

GROUPE EUROTUNNEL

CORPORATE SOCIAL RESPONSIBILITY REPORT

2013



A SUSTAINABLE HUMAN RESOURCE POLICY

Eurotunnel Group has developed a human resource policy that considers the personal development of its 3,744 employees and their employability as an absolute priority.

This ambition is leveraged by initiatives undertaken in each subsidiary which are now part of a broader Group-level HR policy, with clearly-defined medium-term goals regarding the age pyramid, training, skills forecasting, talent spotting and management, information sharing and applicable procedures. The aim is to efficiently contribute to the overall performance of a growing company by anticipating future needs in terms of human resources.



310

RECRUITMENTS IN 2013
for the Group, of which 85%
on permanent contracts.

→ Priming the next generation

The Group is preparing specifically for the substantial renewal of its staff in upcoming years. A high percentage of the people employed at the start of the Tunnel's operation 20 years ago still work for the Concession, where 46% of employees are aged 45 years or more. The low employee turnover, 5% in 2013, also illustrates the strong ties between the company and its employees.



→ Spotting talent

Eurotunnel has a People Management Cycle which comprises processes for skills assessment and setting of individual goals. A system has just been introduced specifically for executives. The aim is to detect young managers with the potential to take on larger responsibilities and support their progress through specific training programmes.

→ Inducting young people

For the induction of young people into the Group, emphasis is placed on apprenticeships, which have doubled during the year. In 2013, 60 apprentices of all levels and 40 students on professional training contracts (from sixth form vocational students to master's level) worked in the different entities of Eurotunnel Group, compared to 45 in 2012. Negotiations are under way with the staff representative bodies with a view to setting up some *contrats de génération* (a French governmental tutoring programme of young people by senior employees). In addition, to recruit its future talent, Eurotunnel Group has intensified the promotion of its employer brand with graduate schools such as business and engineering schools and has begun working on its presence on social networks.



→ **Training as a key pillar**

The Group's training policy seeks to strengthen the skills of employees and enhance their employability with respect to new developments in the company. To do so, the Group has created CIFFCO, the leading private European railway training centre. In addition to its requirements concerning professional skills and accreditations, the investment in training contributes to changes in the Group's activities and also takes account of the personal development of each employee.

→ **Building a new Group Intranet together**

As the Group's internal showcase and efficient resource for real-time information sharing, the Intranet was designed as a tool to promote collaborative work, productivity and change management as well as the development of integrated management systems.



36

TRAINING HOURS
on average per employee
of the Group in 2013.

→ **Promoting constructive social dialogue**

The Group implements a policy of continuous dialogue with the staff representative bodies, and direct relations between managers and all employees, in a frank and constructive atmosphere. This is demonstrated by the various ongoing projects relating to "customer experience" and the spontaneous mobilisation of union organisations to defend the interests of the company against Eurostar's legal action before the IGC. In early 2014, Eurotunnel Group and the employee representative bodies reached an agreement on the creation of a Group Committee, France. The Committee will serve as the reciprocal information body for exchanging viewpoints and maintaining dialogue between the personnel representatives and the Group's management on strategic guidelines and the major social challenges facing all subsidiaries.

AN ECO-RESPONSIBLE TRANSPORT SYSTEM

The most environmentally-friendly cross-Channel transport system.

Since its very conception, the world leader in rolling motorways has had intrinsic environmental assets. The Channel Tunnel, dug below the sea bed, avoids any interaction with submarine life; rail freight emits less greenhouse gas than road transport and electric traction is much cleaner than using fossil energy. The Eurotunnel Group, leader in social and environmental responsibility even before the emergence of the concept of CSR, became a member of the Global Union for Sustainability, a non-governmental organisation, at the end of 2012 and the United Nations Global Compact in March 2013. The Group has included in its Charter of Ethics and Behaviour its commitment to continue its active policy, aimed at limiting the environmental impact of its activities, ensuring the involvement of all its employees and promoting the development and implementation of environmentally-friendly technologies.

→ Electric cars

Having pioneered the use of electric service vehicles in the 1990s, Eurotunnel returned to this practice in 2013 by putting eight such vehicles into service on its terminals in 2013. This fleet is set to double in number in 2014.



THE EQUIVALENT OF
58,000
TRUCKS

were removed from London trunk roads at the end of 2013. GB Railfreight transported by rail 1.3 million tonnes of spoil, excavated from the Crossrail railway tunnels, from West London to Northfleet in Kent. The excavated material will be taken by boat to Wallasea Island where a nature reserve will subsequently be created.

