the situation, and feeling comfortable enough to speak about it. This requires a sufficient degree of maturity on the subject. Once this step is taken, then the support and pedagogical and explanatory work can begin. It is important to establish a relationship of trust. My role, alongside the numerous different parties involved—ergonomists, occupational medicine, the Association for the Employment of Disabled Persons (AGEFIPH), and suppliers—was also to make headway in processing the applications and to equip workstations with proper fittings," continues Benoît, who is delighted to see the satisfaction of employees whose workstations have been adapted and improved.

Case Study: Prisca

Prisca, a sales assistant, is one of them. "I'm in a part-time Bachelor's degree programme," she explains. "I spend two weeks in the company followed by a week at uni.

I was a hairdresser, but I had to stop because of my health problems. So I completed my A-levels then a BTS in International Commerce, with experience at Natixis and Bosch." Prisca particularly appreciated the tone of the internal campaign. "I find that it valorises disability and clearly demonstrates that it is not necessarily obvious," she continues. "This campaign really spoke to me: a few years ago, someone talked to me about Disabled Worker Status Recognition but I didn't see it through to the end because at the time I thought that it would be more of a handicap than help. It was actually Benoît Orsel and Cécile Droux [Director of Human Resources and Sustainable Development] who convinced me, particularly in explaining the aid and adaptive fittings that are available. So I filed my application in early November and obtained my disabled worker status in May 2015. However, we didn't wait for the administrative decision to equip my workstation with the fittings I needed."

Specific Improvements

What improvements, specifically, has Prisca benefited from? An ergonomist from Trajeo'h—an association dedicated to employment support and career development of disabled Vinci Group employees—came to see her workstation to determine what equipment she needed and how it should be installed to make her feel better. "I was able to choose an office chair adapted to my disability, a console to reduce moving my neck, a footrest, a headset for the phone,

and an adjustable screen," she explained. "I was also allowed to modify my work hours to avoid travelling during rush hour, so that I could sit down during my commute. Since these changes were put in place, I've really benefited from them and can feel the difference: I feel less pain and my days are less tiring. As a result, my morale also improved; I feel better and happier going to work because I know that my day will be less painful. It's been five years since I had surgery and I find it hard to accept not being able to do certain things like I did before. The Consortium has allowed me to better accept this problem and to see that a company could help me with this. In the end, I am only here for a year—and yet they invested time and money and took my situation into account!"

Consortium Career Development Policy

The human resources department of the Consortium has always been strongly committed to personally supporting employees in career development (training, Individual Right to Training (DIF) status, and internal mobility). In 2013 and 2014, the training budget was still more than 3.5 times the legal minimum. In addition, the Consortium proposed a broad and open DIF offer to all professions, including personal development, languages, IT, or multimedia. The company also gave employees the opportunity to grow professionally through internal mobility and its shareholder groups. Furthermore, specific monitoring was set up to support people in fixed-term contracts and to increase their career development.



Fifteen employees from all departments worked a half day to determine the focus of this report.

EMPLOYEES: ACTIVE THROUGHOUT THE YEAR

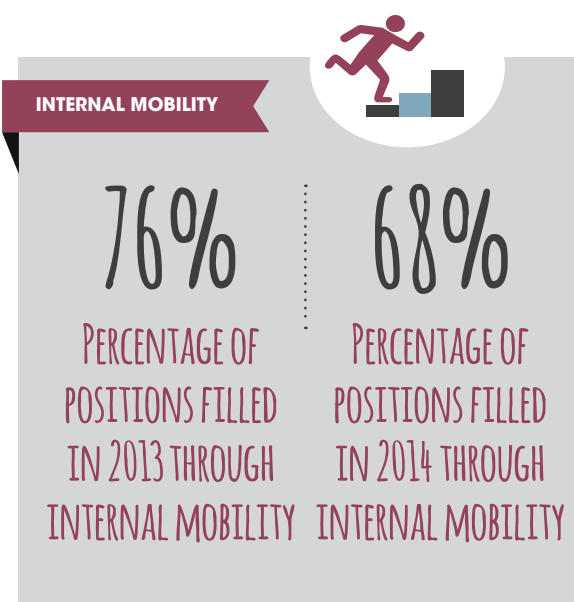
Employees of the Consortium remain involved in the company's social initiatives as mentors for organizations such as Premiers de Cordée and Proximité, with whom the Consortium has set up partnerships. It should also be noted that there is a strong participation (51%) in sport activities offered by the works council and the Consortium Employees Sport Association, with many people joining teams.

Internal events and activities also took place thanks to regular informal get-togethers such as the BBQ held in the stadium arena, marking the start of the school year in September, or the traditional *galette des rois* (King Cake) in January. Through associative partners, employees were also able to meet athletes Bernard Lama, Thierry Omeyer, and Nathalie Péchalat, who came to visit the offices and sign autographs. The past two years have also been punctuated by round-table gatherings (with topics as diverse as social networks, first aid training, and visiting the Saint-Denis stormwater detention basin), activities based around the environment, and unforgettable experiences—like crossing the stadium on a zip wire and taking a souvenir photo of all the staff onstage at the Urban Peace 3 concert event.

An internal survey on satisfaction conducted by Vinci in 2013 had a response rate of 75%.

WHAT BECAME OF ARNAUD LARIONOFF?

In 2013, Arnaud Larionoff was testament to the career development policy of the Consortium, with a career path that evolved significantly over the years and a VAE (Validation of Acquired Experience) to show for it. In 2014, he achieved the mobility he was looking for within the Bouygues group, in sales management at Bouygues Bâtiment Rénovation Privée.





Consortium employees were able to experience the "HandiSports & Company" workshop offered by Premiers de Cordée.



DIVERSITY AND EQUAL OPPORTUNITY

DISABILITY: THE CONSORTIUM RENEWS ITS PARTNERSHIP WITH THE ASSOCIATION PREMIERS DE CORDÉE

Increasing employee awareness of disabilities is an important mission for human resources at the Consortium. We spoke with Sébastien Ruffin, Director of the association Premiers de Cordée.

Since 2011, the Consortium Stade de France has chosen Premiers de Cordée as its main partner for raising employee awareness of disability. What form has this partnership taken in 2013 and 2014?

These two years marked a continuity in our partnership, since it was renewed for three more years in 2014. From the start, it was based on the following trinity:

- Involvement of Consortium staff in the projects of the association;
- Financial aid in the form of grants;
- Occasional use of spaces in the Stade de France to organise disability awareness seminars. The net profits from this are allocated in full to the Sport in Hospital programme.



How has setting up your offices in the stadium complex benefited the association?

It was a catalyst for a number of things. Before we set up here, the association was without offices since December 4, 2010, following a fire in our headquarters on the rue du Temple in Paris. In other words, over 18 months of working at home! Setting up in the Stade de France marks a turning point from an operational point of view but also in terms of credibility for the media, our sports partners, and our sponsors.



