

2012 CORPORATE SOCIAL
RESPONSIBILITY REPORT

Eurotunnel Group
SUSTAINABLE INFRASTRUCTURE, INNOVATIVE TRANSPORT



CONTENTS

01

CHAIRMAN'S MESSAGE

02

INTRODUCTION

Social responsibility,
an springboard
for growth

04

OUR PEOPLE

04_ Recognising the contribution
of each employee

06_ On-going social dialogue

08_ Safety – our top priority



10

NATURE

10_ Innovating for low-
carbon transport

10_ Eurotunnel's Green Plan



14

THE REGION

14_ Close to the community

16_ A fair player in the market

16_ Respecting human rights



CHAIRMAN'S MESSAGE

Dear Shareholder and reader,

Our Group implements its commitment to Corporate Social Responsibility (CSR) through **our People** – each of Eurotunnel Group's 3,662 employees, through **Nature** – the environment and the ecosystems with which our expanding activities interact, and through **our Region** – the communities with which we have relationships throughout France and Great Britain.

To this end, in 2012, we continued with our progress along the path that Eurotunnel, as a pioneer in low-carbon transport and in building strong local roots, embarked on nearly 20 years ago. This CSR report presents an annual review of what has been accomplished.

First and foremost, this is an exercise in **transparency**. Whether dealing with corporate, environmental or social issues, Eurotunnel Group's policy regarding the information we provide to stakeholders goes beyond current legal requirements. This year, for the first time, we have established joint non-financial indicators at the Group level* within each subsidiary, regardless of its activities or the country in which it operates. These indicators are audited independently.

We believe that CSR **enhances cohesion** within a group which is growing and diversifying (+14% increase in activity in 2012). With regard to CSR, all our entities are united around making **safety** a priority, sharing a commitment to **sustainable development** and a continuous and productive **social dialogue**.

Eurotunnel Group has also adopted a **Charter of Ethics and Behaviour** that sets out our common rules regarding respect for people, fair competition, internal controls and environmental protection. Our principles and guidelines for action now apply to all employees of the Group and its subsidiaries and to their subcontractors and suppliers. This document is consistent with the United Nations Global Compact, to which the Eurotunnel Group has adhered since early 2013.

Respect for the environment has always been part of the Channel Tunnel's DNA. Today, the entire Group shares that strong value. We were one of the first companies in the world to join the NGO **Global Union for Sustainability**, in autumn 2012, and have committed to reducing greenhouse gases across all Group* activities by 3% per year.

We also believe that CSR is a springboard for **growth**. Eurotunnel Group actively supports the Lille World Forum for a Responsible Economy. In 2012, the Forum's theme was "**A responsible economy, a profitable economy**." We share that vision. Sustainable development actions improve competitiveness. For example, the environmental advantage of rail transport, which is our core business both as an infrastructure manager and freight operator, strengthens our position. CSR initiatives also drive innovation; for example, in the area of energy management. As a driver of progress, CSR also generates productivity.

Eurotunnel Group is also growing in the businesses where we have expertise, with the goal of enhancing our assets. CSR plays a role here, too: **regionally**, with the Sangatte-Blériot-Plage golf resort and seafront eco-village; via **transformations in the energy sector** through the ElecLink project, which will develop



the electrical interconnection capacity between France and Great Britain via the Channel Tunnel; and in the area of **youth employment**, with our railway training centre, ClFFCO. MyFerryLink, our new maritime sector, which has already created 600 jobs in France and Great Britain, also addresses our key environmental issues. Eurotunnel Group, the responsible owner of three vessels, supports the international MARPOL agreement and is preparing for changes to their engines, which will allow them to use less polluting fuel. Our ferries have already adapted their cruising speeds to reduce energy use and greenhouse gas emissions.

This report will introduce you to these aspects of the Eurotunnel Group, which continued to grow throughout 2012, both with regard to CSR activities and financial performance. Ethics, progress and respect for the environment remain the Group's key values. I hope you enjoy reading the report.

Yours sincerely,
Jacques Gounon
2 May 2013

*_Groupe Eurotunnel SA subsidiaries (excluding maritime activities, which began on 20 August 2012)

GOVERNANCE

The Strategy and Sustainable Development Committee of the Board of Directors

Tim Yeo,
Chairman

Philippe Camu

Lord Peter Levene of Portsoken**

Jacques Gounon

**_since 26 April 2012

INTRODUCTION



SOCIAL RESPONSIBILITY, A SPRINGBOARD FOR GROWTH

DID YOU KNOW?