→ Carbon Trust Certification for the entire Group



Eurotunnel Group: reducing CO2 since 2009

Eurotunnel Group obtained the renewal of the certificate awarded by the Carbon Trust Standard in July 2013, including for Europorte, its French subsidiaries and GB Railfreight. This outcome recognises the concerted effort of all subsidiaries to reduce their environmental impact and minimise their carbon footprint. Eurotunnel is the first and still the only cross-Channel operator that conducted a carbon assessment in 2007.

→ A structural Green Plan

The process to continuously reduce the Group's environmental footprint is set out in the Group's Green Plan. The Plan defines the programme of actions around six key objectives and measures recorded progress with a set of indicators published each year in the Group's Registration Document.

→ **Eco-driving of trains and road vehicles**

Software is being installed in all the Group's locomotives to provide drivers with a real-time update of their progress in relation to the theoretical timetable in order to allow them to adjust the speed of the train, which in turn helps to accurately optimise the energy consumption for traction. Drivers of road service vehicles on the two terminals of the Concession receive training in eco-driving techniques and guidelines on low-impact driving.

→ **Energy-saving, discreet lighting**

The power consumption of the 14,200 lights on the two terminals had been increasing, and their emitted halos can be perceived as light pollution. Actions have therefore been taken since 2010 to reduce consumption and minimise the luminosity of lamps at night, while maintaining a high level of comfort and safety for our customers. By reducing the number of light points and replacing them with more modern devices, the total reduction in power consumption represents a drop in CO₂ emissions of 216 tonnes a year and nearly €70,000 in savings.

9th Green Flag for Samphire Hoe

The Samphire Hoe nature reserve, reclaimed from the sea using the millions of tonnes of blue marl extracted during the Tunnel excavations has, for the ninth year in a row, received the Green Flag, which rewards environmental conservation initiatives. The site, which is visited by more than 80,000 people a year, also received a gold medal in the category of Country Parks for its first participation in the *South & South East in Bloom* campaign.



-20%

REDUCTION
in power consumption by lighting on
the terminals in the last two years.



A COMMITTED PARTNER IN ITS ECONOMIC AND SOCIAL ENVIRONMENT

The Eurotunnel Group generated the creation of 3,744 direct jobs and more than 5,000 induced jobs in Kent and in the Calais region, on top of the 10,000 to 12,000 jobs mobilised for five years while building the infrastructure. A vital link between the UK and continental Europe, the Fixed Link also led to the development of highways, high-speed railway lines, stations and more, and continues to generate wealth on both sides of the Channel. The Group has strengthened its regional roots by getting involved in multiple initiatives with all its stakeholders: customers, employees, suppliers, shareholders and the region.

→ Research and training with the *École des Ponts*

In January 2013, the Eurotunnel Group established a long-term partnership with *École Nationale des Ponts ParisTech*. The partnership was materialised by the creation of a special science chair for railway transport with two components: research and training. The association between the know-how of the world's leading provider of piggyback services and the academic skills of this major engineering school has already led to the launch of the first research theses. This initiative confirms the Group's willingness to share its expertise to advance science and innovation and to position the railway sector as a forward-looking business.

→ Collection of donations from shareholders

The British foundation, ShareGift, collects securities offered by generous shareholders to charities. In 2013, it collected 300 donations from Eurotunnel Group shareholders for a total amount of £15,000, which will be distributed to different associations, according to suggestions from the donors.

→ Partnership with *Association des Paralysés de France*

A three-year agreement was signed in July 2013 with *Association des Paralysés de France* (APF) through which the Eurotunnel Group undertakes to solicit the APF for any service that falls within its scope of competence. This initiative underscores the Group's values and commitment to promoting human rights and fighting all forms of discrimination.

→ Helping young graduates to promote diversity

With the Lille Alliances Network, the Eurotunnel Group joined the dynamic groups for employment in 2014. Seven young graduates (A Levels + 3yrs and over), selected by the Network will be coached over nine months by the Group's managers, to help them to write their CVs, develop their network of contacts and be effective during job interviews. Six meetings will be organised with the whole group.



In October 2013, the Eurotunnel Group participated in the 4th cross-border employment conference, *Jobs transfrontaliers* in Frethun, a local initiative which encourages the professional mobility of young people between France, the UK and Belgium. The Group offered seven permanent employment contracts and numerous work/study contracts. Nearly 100 CVs were collected.