Sébastien Ruffin
Director,
Premiers de Cordée

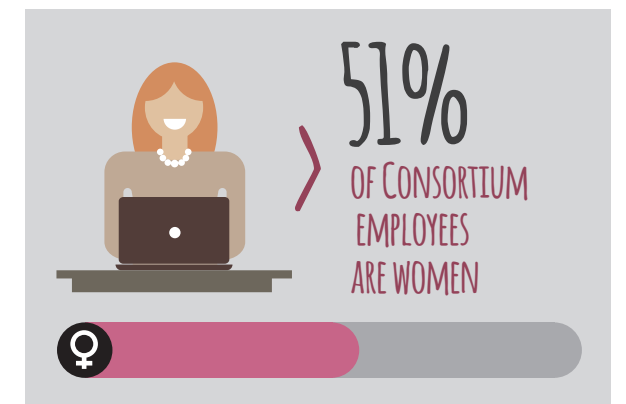
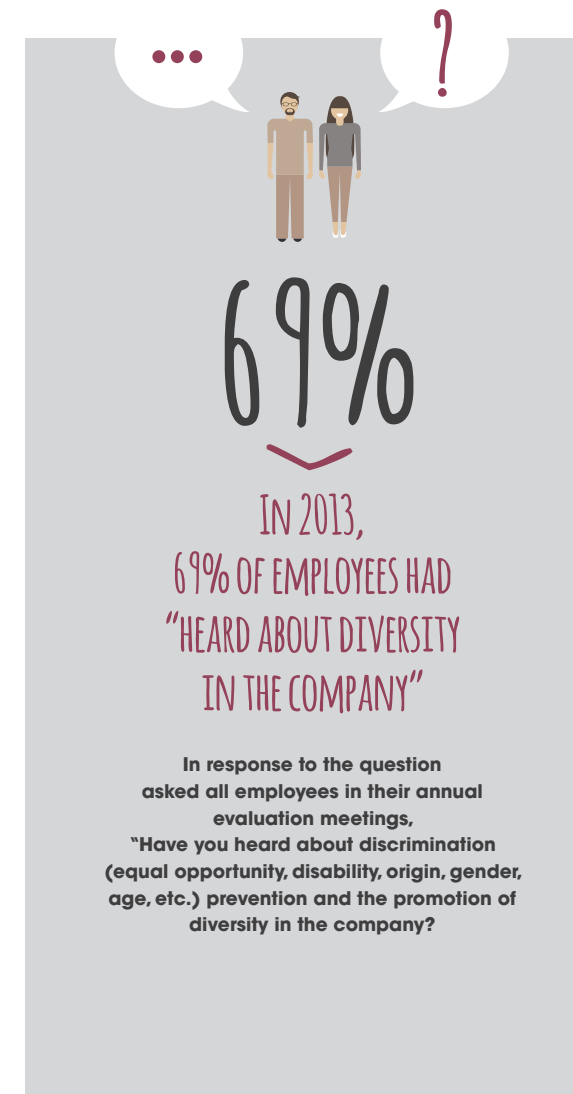
Playing disabled sport is an effective and powerful tool for working on HR themes such as team building.

Where did you get the idea for the awareness programme "HandiSports & Company"?

In terms of discrimination, disability remains a major factor. Too many of the 6 million people with disabilities in France encounter both professional and social integration issues. However, anyone deprived of certain physical and sensory abilities develops new faculties to compensate and adapt to the constraints of everyday life; for them, disability not so much a sign of weakness as it is an asset. This observation led us to work on implementing training programmes based on a simple idea: playing disabled sport as an effective and powerful tool for working on some HR themes, such as team building and conflict management.

In more specific terms, what happens during the programme?

Under the tutelage of high-level disabled and able-bodied athletes, employees can meet their planned objectives by playing blind athletics in order to build trust in others, and blind football (Cecifoot) and wheelchair basketball in order to spend this trust wisely. This is an entirely playful and fun way to approach the matter and it does not require any prerequisites in particular. Everyone can play! Even if it is not necessarily easy to sit in a chair, the feedback at the end is always positive. In fact, regardless of the size of a group, we find fewer than 2% who do not take part in the game out of superstition...



DIVERSITY: AFTER THE AUDIT, THE ACTION PLAN

Equal opportunity and the fight against discrimination continue to be values that the Consortium is committed to support in different ways. Following a diversity audit carried out in 2012 with Vinci, the Consortium agreed upon an action plan. In particular, this included diversity training. Members of the executive committee, managers, employees, members of the works council and the health and safety representative council (CHSCT)—some thirty people—completed the "Diversity and Stereotype Awareness" programme in 2013 and 2014. The objective was to show the mechanism of discrimination that takes place by means of simple prejudice and micro-discrimination.

Furthermore, the Consortium continues its outreach for these topics on a daily basis, in particular via its diversity officer.



At every event, between 200 and 500 floral arrangements decorate the reception spaces.



SUSTAINABLE PURCHASING

AN ONGOING CONSORTIUM PROCESS

The Consortium Stade de France continues its policy of responsible purchasing started in 2009. All tenders are subject to a specific questionnaire. In addition, for strategic markets, special requirements are written into contracts, particularly in terms of reporting. Metrics provided by the supplier gauging the origin of individual plants in floral decorations are a good example.

Every three years or so, the Consortium re-examines the different markets in selecting suppliers. Candidate providers must complete a questionnaire on sustainable development adapted to their profession and provide proof. For some markets, requirements are also included in the tendering specifications and then transferred into contractual clauses or progress plans. Over 2013 and 2014, the major markets were multiservices (general service and event logistics) and the cleaning of the stadium, food service (refreshments for the general public and VIP catering), the connectivity of the building, as well as numerous renovation projects. Among the topics most frequently discussed on these tenders was waste management. Furthermore, a waste charter is now appended to all contracts signed with our providers.



These roses, grown in Africa, come from 100% Fairtrade-certified producers.



All bouquets are accompanied by a card explaining how they were assembled and the origin of each variety. Above, an arrangement description from the France vs. the Netherlands football match in March 2014.

COMMITMENTS CARRIED OUT BY OUR SUPPLIER OF FLORAL DECORATIONS

In 2013, the Consortium announced a new call for tenders for floral decorations in the stadium VIP areas, representing 200 to 500 bouquets per event. The company *Un peu, beaucoup*, an small business with 15 employees, won the tender for both the quality of its creations and its concrete commitment to sustainable development. "This is a very important step for us because ecology and sustainable development in general are part of our business," reflects François Lequesne, its director. "As florists, we work with products originating from nature. And so we need to be careful. It is for the very love of nature that I chose this profession. This is why, in terms of investment, purchasing policy, and internal organisation, sustainable development is at the heart of our actions. It is a state of mind, a value shared by all of the employees at Un peu, beaucoup. A case in point: we just invested in the purchase of a high-quality environmental (HQE) building, completely made from wood, equipped with photovoltaic panels and rainwater cisterns. In terms of purchasing, we think 'local' by prioritising the work of regional producers: it is critical for us to reduce our carbon footprint. With the Stade de France, we always make an effort to use stone, vegetation—materials that can be found in nature, all the while preserving nature. For the France vs. Scotland rugby match, for example, we collected fallen tree trunks and moss."

It was from the pressing subject of the origin of plant species that metrics [see p.25] were implemented. "They indicate the provenance of our flowers and our foliage, which seems to me another argument for winning hearts and minds toward the veracity of our approach. Plus, it pushes us to go further. In the end, it also makes us proud to give work to a local producer who grows arum lilies, say, in the nearby Seine-et-Marne department. Certainly this commitment requires significant investment and resources, but we find them because it helps enhance our image as responsible florists. And thanks to our actions in sustainable development, we are bringing on board new customers who are won over by our environmental policy."