- **Environmental benefits**
Carrying a truck across the Straits of Dover on a Eurotunnel Shuttle emits approximately 20 times less CO₂ than a similar journey by boat.
- **Vital link**
More than three hundred million passengers have used the Tunnel since 6 May 1994.
- **Regional impact**
The cross-Channel Fixed Link has generated 8,500 direct and indirect jobs in the Kent and Nord-Pas-de-Calais¹ regions (including construction of highways, high-speed rail lines and international railway stations).

Social and environmental responsibility has always been essential to Eurotunnel. This dimension – respect for the environment, establishing and maintaining local roots and economic and cultural ties – has been integral to the Group's infrastructure management and freight transport development since 2009. This shared goal – to incorporate people, nature and local communities into the Group's strategy – is a key to its cohesion and a driver for its growth. It is reflected in the Group's financial support for and active participation in the *Lille World Forum for a Responsible Economy* and

the values it promotes. During its last annual meeting in November 2012, Eurotunnel Group was one of the world's first private companies to join the *Global Union for Sustainability* (GUS), a non-governmental organisation founded after the Rio+20 Conference. During that international gathering, the Group made a public commitment to reduce its greenhouse gas emissions by 3% each year².

Eurotunnel Group also adheres to the four broad categories of principles of the United Nations Global Compact: human rights, working conditions, environmental protection and the fight against corruption.

¹ Impact study conducted by the Syndicat mixte de la Côte d'Opale, the Université du Littoral and the University of Kent at Canterbury.

² Scope of Eurotunnel Group subsidiaries.



THE OLYMPIC TORCH AT SAMPHIRE HOE

On 18 July 2012, a few days before the London Olympic Games began, the Olympic flame was carried through the Channel Tunnel between Folkestone and the Samphire Hoe nature reserve. This event was a great honour for the Group and its employees and illustrates every aspect of the Eurotunnel Group's CSR process:

- The event's organisation was successful thanks to the efforts of dozens of employees, who volunteered to ensure that the relay went smoothly, again demonstrating employees' dedication to their company.
- It offered new recognition of the economic, social and cultural importance of the Tunnel, which connects so many different people and which broke all usage records during the 2012 Olympic Games.
- The Olympic torch crossed Samphire Hoe, the 30-hectare area at the foot of the White Cliffs that was created during construction of the Channel Tunnel. The site is a stunning reserve and a model of biodiversity. In 2012, it received its eighth consecutive Green Flag (the flag is awarded in recognition of high quality natural areas in Britain).



CSR plays a central role everywhere that Eurotunnel Group operates and in all its new developments. In 2012, the purchase of three SeaFrance ferries was thus spurred by the creation of 500 jobs in the workers' cooperative that operates these vessels between Calais and Dover. ClFFCO, an international railway training centre, hosted 2,215 trainees in Coquelles and contributes to the region's economic vitality. The ElecLink electrical connection project, launched in cooperation with STAR Capital, will make a major contribution to electrical interconnection, reducing CO₂ emissions by 400,000 tonnes per year.

TRANSPARENCY

As a strategic issue, the CSR policy is based on a Group-wide reporting system. By expanding this process to the new subsidiaries and standardising data collection, the Group provides (as of 2012 financial year and prior to implementation of any legal requirement) complete and consolidated information for all Group activities. (This excludes the new maritime sector's activities, which did not begin until 20 August 2012.) The organisation and form of this reporting are discussed in detail in the 2012 Registration Document, which is available online at www.eurotunnelgroup.com.

1 The Channel Tunnel has served as a vital link between Great Britain and the continent for nearly 20 years.

2 A unique and moving moment during the Olympic flame's spectacular relay in Great Britain and its 10-km underground transport through the service tunnel, before returning above ground at the Samphire Hoe nature reserve.