1,100

VISITORS

discovered the behind the scenes areas of the Channel Tunnel during the European Heritage Days in September 2013. For the first time, 350 of them were able to visit the Eurotunnel terminal in Folkestone, including the Railway Control Centre (RCC) which constantly manages the 300 to 400 daily train movements and monitors the 20,000 different sensors located in the Tunnel.



→ GB Railfreight pulls a charity train

On 27 July, for the second consecutive year, a GB Railfreight Class 20 locomotive pulled a train between Llandudno and Holyhead for the benefit of Age UK, a British charity supported by GB Railfreight. All proceeds from ticket sales went directly to the charity.



→ Wind farm and emergency fund

For the fourth consecutive year, Eurotunnel gave 10% of the revenues generated by the three wind turbines operated on the Eurotunnel Coquelles site to *Secours Populaire Français*, a French charity that uses the funds to help families in need. The agreement between the Group and this solidarity association has been renewed until 2015.

→ Innovations with the i-trans competitiveness cluster

Three major innovations driven by 14 company-members of the i-trans competitiveness cluster, alongside public research organisations in the north of France, were presented at the end of November at CIFFCO in Coquelles. This mainly concerns the TTSA (Track Train System Availability) project, for which Eurotunnel has been the leader since the beginning and which seeks to optimise track life span.

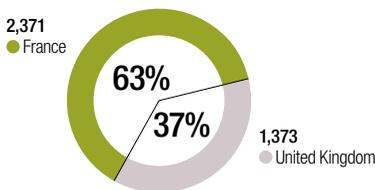


KEY SOCIAL AND ENVIRONMENTAL PERFORMANCE INDICATORS

The Group's CSR actions are measured by a range of non-financial indicators audited and published each year in Groupe Eurotunnel SA's Registration Document, available online at www.eurotunnelgroup.com

WORKFORCE BY COUNTRY

(as at 31 December 2013)



WORKFORCE BY SEGMENT

(as at 31 December 2013)



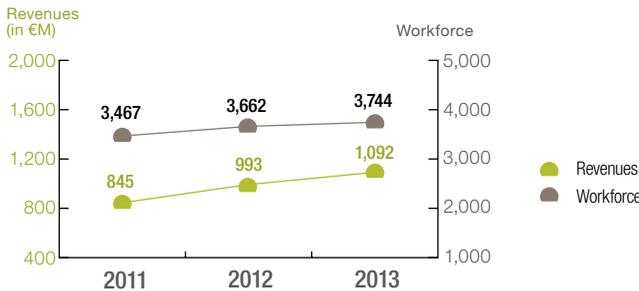
3,744

EMPLOYEES
at 31 December 2013,
i.e. +2% compared to 2012.

6.5%

FREQUENCY OF LOST-TIME WORKPLACE ACCIDENTS in 2013 (10.8% in 2012). The severity rate remains stable at 0.4% in 2013, which is much lower than the rates observed in comparable companies.

TREND IN REVENUE AND WORKFORCE OF THE GROUP*



*The 2011-2013 data is reproduced as published

NUMBER OF TRAINING HOURS



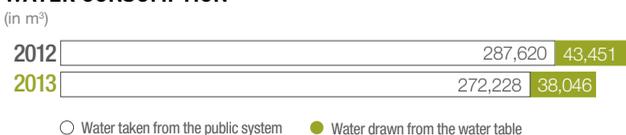
NON-HAZARDOUS INDUSTRIAL WASTE



HAZARDOUS INDUSTRIAL WASTE



WATER CONSUMPTION



166,753

TONNES OF CO₂ EQUIVALENT
Group greenhouse gas emissions (Scope 1 and 2 of the Kyoto protocol).

MORE THAN

€900

MILLION INVESTMENTS since 1994, of which €74 million in 2013, representing 6.7% of the Group's revenues.

SRI

Socially Responsible Investment

Evaluated by several non-financial rating agencies for its environmental, societal and governance performance, in 2013 the Eurotunnel Group featured in the following benchmark SRI indices: the Dow Jones STOXX Global ESG Leaders, in particular EURO STOXX Sustainability and STOXX Europe Sustainability. The Eurotunnel Group also ranks third in the Gaia Index, the SRI index for mid-cap securities developed by IDMidCaps, Ethifinance, MiddleNext and SFAF.