François Lequesne
Founder and Director,
Un peu, beaucoup

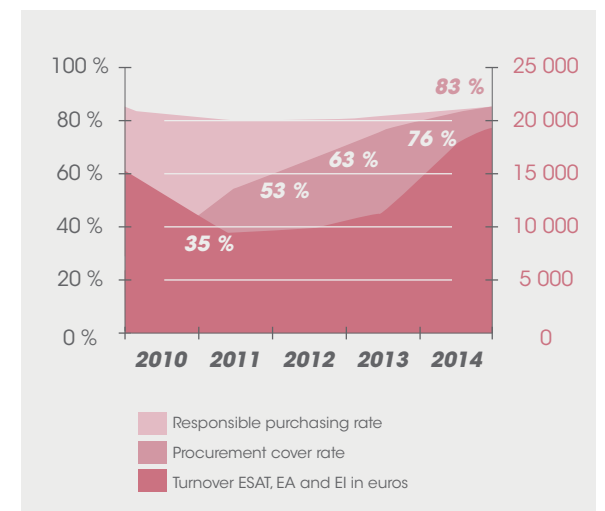
In terms of purchasing, we think "local" by prioritising the work of regional producers.

SOCIALLY RESPONSIBLE PURCHASING

In 2013 and 2014, the Consortium Stade de France worked with:

- APF (*Entreprise adaptée**) for processing customer satisfaction questionnaires;
- EIREL (*Entreprise d'insertion***) for a portion of renovation work in the players area;
- Fastroad (*Entreprise adaptée**) for the shuttle taking employees to public transport;
- Ecocup (*Entreprise d'insertion***), as well as the services of an Establishment for Support and Assistance at Work (ESAT), for the washing of reusable cups.

* *Entreprise adaptée*, or *Adapted Company*, is a business employing at least 80% of disabled employees.
** *Entreprise d'insertion*, or *Insertion Company*, is a business committed to hiring workers with specific difficulties in obtaining employment.



Responsible purchasing rate: Tender required at least an SD questionnaire.
Coverage rate: Company expenses monitored by the purchasing department
ESAT: Establishment for Support and Assistance at Work
EA: Adapted Company
EI: Insertion Company

AN OPEN AND ENGAGED STADIUM

REGION & CONCÉDANT



Issues

Being able to accommodate all types of audiences while providing premium conditions as a national stadium.

Participation in the economic and social progress of local inhabitants in a region where societal issues are deep-rooted.

Reducing nuisances caused by events to external stakeholders and making the stadium a place for local youth outside of events.



Children can discover 13 different sports and meet French champions.

À STADIUM ACCESSIBLE TO ALL

HOSPITALISED CHILDREN:
A DAY LIKE NO OTHER

**premiers
de cordée**
le sport comme dynamique de partage

The culmination of the 2014 Sport in Hospital week: a day out behind the scenes at the Stade de France for more than 1,000 hospitalised children and their parents, with stars in their eyes.

"When we entered the tunnel leading to the pitch, the music started up and the children were really caught up in it all: 'We're just like the champions!' they told us. And their inner strength increased tenfold, whether they were in a wheelchair or had difficulty walking, they all forgot that they were sick. That was the whole point of the day," says Émilie François-Sénéchal, a special needs teacher for young children at the Robert-Debré Paediatric Hospital. This "Day Out" on May 21, 2014 was the culmination of the 2014 Sport in Hospital week organised each year by Premiers de Cordée. To celebrate their 10th anniversary, the association took the children out of the hospital for a day in collaboration with the Consortium and the support of employee volunteers.

Coming from the various Parisian University Hospital Centres, clinics, medical-educational institutes, and other associations, more than 1,000 children and their parents were able to visit behind the scenes at the stadium (French national teams' locker room, the players tunnel to pitch, etc.), meet champions such as Maxime Médard, Franck Leboeuf, and Nathalie Péchalat, and

take part in 13 different sports (boxing, rugby, tennis, football and more). Continues Émilie: "Once inside, the children truly had stars in their eyes. For them, the Stade de France is synonymous with champions. We also had a picnic together. The children told us that the fact it was raining wasn't a problem; they have a great ability to put things into perspective!" Émilie accompanied 17 children from the hospital. "They absorbed all the positive energy that was given out that day. They still speak of it often and ask us when they can go back."



Émilie François-Sénéchal
Special Needs Teacher for young
children, Robert-Debré Paediatric
Hospital

More than
1,000 children
and their parents
were able to
visit behind the
scenes at the
stadium.

FUN AND GAMES WITH PREMIERS DE CORDÉE

Émilie François-Sénéchal works in the Children's Wing at Robert-Debré hospital: "My job is to take into account the overall development of a child's every dimension: physical, motor, cognitive, emotional, and social." Among the activities on offer so "the lives of children can go on," a sports evening is organised every month with the Premiers de Cordée association: "All children can take part, whether they be in a wheelchair, in plaster, or even hooked up to a morphine pump. This evening lets us show parents and caregivers that despite their illnesses, the children can do things," says Émilie.

The teams are supported by volunteer employees from the Consortium Stade de France. "It is a pleasure to work with them because they are motivated individuals who have a real interest in children. Sometimes, they don't know the sports that we are playing. But once they get started they learned with the children who are at the same level. Watching adults learn a sport often makes the kids giggle, especially when they have to wear something particular, like a judo gi! Everyone is uninhibited and sees each other as equals."



ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

In parallel with the support mechanism for people with reduced mobility attending events, disabled access expanded in 2013 and 2014 by the introduction of online ticketing services for the disabled and priority card holders: a first in Europe that eliminates a trip to the box office and greatly simplifies ticket purchasing for people with disabilities.

In addition, the stadium tours service has renewed its Tourism and Disability badge for three out of four disabilities. The tour guides have also completed the training programme "Receiving Persons with Disabilities."



4,729
Persons

STADEFRANCE

Between
2013 and 2014,
4,729 persons with
reduced mobility
were taken to
events.

THE STADE DE FRANCE KEEPS OPEN HOUSE

Le Stade de France is of course also accessible to the general public. In 2013 and 2014, as it does every year, the stadium played host to the **Voie Royale** (The Saint-Denis half-marathon, which marked its 20th running in 2014) and the **District 93** (Seine-Saint-Denis Football Cup) final. On 20 and 21 September 2014, the stadium also opened its doors to the public for a free visit as part of the **European Heritage Days**. More than 1,300 visitors took advantage of this opportunity.

Also worth noting during this period: the continued partnership

with the **Diambars** association via the Stade'Sup programme welcoming youth with academic troubles, through multimedia workshops and exploring different jobs at the Consortium; receiving **Seine-Saint-Denis middle school students** for two concerts in the auditorium as part of the Saint-Denis Festival; 140 young people on the pitch for the "Sport, ça me dit" [I Feel Like Playing] event organised by our partner **Coca-Cola** and the **Unis-Cité** association; and a class of Year 10 students from Aubervilliers in collaboration with the **TF1 Foundation**.

The closing ceremony of the Stade'Sup 2013 session in the stadium auditorium.



Nouvelle Cour was created nearly 10 years ago under the leadership of TF1, TBWA, and the SNCF.



PARTICIPATION IN THE ECONOMIC & SOCIAL ADVANCEMENT OF THE REGION

HELPING THE PROFESSIONAL INTEGRATION
OF YOUNG PEOPLE IN THE REGION

NOUVELLE COUR

THE AGENCY OF A NEW GENERATION

Since the end of 2012, human resources called upon Nouvelle Cour, a PR firm near the stadium, for various internal communications media: a booklet to help employees set up in their new offices, a welcome guide for new employees, and a poster and booklet campaign for Disabled Worker Status Recognition (RQTH).