3 Eurotunnel's purchase of three ferries generated 500 jobs in Calais and approximately 100 in Great Britain.

OUR PEOPLE

RECOGNISING THE CONTRIBUTION OF EACH EMPLOYEE

Eurotunnel Group seeks to create a working environment that encourages the growth and development of staff in order to attract and retain qualified, high-quality employees. Our human resources policies acknowledge the contribution of each employee, in terms of their qualifications, level of responsibility and individual performance.

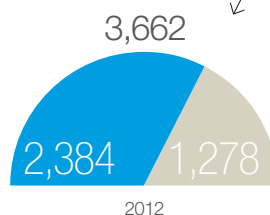
JOB CREATION GROWTH

In 2012, the Group's business growth (+14% over 2011) led to a 6% increase in the workforce. This change is in line with a policy of continuous workforce adjustment, tailored to meet the real needs generated by operations. Recruitment has focused on freight train drivers. The geographic breakdown of jobs has remained largely unchanged, with 65% of employees in France and 35% in the United Kingdom.

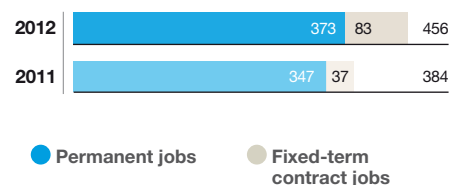
When recruiting, Eurotunnel emphasises candidates' openness to other cultures, their ability to work as part of a team and their sense of initiative.

Employee loyalty to the company is reflected in the low rate of turnover, which totalled just 5.5% in 2012.

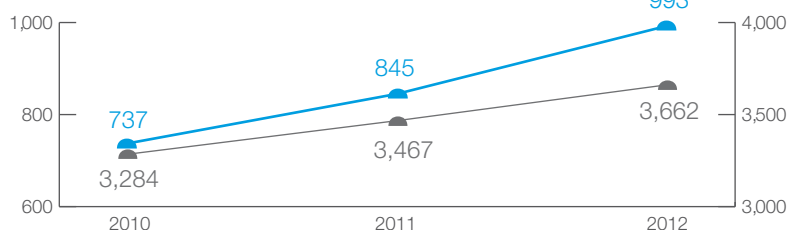
WORKFORCE



RECRUITMENT



Eurotunnel Group's revenues (in € million*)



*_Data for 2010-2012 is reproduced as published.

EQUITABLE PAY INCREASES

Eurotunnel Group values and rewards each individual's contribution to business success, whilst seeking to ensure that employees in its different entities are treated fairly. It takes into account disparities related to the nature of activities, each company's particular history, differences in employment law and different inflation rates in the United Kingdom and France. The key objective of the mechanisms created is to improve the Group's performance by developing employees' skills and attitudes.

Cross-Channel Fixed Link

Under the terms of a unanimous agreement with unions, the ESGIE workforce, the French company that employs the Fixed Link staff in France, received a 2.6% collective increase in salaries and bonuses as of 1 January 2012, with a guaranteed minimum of €50 gross increase per month. Under a majority agreement, the 2013 collective increase will total 1.5%.

ESGIE contracts out job and skills forecasting (GPEC) for its non-managerial employees as part of a "career path" programme. It is designed to ensure employee development and advancement throughout the individual's employment at the company, with visibility over the entire career. In 2012, 469 ESGIE employees received pay rises, whether in line with their career path or resulting from a promotion or other individual recognition.

The workforce at ESL, which employs the Fixed Link staff in Great Britain, received a 3.75% collective pay increase under the terms of a negotiated agreement with the Unite union. In addition, 83 ESL employees received pay increases, including 35 under the Rate for



the Job (in effect since an agreement was signed with Unite in July 2007), 13 for promotions and an additional 35 on an individual basis. All ESGIE and ESL employees may also receive a bonus of up to 6% of base pay. Half of this bonus is calculated based on safety and service quality indicators and half is based on the year's cash flow. In 2012, the company's results generated an operational bonus of 2% and a financial bonus of 3%, totalling 5%. Managers receive a bonus based on the same criteria but the financial indicator is weighted more heavily.