Nouvelle Cour is a public relations agency based in La Courneuve. It is established in the form of an association, and offers 18 to 24 months' work experience under a senior employee to select new BTS (UK equivalent HND) Communication graduates from Jacques Brel. The objective is to give young graduates of this local school a helping hand, for youth from this part of the Paris suburbs often face discrimination in employment situations for their ethnic origins. Thus, Nouvelle Cour provides an initiation to professional experience that might otherwise be unavailable. Nouvelle Cour's main clients include television network TF1, mobile phone services provider SFR, French national rail service SNCF, the City of Paris, and civil engineering firm Colas. Julia Crosnier, former project leader for the agency, speaks of the journey.

How long were you at Nouvelle Cour?

I stayed there two and a half years. It prepares us to find work from the very start, but we begin to send out our CVs and meet people after about a year and a half. ▷



Julia Crosnier
former Project Leader
at Nouvelle Cour

Nouvelle Cour offers select young BTS graduates from the Jacques Brel school 18-24 months' work experience under a senior staff member..

► You were in charge of numerous Consortium projects...

That's right. And I remember the first one: the account came to us just before the end-of-year holidays in an emergency. Their employees were going to move and we needed to produce a document for them that would help them in this transition. We had to move really quickly and there were quite a few constraints, particularly the lack of photographs available to us, which would have helped employees imagine themselves in the new space. As a result, we came up with illustrations for this 16-page guide

What did you get out of your experience with Consortium Stade de France?

They were a client who really made an impression on me because it's a real challenge to put yourself in the place of employees when you don't work in the company. There is also a relational aspect. The Consortium team took me under their wing, even while asking lots of advice, and gave us free rein on such elements as illustrations, colours, and photographs. They were one of the first customers for whom I was able to suggest ideas, which is much more interesting than simply carrying them out.

What did you do after the Stade de France?

I found my current job by applying directly to a listing on a specialised website. Since November 2014, I have been in a long-term contract in communications and

this job is exactly what I was looking for. I am convinced that my new employer would not have hired me at the end of my studies and that my experience with Nouvelle Cour allowed me to get this job. I was able to apply all my marketing skills: I learned to manage service providers, gained confidence in myself, and learned to promote myself. I think what is important in the eyes of employers is not the plan of action, or the fact of coming from the 93 (Seine-Saint-Denis) region, but it was this first experience in a firm.



ASSOCIATE PARTNERSHIPS IN THE REGION

In 2013 and 2014, the Consortium continued its partnerships with the association **ProXité** in Saint-Denis (employee mentoring of youth from the region) and the **club Boxing Beats** (integrating youth through sport) in Aubervilliers. In 2013, it also helped the **Clinamen** association that promotes the reintroduction of rural practices in urban areas, thus creating both social links and activities for children in disadvantaged neighbourhoods such as Bel Air-Franc Moisin next to the Stade de France. The Consortium sponsored the construction of a nursery (below).



WORKING THE 2013/2014 SPORTING SEASON

49% >

Percentage of permanent staff in reception services, site maintenance, cleaning, food service, and security, who live in the local department of Seine-Saint-Denis (93).



THE COMPANY-REGION CHARTER RENEWED FOR THREE YEARS

In November 2014, the Consortium Stade de France renewed the company-region charter with the Plaine Commune region for 3 years. The Consortium wishes to continue to be an important actor in our region and is committed to working on topics such as employment and integration, school-to-business links, and career development for people with disabilities.

It is within this context that in 2013 and 2014 the Consortium renewed its participation in the Mosaïque de Talents operation by sponsoring the BTS (UK equivalent HND) Communication programme of the Jacques Brel school in La Courneuve. Young people, supported by their teachers, were able to showcase their prowess through two projects: the Disabled Worker Status Recognition (RQTH) campaign (which was brought to fruition) in 2013 and an external campaign for Stade de France visits in 2014.



A stadium's role is to accommodate a large audience; a large audience means a crowd, and a crowd can generate problems.



REDUCTION IN PROBLEMATIC ISSUES ARISING FROM EVENTS

WITH LOCAL RESIDENTS, CROWD MANAGEMENT WAS GIVEN SERIOUS CONSIDERATION

22 October 2013: the Consortium and the Union of Local Resident Associations to the Stade de France jointly organised a symposium on the theme, "When an Audience Becomes a Crowd."

The role of a stadium is to accommodate a large audience. Large audiences can swell into a mob, for better and for worse. The Stade de France is no exception to this issue, and the Consortium works almost daily to troubleshoot issues regarding safety and health; human and vehicular traffic; catering and merchandising; and entertainment, "for the public to move about the stadium in the best possible conditions, even if we know that 80,000 people is a lot," says Aude Ehny, Regional Relations Manager at the Consortium Stade de France. "Stage events nevertheless involve some level of nuisance for local residents, and in daily exchanges that we have with them, we came to the idea of dealing with themes common to both parties. The conferences serve to open the dialogue and let the general public participate as well as professionals."

As such, following a conference examining amplified music downtown, the Union of Local Resident Associations to the Stade de France and the Consortium jointly organised a symposium on the theme, "When an Audience Becomes a Crowd." Regarding the initiative of the conference, the union's new President Victoria Chabran muses, "For more than ten years now, we

have seen Stade de France audiences spill into our neighbourhood. Sometimes it is source of problems, but it also brings happiness to be part of special events and to share joy with a multitude of people. It is important that there is a relationship between the Stade de France and local residents. With these academic conferences, we try to provide what can be disseminated in a university setting. I myself attended university, and anything that provokes deep thought interests me. I am delighted to see that it also interests the public."



Victoria Chabran
President, Union of Local
Resident Associations to the
Stade de France

For more than ten years, we have seen Stade de France audiences spill into our neighbourhood. Sometimes it is source of problems, but it also brings happiness.

Various Points of View

The idea, therefore, was to share perspectives from a sociologist, a historian, a psychoanalyst, a Paris police representative, an events organiser—and even by video from Nicola Sirkis, frontman of the French musical band Indochine.

"In light of the psychoanalytic presentation, what I retained from this conference is that there are both written and unwritten laws," notes Victoria Chabran. "An audience comports itself in the framework of written laws; a crowd behaves on the basis of unwritten laws connected to our instinctual reality. The sociologist Olivier le Noé explained that the responsibility of the organisers and security organs are to try and maintain the state of audience. The anomalies are the result of uncontrolled collective excitement. The Stade de France is very vigilant on this subject."

The conference—or rather the round table discussion, for this was not a lecture series—was held in the stadium auditorium in front of 150 people and covered by the local press. "It was followed by a question-and-answer session with the audience, who consisted of residents, their guests, or simply those interested in the expertise of

the panel," recalls Victoria Chabran. Adds Aude Ehny, "It was a success, insofar as we managed to jointly build projects like this with the residents so that in the end, the stadium is accessible, despite the fact that it is not always open outside of events."

"The end result was very satisfactory, and the conference ended with a moment of conviviality shared over cocktails provided by the Stade de France. The only criticism made was that it was too short, given the richness of the subject!" exclaimed the President of the Union.



Aude Ehny
Regional Relations Manager,
Consortium Stade de France

The conferences serve to open the dialogue and let the general public participate as well as professionals.



At the Neighbourhood Street Party, children have run of the pitch for football and rugby.

GETTING TO KNOW THE NEIGHBOURS



As in previous years, relations with local residents in 2013 and 2014 were marked by two annual meetings at the Stade de France: the general assembly of the Union of Local Resident Associations to the Stade de France (12 February 2013 and 4 February 2014) and the Stade de France Neighbourhood Street Party (7 July 2013 and 6 July 2014).

The general assembly takes place in the auditorium in the presence of many representatives from the region: municipal council members, the regional Prefect, and such like. The 2013 edition was marked by a mini-concert, whereas 2014 saw the emotional departure of Roland Legros, the long-standing president of the Union of Associations, who had followed the evolution of relations with the Stade de France since the beginning of its construction in 1995. Roland Legros created the union, which brings together 16 associations, in the early 2000s.

The Stade de France Neighbourhood Street Party is an opportunity for the residents of the neighbourhood to

enjoy many activities in the stadium and on the pitch: football, athletics, bouncy castles, adventure courses, as well as creative workshops for children and visits behind the scenes of the stadium. Afternoon tea was provided by the Consortium while local and sponsor associations oversaw the entire organisation with the help of local businesses.



1,000

EVERY YEAR, MORE THAN 1,000
LOCAL RESIDENTS TAKE PART IN
THE NEIGHBOURHOOD STREET PARTY
ON THE PITCH OF THE STADE DE FRANCE

INVOLVEMENT IN AN ACTIVE COMMERCIAL DISTRICT

Since the creation in 1998 of the Association for the Development and Animation of the Stade de France Neighbourhood (ADAQ), the Consortium has been involved, taking part in association projects through its brand Côté Stade to provide commercial offers and diverse entertainment for residents and employees in the region. Since May 2014, local businesses have been organising a free weekly entertainment programme to promote the district.

NOUVEAU
LA CARTE
ENTREPRISES

De grandes enseignes
à deux pas du
Stade de France®

Côté[®] STADE

Le commerce à loisir

→ www.cotestade.fr

CO-RESPONSIBLE EVENTS

DIRECT AND INDIRECT CUSTOMERS, SPECTATORS



Issues

Significantly reduce the environmental impact of products and services offered by the Stade de France.

Centralise waste management at the stadium and ensure waste reduction and recycling.

Ensure the satisfaction of all of our direct and indirect customers.



The operation allowed CO₂ emissions to be offset for 16,000 cars driving 10 km.

REDUCING THE ENVIRONMENTAL FOOTPRINT

A CARBON OFFSET BRACELET TO COMPENSATE FOR STADIUM EVENTS



Approximately 75% of carbon emissions related to stadium events comes from spectators arriving in cars. Beyond incentives to use public transport or car sharing to lower CO₂ emissions, solutions are needed to offset the remaining carbon units. This was the goal behind creating a bracelet, as Alexis Krycève, founder of Treez, explains.

Why a wooden bracelet in the image of the Stade de France?

The Stade de France came to us to find a means of offsetting the carbon footprint of events. Treez developed small wooden bracelets eco-designed and manufactured in France by people with disabilities. Upon the request of the stadium, we sought to develop a specific object that would serve to support reforestation, partially offset the carbon impact of an event, and be a souvenir for visitors. Our designers found that the architecture of the stadium could be adapted to create a bracelet with a slightly ethnic-inspired design that is both attractive and specifically tailored to the cause in question. The Consortium teams were also very involved in the design of the components and the object, and we worked together to refine the design.

How did the operation go for the France vs. Ireland match on 15 March 2014?

The operation was a complete success. We are associated with Voix Publique, a grass roots organisation specialising in street mobilisation. With them, we selected a team of 10 activists. Trained for a whole morning, they needed to understand the issues of deforestation and to be able to explain and promote this cause to spectators of the game in French or English. ➤



Alexis Krycève
Founder, Treez

Each bracelet was used to finance the protection of a parcel of Amazonian rainforest the size of the Stade de France pitch for a month.

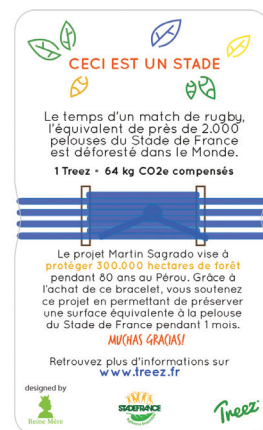
► The overall public response was excellent. Not everyone showed the same level of interest, but I was very happy to see that the issue of deforestation resonated with the vast majority and that the legitimacy of the stadium in organising such an operation was never questioned. The whole day had a good-natured and positive atmosphere with the funniest moments credited to the Irish supporters who were extremely friendly and more accustomed to seeing causes associated with sporting events.

In specific terms, what was the result of the carbon offsetting?

We sold about 350 bracelets that day, a real success. Each bracelet was used to finance the conservation of an area of Amazonian rainforest the size of the Stade de France pitch, which was protected from deforestation for a month. We therefore managed to protect a plot of forest in the Amazon the size of the stadium pitch for 26 years. This operation allowed 21 tonnes of CO₂ emissions to be offset: the equivalent of 16,000 spectators each driving a single car 10 km to the stadium.



Equipment was donated to a visually impaired spectator so that he could follow the audio commentary of a match.



ENVIRONMENTAL DESIGN

- FSC-certified solid beech
- Recycled (50%) and PEFC cardboard
- Waxed cotton cord
- Reduced transportation

INTEGRATION

- Manufacture and assembly in an ESAT in Ariège

CO-RESPONSIBLE ACTIONS

Together, the Consortium Stade de France, its suppliers, and its customers have implemented the following actions for sustainable development at events:

- Providing deposit-refund beverage cups in all refreshment stands in and around the stadium;
- Providing audio commentary for the visually impaired during French Rugby Federation, National Rugby League, and Professional Football League matches (in partnership with the French Federation of the Blind);
- Providing collection points for bottle cap donations to the Bouchons d'Amour charity, plus an annual donation by the Consortium;
- Monitoring provided by the supplier Un peu, beaucoup on the origin of floral arrangements;
- Redistributing unsold food via the charity Le Chaînon Manquant;
- Implementing virtual or e-ticketing, including for persons with disabilities.



SOME KEY FIGURES

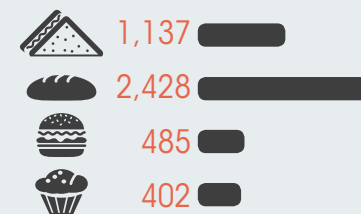


4,854 >

THIS IS THE NUMBER OF UNSOLD FOOD ITEMS DONATED AFTER EVENTS SINCE JUNE 2014.

Collected by the association Le Chaînon Manquant (The Missing Link), consisting principally of sandwiches, cheeseburgers, Viennese buns, muffins, etc.

This has provided a major donation of nearly 2,000 meals for the needy.



2,000

THIS REPRESENTS 2,000 MEALS

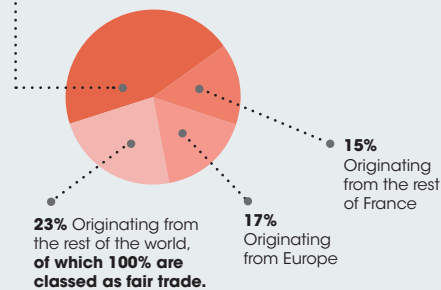


45% >

PERCENTAGE OF FLOWERS ORIGINATING FROM THE ÎLE-DE-FRANCE (GREATER PARIS) IN ARRANGEMENTS PROVIDED BY UN PEU, BEAUCOUP IN 2014.