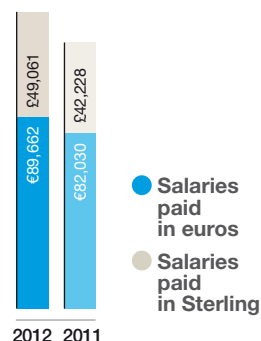
Europorte

In 2012, employees of Europorte's French subsidiaries received collective pay increases and bonus revaluations totaling 2.5%. Euro-

porte France's three-year profit-sharing agreement signed in 2011 generated a bonus, half of which was calculated based on financial results and the other half on rail freight output and the workplace accident rate. The Socorail profit-sharing agreement, which was renegotiated in 2012, is based half on financial results and the remainder on absenteeism and workplace accident rates. Europorte France initiated a GPEC process in 2012 and an agreement is being negotiated at Socorail.

The GB Railfreight agreement signed in 2010 with the union representing train drivers and ground staff expired on 31 March 2013. In 2012, it provided for a 3.72% pay rise, in line with the Retail Price Index, for all company employees, union and non-union.

CHANGE IN GROSS PAYROLL*



* In € and £ thousands



1. French employees of the Cross-Channel Fixed Link benefit from Jobs and Skills Forecasting (GPEC), which allows them to project the course of their career development.

2. The Europorte France profit-sharing agreement considers service quality and safety indicators.

ON-GOING SOCIAL DIALOGUE



The many initiatives that Group entities pursued in 2012 were led by the on-going policy of dialogue and exchange with staff representative bodies, but also by direct relationships between executives and employees.

- The company's *GPS 2012* corporate project, conducted in France with Fixed Link employees, drew on the 2007 *Agora* survey. It provided employees with an opportunity to express their views on their working environment and to identify actions that would improve information exchange among staff and managers and develop a more participative style of management, further improving the quality of working life and encouraging communication.

- In 2012, the *Shaping Our Future* corporate project implemented in Great Britain strengthened existing local forums and continued the management training programme.

- Three agreements received unanimous or majority approval from the ESGIE unions. They covered jobs and skills forecasting, workplace stress prevention and the right to organise.

The various joint bodies within the Europorte subsidiaries held more than 150 meetings in 2012, reflecting a particularly intense period of social dialogue. At the end of the year, all staff at Europorte's French subsidiaries were covered by collective agreements.

Discussions were held with two representative bodies at GB Railfreight:

- The Stakeholder Business Forum brings together representatives of all employee groups (union and non-union), the Managing Director, the Production Director and the HR Director; and,

- The Union Company Council includes only union employees. It brings together regional

union representatives (internal and external), the Production Director and the HR Director. This entity holds local meetings every two months. Lastly, management holds an information meeting for all staff every four months.

Social activities

The ESGIE *Comité d'Entreprise* (works council) receives 1% of the company's gross payroll, which totalled €564k in 2012. Of that, 0.8% was allocated to social projects and 0.2% to its operating budget.

The ESL Company Council received £257k in 2012, which was allocated in accordance with the same formula.

The Europorte French subsidiaries *Comité d'Entreprise* received 0.6% of Socorail's gross payroll, 0.5% of Europorte Proximité's, and 0.5% of Europorte France's.

GB Railfreight organises regular activities, which are opportunities for employees and their families to gather and relax outside of work (including football matches, Christmas parties and railway-related events). The company earmarked £104k for those activities in 2012.

THE GROUP'S EMPLOYER COMPANIES

Staff members are employed by one of the Group companies which are:

- ESGIE, which employs the majority of personnel who work for the cross-Channel Fixed Link in France, Germany, Holland and Spain;
- ESL, which employs the personnel who work for the cross-Channel Fixed Link in the United Kingdom;
- Various Europorte subsidiaries, which employ the personnel who work in rail freight transport; and,
- Employees who may also be seconded to other Group entities, whose payroll expenses are billed by the employing company.



2



3

REGULAR MEETINGS

ESGIE: the Works Council meets monthly, on average

ESL: the Company Council meets every two months, on average, as does Unite the Union

ESGIE/ESL: the European Works Council meets every two months, on average

Europorte France: the Works Council meets monthly, on average

Socorail: the Works Council meets three times per month, on average

GB Railfreight: the Union Company Council meets every two months, on average

1_The 2012 GPS survey provided French Eurotunnel employees (approximately 800 participants) an opportunity to share their views broadly on their work environment.

2_GB Railfreight organised a competition for its employees' children to redesign the livery of one of its locomotives. Emily won – and her design was reproduced as a full-scale version.

3_There were no labour disputes at Europorte in 2012.