This figure reflects the efforts of our supplier to promote local supplies, including in winter, while preserving both quality and customer satisfaction.

Un peu, beaucoup provided, for a number of events, all floral decorations for the boxes and VIP lounges, which can represent up to 500 bouquets per event.





Yellow bins for disposing plastic bottles and paper for recycling.



REDUCTION AND RECYCLING OF WASTE

WASTE: A MAJOR ISSUE FOR THE STADE DE FRANCE

In the context of its policy on waste management, the Stade de France was the first stadium in France to permanently create a sorting system for the general public.

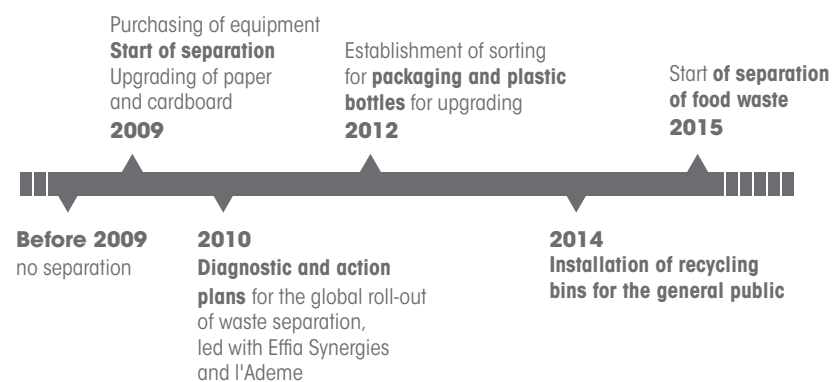
Waste management is a priority issue in the sustainable development policy of the Consortium. Thus, efforts should be consistent in maintaining the standard of waste sorting in all operational phases of the stadium, concerning all Consortium departments and suppliers alike. It is (as noted on page 12), one of the areas already considered in purchasing during 2013 and 2014. This period was also marked by the commissioning of a study on food wastage.

With regards to waste sorting at the Stade de France, 2014 marked the outfitting of primary public areas with recycling bins. The Stade de France thus became the first stadium in France to establish a policy of permanent sorting for the general public. Among the target objectives: separation and recovery of PET plastic bottles that are

easy to recycle (into fleece or new bottles) and raising public awareness for sorting waste.

In 2013, the first step was selecting the equipment. This would have to fulfil some fairly complex specifications: bins would have to be transparent (anti-terrorism requirement), attached to the ground and open on the side (for rain), quick and easy to handle for cleaning services, hold a large capacity and be visible from afar. The selected models were those used in the London Olympics in 2012. Their placement was also carefully considered, obviously taking into account basic needs, but also circulation, technical constraints, and security.

Separation of waste at the Stade de France



TWO-TIER SORTING

It was also decided to set up two separate rubbish bins (as opposed to one rubbish bin divided into two sections) in order to encourage waste sorting. They are respectively yellow and black for recyclables and general rubbish, the official colours established for recycling in 2009.

The signage was rethought to reduce sorting errors. After having generally identified the kinds of waste generated by stadium use, it was decided to only retain plastic bottles and paper (flyers, magazines etc.) as recyclable material. The text is succinct and bilingual, and icons are emphasised for quicker comprehension. On the yellow bins, clear and simple icons serve to avoid sorting errors. On the black bins, more and varied (but easily identifiable) depictions of food scraps and litter make for a strong contrast.

After a trial run in early 2014 on a certain number of bins on the perimeter, the duo of recycling and rubbish bins were installed in all areas receiving the public (except for the arena and VIP areas) that September. The result marks a significant upgrade from before: greater in number (over 300 collection points), two bins per collection point (recyclable and non-recyclable), larger capacity (180 litres from 110 litres) and greater visibility. The improvement was immediately seen and felt in terms of cleanliness around the drinks stands.



ARTSTOCK, PARTNER OF THE STADE DE FRANCE FOR REPURPOSING STAGE SETS AND PROPS

The Consortium contracted the ArtStock association to recycle the sets, costumes, and props from its major productions.

For years, the Consortium stored the sets and costumes from its major productions such as *Ben-Hur*, *Aida*, or *Excalibur*. This represented no less than 4,000 m³ of materials stocked in Trilport, near Meaux. The question then arose of managing their disposal. From the alternatives examined, the Consortium chose to align with ArtStock, an association created by entertainment professionals, who ensured that all the material would be either reused or recycled. "We created ArtStock in 2009 in Marseille. In the world of performances, sets and backgrounds are destroyed after being used. Our goal was to pool these sets and redistribute them to avoid this waste," explains Vincent Grangé, one of its founding members. Thus, once the materials are collected, sorted, and repurposed, ArtStock sells them cheaply or hires them out.



Sets from the opera Aida which ran at the stadium in 2010.



Vincent Grangé
Co-founder, ArtStock

The Consortium chose to align with ArtStock, an association created by entertainment professionals, who ensured that all this material would be either reused or recycled.



Costume items from the show Ben-Hur.

This is particularly beneficial for smaller productions that do not have the means have original sets made: "We are preserving this cultural heritage by offering it to companies, schools, and communities, but also to designers or individuals. We cater to a much wider audience than what we had imagined at the beginning... Materials can be reused indefinitely. Through a partnership agreement, we do not reuse the general image of a show, so as to respect its copyright; but overall, the designers are rather flattered and pleased that their work is not destroyed. For example, sets from the Opéra de Lyon have been used in five different productions!" So of those flagship performances at the Stade de France, where are they today? "A designer contacted us to recover items to furnish a restaurant in Marseille. Metal parts that were used in the show *Excalibur* were used by an artist who exhibited at the Palais de Tokyo cultural centre. We also hired out a 4-metre long sphinx for the filming of an episode of the television series *Joséphine, ange gardien* which took place in Egypt."

"A CATALYST FOR OUR BUSINESS"

Meanwhile in Marseille, as its offering gradually grew in scale, ArtStock was faced with the problem of needing more storage space in the greater Paris region, as many of its clients are Parisian (France Télévisions, the Odéon-Théâtre de Europe, the Champs-Élysées theatre, and so on). As a result, the association was also able to obtain the lease of the garage space that housed the Stade de France sets: "This was a real catalyst for our business," says Vincent Grangé. "Once we set up in the Île-de-France region, ArtStock qualified for a subsidy from the regional government for 2014-2015. We then hired four people on permanent contracts (two full-time and two part-time), not including the technicians, all entertainment professionals, who we use to salvage or take down equipment. We have a project to develop our site at Trilport to receive the public so they can try on costumes. We are preparing to open a branch in Marseille and in the future we want to have a national network so we can minimise transportation."

AS OF 15 APRIL 2015, WHAT BECAME OF THE SETS AND COSTUMES FROM STADE DE FRANCE PRODUCTIONS AFTER THEIR FINAL CURTAIN? AN ENCORE!



The Janvry town hall in Essonne reused numerous costumes and scenery elements from *Excalibur* for its annual medieval festival. They also reused Egyptian columns.



The Comédie de Reims theatre reused Roman costumes for one of their performances.



The Château de Bertichères reused various costumes for a gala evening at their golf club.



DEMD Productions hired a sphinx and other Egyptian props from *Aida* for an episode of *Joséphine, ange gardien*.



Wooden sheets and framing were bought by individuals.



Various companies have repurposed sound equipment, flooring, framing, a staircase, rolling runners, metal trusses, and costumes.



Metal parts from the show *Excalibur* were used by an artist who exhibited at the Palais de Tokyo cultural centre in Paris.



Pop-up taxi rank: spectators from the stadium have enjoyed this new service since April 2014.



SATISFACTION FOR ALL OF OUR CUSTOMERS

A SIGNIFICANTLY IMPROVED CUSTOMER RELATIONS APPARATUS

In 2014 the website stade-france.com had 5,500,000 visitors and sold 260,000 tickets! The stadium also fielded 10,200 claims by email or post from spectators and visitors: 44% fewer than between 2013 and 2014, thanks to the achievements made by Customer Relations Agent William Samé in a single year.

Consortium. The former are systematically processed within 24 hours; the latter within a week. I always start from the premise that when a customer has a query, whether we immediately have the answer or not, it is important to acknowledge receipt of their request as soon as possible.

William, can you explain what your work entailed?

I was tasked to improve customer service performance, including optimizing our client response mechanism. I carried out a substantial overhaul of all processes and attended conferences and exchanged with other venues; this allowed me to have a more holistic view and define our expectations in terms of customer service. It also seemed essential to me to put myself in the customer's shoes and to go through the same process on our website. But certain things on the website proved no longer relevant either to the customer process or to customer expectations that have changed over time. This gave rise to a complete restructuring of this apparatus: a hierarchical directory of common solutions, rewriting standard responses, and improved visibility of our FAQ page.

It is also a team effort...

All this work is done in coordination with my colleague in charge of social media because many of the queries come through these channels. This way, there is unity in terms of discourse and communication. Exchanges with other departments, including ticketing and security, allow claims to be processed in turn. This synergy and all the improvements put in place allow the number of claims to be gradually reduced, and result in the increased satisfaction of our spectators.



William Samé
Customer Relations,
Consortium Stade de France

In 2014, the website stade-france.com saw 5,500,000 visitors, an increase of 73% from 2013.

What types of questions have you dealt with?

There are two types of queries: requests for information and complaints regarding tickets sold online by the

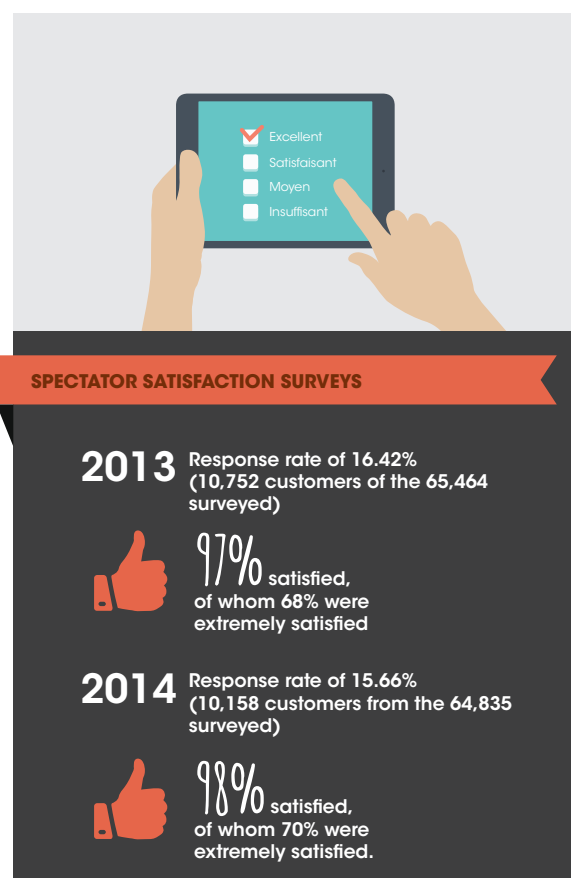
WEB SURVEYS DIRECTLY WITH OUR CUSTOMERS

To better gather customer feedback, and thus gauge users' feelings regarding reception and services offered at the stadium, a satisfaction survey was established. Emailed after every event to spectators who bought their tickets on stade france.com, it allows audience members to give a general assessment, but to also give marks on specific stages of the process (entry into the stadium and the journey to their seat) and evaluate the services offered.

With regard to the 2013 survey results, three critical areas of improvement were identified: increase the number of toilets, improve food services, and better the organisation at the entry gates.

Several projects were undertaken to respectively resolve these issues:

- Revisiting the food service selection for the general public, with a joint supplier for both inside and outside the stadium;
- Enclosure testing for organising entry at the gates, specifically adapted to issues related per type of event;
- Renovation and increase in number of the sanitary facilities.



POP-UP TAXI RANKS ON EVENT DAYS

Since April 2014, spectators from the stadium have benefited from a taxi service, mainly for the return journey following the event. Located one block east from the stadium, this pop-up rank is becoming increasingly known to Parisian taxis.

The implementation of this service, which was sorely needed, was the fruit of long-term coordination work by the Consortium, in particular the security services and sales and marketing management. Indeed, it was necessary to earn approval from the police department for this service and to determine a suitable location; and for each event, to confirm that the proper information for routing taxis through the security cordon was communicated. Local residents, meanwhile, have really welcomed this service and appreciate the fact that we are continuing to develop new transport services for customers. Finally, we needed to publicise this service to both customers and Parisian taxis. For evening events, the service is coordinated by the staff of Les Taxis Bleus (operational partners) and the stadium. Intended at first for VIP customers, use of the service quickly spread to the general public; after the 2014 concert by the Rolling Stones, some 200 taxis were hailed.



BORNE TAXIS



TABLE OF INDICATORS MEASURING PROGRESS IN TERMS OF COMMITMENTS IN THE CONSORTIUM SUSTAINABLE DEVELOPMENT ROADMAP

ISSUES

CAREER DEVELOPMENT AND EMPLOYEE WELL-BEING

EXACT DEFINITION	2012	2013	2014
Number of women out of the number of CSDF employees (permanent contract, fixed-term contract, dormant contract, alternate), at 31 December of the year under review	52%	50%	51%
Number of women managers out of the total of CSDF managers (permanent contract, fixed-term contract, dormant contract, alternate) from level VII-431	19%	22%	28%
Employees with disabilities: AGEFIPH calculation of the number of missing units after subtractions on the number of beneficiaries to use	4.73/9	6.14/8	4.62/8
Number of employees with disabilities out of the number of CSDF employees (permanent contract, fixed-term contract, dormant contract, alternate contract), as of 31 December of the year under review	1.66%	1.21%	0.64%
Average hours of training per year per employee trained under the company training plan	25.9 h	23.9 h	13.81 h
Average number of hours of training performed in the year in all areas of prevention-security-safety and sustainable development	1,126 h	931 h	595 h
Number of accompaniments of employees in the year in their wishes for career development	37	37	22
Number of accidents at work with work absence > 1 day	1	0	2
Number of accidents at work without work absence	1	1	1
Number of fatal work accidents	0	0	0
Number of employees involved in sponsorship of at least 1 year within the framework of partnerships developed by CSDF with associations, on the number of employees in permanent contracts, fixed-term contracts, alternation and apprenticeship training to the 31 of the month	8%	12%	12%
Existence (yes/no) of an annual information meeting	yes	yes	yes