SEASONALITY AND WORKING HOURS

By definition, cross-channel traffic and rail freight are highly variable activities, and work must be organised to take their specific characteristics into account. The volume of activity varies sharply based on the hour, day of the week, holiday periods and changes in economic conditions. Variable shifts are thus essential to maintaining a high level of service quality at all times whilst, at the same

time, controlling company costs. Given the nature of the activities and different national laws, operations are organised as follows:

- Group employees in France (ESGIE, Europorte's French subsidiaries): variable work week length that may not exceed an average of 35 hours per week or a ceiling of 1,600 hours per year.
- Cross-Channel Fixed Link employees in Great Britain

(ESL): working hours are set by the company, based on a 37-hour work week as defined in the employment contract (1,676 hours per year). Shift work is organised by altering the roster patterns.

- Rail freight staff in the United Kingdom (Europorte's French subsidiaries, GB Railfreight): work in teams, 35 hours per week over four days to ensure round-the-clock company operations. Administrative staff

work 37 hours per week over five days. Work may vary over all or part of the year, subject to a limit of 12 consecutive hours and 1,826 hours per year. Defined break periods must be provided.

- **No regular use of overtime:** Group entities may use overtime only to address unforeseen fluctuations that are inherent to the transport business.

SAFETY, THE TOP PRIORITY

1_The Channel Tunnel has a 48-person team of emergency response specialists who patrol the service tunnel around the clock and are ready to respond immediately.

ABSENTEEISM

3.3%

THE ABSENTEEISM RATE for Eurotunnel Group in 2012 (compared to 3.7% in 2011). The leading cause of absenteeism is non-work-related illness.

SAFETY AT WORK

10.8%

THE FREQUENCY OF LOST-TIME WORKPLACE ACCIDENTS for Eurotunnel Group in 2012. The severity rate was 0.4% in 2012, which is lower than comparable companies' rates.



1

Safety is an inviolable principle at Eurotunnel Group. The Board Security and Safety Committee oversees customer, employee, subcontractor and stakeholder safety, which is implemented by security and safety departments in each of the entities. Safety performance is monitored regularly as part of a continuous improvement process. Corrective actions are taken when necessary. In 2012, that process involved:

Fixed Link

- Creating a catenary isolation zone on the platforms;
- Reinforcing fire-fighting plans in the emergency sidings;
- Providing safety training to managers, particularly for new hires and those who have changed jobs;
- Conducting a diagnosis prior to signing the workplace stress prevention agreement and action plan;

- Strengthening controls over subcontracted activities; and,
- Organising the 2012 Safety Day: forums and site visits, encouraging discussion and vigilance all at all times.

Europorte

- Strengthening skills and authorisation monitoring using specific software;
- Setting up company-wide tools to analyse incidents by training first-line managers; and,
- Launching the first safety week.

NUMBER ONE IN TRAINING AMONG PRIVATE RAIL COMPANIES

Group employees received more than 150,000 hours of training in 2012. Eurotunnel has always invested heavily in this area to support its employees' career development. The main objective of the training policy is to strengthen each employee's skills and abilities to contribute to the company's development. Training programmes have two priorities: to continually strengthen a shared culture of safety and to continually improve each person's competence in his or her work.

Building on its experience in rail operations, Eurotunnel created the Opal Coast International Railway Training Centre (CIFFCO). Inaugurated in 2012, this organisation conducts training for Group entities and external rail companies, thus supporting the development of the rail freight industry. As the leading private international railway training centre, it provided 9,593 training days in 2012.

HOURS OF TRAINING

151,337

THE NUMBER OF HOURS OF TRAINING provided to Eurotunnel Group employees in 2012 (compared to 100,219 in 2011).

EQUAL OPPORTUNITY AND DIVERSITY

● Gender equality

The Group is committed to respect and strives to develop equal opportunities for men and women in all phases of professional life. The Group signed a gender equality agreement with the Fixed Link unions in June 2009, which is currently being renegotiated.

● Anti-discrimination measures

At Eurotunnel Group, professional evaluation, change and career development criteria are based solely on the recognition of ability, experience, performance, and professional and behavioural characteristics.

● Employment and inclusion of disabled employees

Disabled workers totalled 3.7% of ESGIE's total workforce in France, compared to 3.6% the prior year.

EMPLOYEE BREAKDOWN BY GENDER

2012	2,908	754	3,662
2011	2,755	712	3,467

● Men
● Women

510 FREE SHARES FOR EACH GROUP EMPLOYEE

- In 2012, each employee, excluding executives and corporate officers, received 310 Groupe Eurotunnel SA common shares under the second free share attribution plan. In 2011, each employee had already received 200 GET SA shares under the first plan. Ownership of these shares carries an employment condition and a minimum four-year lock-in period. In April 2013, the Group's French employees could allocate these shares to a mutual fund, which offers tax advantages in the future.
- ESGIE employees can pay into a company savings plan, composed almost entirely of shares. These payments are supplemented by a 25% company contribution. As at 31 December 2012, 176,750 shares were held under this plan.

NATURE

1. Eurotunnel, a pioneer in the use of electric vehicles since the 1990s, went back to its roots and brought eight of these cars into service in 2013.

2. The diesel locomotives used for maintenance in the tunnel are the world's first to be equipped with catalytic converters.



INNOVATING FOR LOW-CARBON TRANSPORT

With its innovative rail operations and sustainable infrastructure management, Eurotunnel Group is a strong leader in eco-responsible transport. Each subsidiary individually supports low-carbon transport and encourages modal shift.

● **The Tunnel** and its rail transport system offer intrinsic environmental advantages:

_The cross-Channel Fixed Link, which is entirely underground, avoids any interaction with the marine ecosystem.

_Electric traction produces very low levels of atmospheric pollution and fewer greenhouse gas emissions than fossil fuels.

● **Europorte's main activity** focuses on rail freight, which is more efficient and generates only a small carbon footprint. It promotes sustainable development naturally. The French and British subsidiaries are all committed to a pro-environment approach, which is defined in their general policy. An environmental management programme, based on the ISO 14001

requirements, has been in place since 2002, with key staff and internal auditors trained specifically to monitor performance. In 2012, they conducted seven audits, including six in the cross-Channel Fixed Link operational divisions and one with sub-contractors.

In 2012, impact studies were carried out at all the French industrial sites and at the main sites for the other activities in order to define a further programme of actions to be launched in 2013. These primarily involve optimising energy consumption, waste collection and

THE GREEN PLAN

Eurotunnel's environmental protection activities are now part of its Green Plan and focus on six main objectives:

- Reducing carbon emissions
- Sustainable use of resources
- Increasing biodiversity
- Waste reduction
- Stakeholder commitments
- Reducing environmental risk.



CAREX – A GREEN HIGH-SPEED FREIGHT TRAIN

The first test of a high-speed freight train between the Lyon-Saint-Exupéry airport and London's St. Pancras International station, via Paris-CDG-Roissy and the Channel Tunnel, was conducted on 20 March 2012. The test was carried out under the auspices of Euro Carex and opens the way for high-speed rail freight, which emits approximately 35 times less CO₂ than the air traffic and trains currently used. The 120 tonnes of parcels transported by one Carex high-speed train would reduce traffic both on the road network (seven fewer semi-trailers) and in the skies (seven fewer Boeing 737 cargo aircraft).

sorting, selecting environmentally-friendly products and efforts to increase employee awareness of eco-friendly practices.

- In the United Kingdom, **GB Railfreight**, which has its own Safety and Environment Department, established an environmental risk management system, and has gained ISO 14001 (2004) certification every year since 2006.

Reduced carbon emissions

Eurotunnel is the first, and still the only, cross-Channel operator to have conducted a carbon audit, with the first being completed in 2007. It reduced its greenhouse gas emissions by 44% between 2006 and 2008, and by an additional 20% between 2008 and 2010, thus earning the renewal of its Carbon Trust Standard certification. This independent body conducted a new audit in 2011. The results serve as "point zero" for the entire Group, which now conducts dynamic accounting for its greenhouse gas emissions. In 2012, the Group joined the *Global Union for Sustainability*, thus committing to an annual additional 3% reduction of its overall carbon footprint (scope of consolidation restricted to subsidiaries of Groupe Eurotunnel SA). Since 2010, the Group has also been included in the CRC League Table, published by Britain's