COMMITMENT SUSTAINABLE PURCHASING

EXACT DEFINITION	2012	2013	2014
Turnover responsible purchasing * made on the year of reference + turnover of the market, having been the subject of responsible purchasing in previous years, where the contract always runs in the reference year, on total turnover processed by the purchasing department.	81%	83%	83%
Turnover purchases in the markets covered in the reference year processed by the purchasing service + turnover of previously processed recurring markets for which the contract is still active on total expenditure	63%	76%	83%
Turnover purchases made with supplier for the adapted and protected sector (ESAT and EA) and integration sector (EI)	9,554€	10,949€	18.262€

* where the tender was the subject of an SD analysis questionnaire

COMMITMENT A UNIVERSALLY ACCESSIBLE STADIUM

EXACT DEFINITION	2012	2013	2014
Average number of agents and team leaders dedicated to the welcome and support of persons with disabilities per event	14.85	16.24	16.8

COMMITMENT PARTICIPATION IN THE ECONOMIC AND SOCIAL ADVANCEMENT OF THE REGION

EXACT DEFINITION	2012	2013	2014
Number of associations of Seine St Denis whose activity unfolds in Seine St Denis supported by the CSDF over the year	Diambars Proxité Premiers de Cordée Boxing Beats	Diambars Proxité Premiers de Cordée Boxing Beats Clinamen	Diambars Proxité Premiers de Cordée Boxing Beats
Number of persons residing in 93 employed by suppliers of the CSDF over events of total number of persons employed by suppliers on events (activities: maintenance, cleaning, welcome, pitch maintenance, catering, security, sales/advice)	2012/2013 season 27%	2013/2014 season 31%	2014/2015 season upcoming
Number of persons residing in 93 employed by suppliers of the CSDF over the year over events of total number of persons employed by suppliers over the year on events (activities: maintenance, cleaning, welcome, pitch maintenance, catering, security, sales/advice)	46%	49%	upcoming
Number and list of establishments in 93 receiving a proportion of the apprenticeship tax from CSDF	18% Ecole de la 2 ^e Chance in La Courneuve Lycée Suger in Saint-Denis	30% Lycée Jacques Brel in La Courneuve Académie Fratellini Association Proxité	0% <i>because of the reform of the distribution of tax of learning, employment of 4 apprentices</i>

COMMITMENT INFORMATION ON EXTERNAL STAKEHOLDERS

EXACT DEFINITION	2012	2013	2014
List of reports and presentations on the overall performance of the company destined for external stakeholders	- Annual report - Advisory Committee - Monthly report to shareholders	- Annual report - Advisory Committee - Monthly report to shareholders - CSR report	- Annual report - Advisory Committee - Monthly report to shareholders

COMMITMENT REDUCTION OF ENVIRONMENTAL FOOTPRINT

EXACT DEFINITION	2012	2013	2014
Electricity consumption for the year brought down to the number of spectators present	6.39KWh	6.43KWh	6.35KWh
Consumption of domestic fuel for the year brought down to the number of spectators present	4.24 cl	3.53 cl	3.24 cl
Consumption of natural gas for the year brought down to the number of spectators present	5.88KWh	4.98KWh	4.55KWh
Water consumption for the year collected to the number of events	1,259m³	1,093m³	1,142m³
Water consumption for the year brought down to the number of spectators	0.02m³	0.02m³	0.02m³
Total spectators using public transport (lines B or D of the RER, line 13 of the Metro) leaving the Stade de France per total number of spectators actually present in the stadium in the reference year	71%	71%	76%

COMMITMENT REDUCTION AND REUSE OF WASTE

EXACT DEFINITION	2012	2013	2014
Average per year of tonnes of plastic waste avoided thanks to the deposit-refund system for cups	2,560 tonnes	3,043 tonnes	3,465 tonnes

THE STADE DE FRANCE, A UNIQUE INFRASTRUCTURE IN FRANCE: A PUBLIC BUILDING, GRANTED TO A PRIVATE COMPANY WITH A MISSION FOR PUBLIC SERVICE

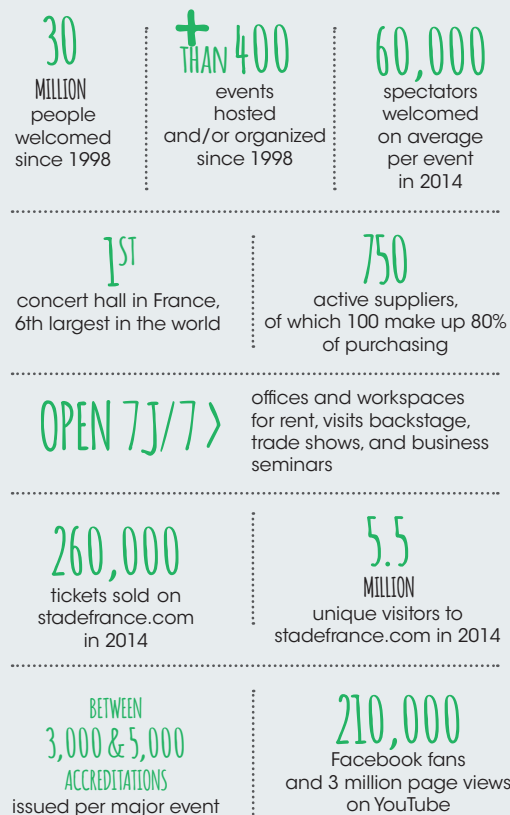
The Consortium Stade de France, a limited liability company, subsidiary of the Vinci Group (67%) and Bouygues (33%), was formed on 26 December 1994, at the end of a call for projects conducted by the government to provide France with a venue capable of hosting the 1998 FIFA World Cup XVI, then international football, rugby, and international athletics contests.

The operation of the company is governed by a concession contract which binds it to the Ministry of Sport for thirty years, under strictly defined financial conditions. This public service concession covers the financing, design, implementation, maintenance, and exploitation of the Stade de France and its ancillary equipment.

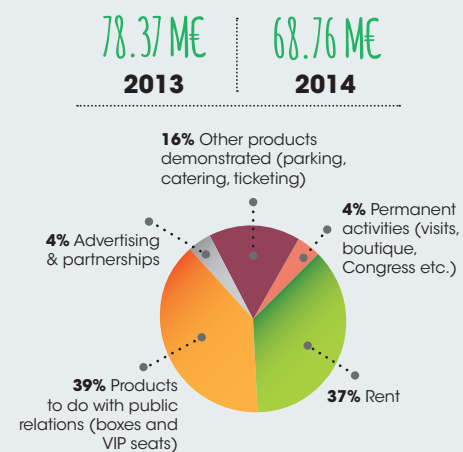
Employees of the Stade de France work to accommodate an average 1.5 million spectators and 90,000 tourists a year, thus contributing to the influence of the capital and the Île-de-France region.

Every six months, the board of directors, composed of the shareholders and the executive committee, meets to set and follow actions and investments. Every year, the Consortium presents an annual report to the government *concedant*. On the other hand, the Stade de France Patrons Advisory Committee is held once a year with all stakeholders (national, regional, security & safety and medical services, organizers, etc.) for a summary presentation and perspective of investments and activity of the Consortium.

KEY DATA



TURNOVER



Priority Customers of the Concession Contract

- French Football Federation
- French Rugby Federation
- French Athletics Federation

Other Customers

- Concert producers
- Companies, spectators, visitors, tenants

Partners

- Coca Cola, major partner
- PMU, official partner
- Commscope, official supplier

Media Partners

- L'Équipe
- Le Parisien

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