Environment Agency, in accordance with the Carbon Reduction Commitment Energy Efficiency Scheme (CRC), and works with the international Carbon Disclosure Project. A new Carbon Trust Standard audit cycle will begin in 2013 to assess the contribution of current projects to new carbon footprint reductions. Current and scheduled short- and medium-term actions to reduce greenhouse gases include:

Eco-driving

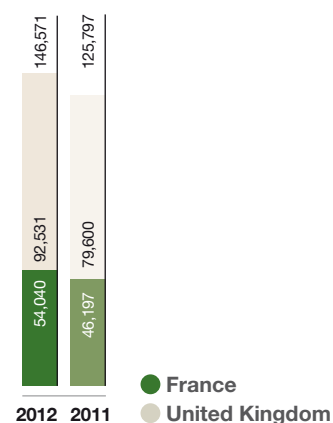
- An eco-driving assistance system for locomotives has been built. A prototype will be installed during the first half 2013 and combined with a driver training programme.
- A fleet of electric road vehicles has been ordered. Six came into service in early 2013 with two more to follow.

GREEN TRANSPORT AWARD

Le Shuttle won first prize in the "Green Transport" category from *Coach Monthly*, the leading British coach tourism trade publication. The prize is awarded by 300 British coach tourism industry professionals.

GREENHOUSE GAS EMISSIONS

(CO₂ equivalent tonnes)



1 Twelve beehives were set up in 2012 at Eurotunnel's Coquelles site. Fifteen volunteers tend the hives during their free time.

2 Thanks to the remarkable biodiversity at the Samphire Hoe site, between Dover and Folkestone, this natural reserve earned its eighth Green Flag award for the management of green spaces.

3 Operation of the Channel Tunnel is compatible with maintaining a wetlands area critical to developing biodiversity in the area immediately surrounding the Coquelles terminal (Pas-de-Calais).

- Fuel consumption and road vehicle impacts have been reduced by creating awareness of eco-driving techniques among employees and by now using only sulphur-free diesel to power the diesel locomotives.

Greenhouse gas substitution

- A project to replace halon in the fire protection system and R22 (chlorodifluoromethane gas) in the air conditioning system has been implemented.
- A new system for cooling the rail tunnels that replaces refrigerant gases is in the process of design and development for the longer term.

Sustainable use of resources

Electricity consumption

- Studies are underway to optimise lighting at the sites and on the trains. LED tubes have been tested to replace fluorescent ones on Shuttle trains. This technology halves electricity consumption and increases the lifespan of the lighting equipment ten-fold.
- A remote system has been installed to monitor real-time energy consumption in each building to target efforts to optimise consumption and gauge the effectiveness of the measures.

Renewable energy

- Feasibility studies are underway on electricity production from solar and piezoelectric energy to fuel locomotives and road vehicles in the future.

Water consumption

- Eurotunnel has always carefully monitored Cross-Channel Fixed Link water consumption.



Europorte uses this natural resource almost exclusively for sanitary purposes in buildings and at workplaces.

- Opportunities to increase the efficiency of operations are monitored continuously to minimise consumption of energy, water and paper. Water and energy savings were an

on-going priority during the major renovation of the "Victor Hugo" building, which houses the *Shuttle* customer terminal in Folkestone. The 2013 renovation of the equivalent "Charles Dickens" building in Coquelles, will focus on achieving the same results.

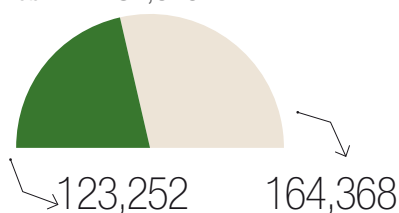
Increased biodiversity

The Samphire Hoe site received a Green Flag in 2012 for the eighth consecutive year. This prize is awarded by an independent jury to recognise the most significant green and natural spaces in England and Wales. The 30-hectare Samphire Hoe site was built on the coast, using chalk marl and shale extracted during the excavation of the Tunnel. Completed in 1993, the site opened to the public five years later, when plant and animal life had been established. Since that time, each year more than 100,000 visitors explore the 200 plant species, 208 bird species, and 30 species of butterflies, dragonflies and damselflies. They are welcomed by rangers from the White Cliffs Countryside Partnership, who manage

WATER CONSUMPTION 2012

Water taken from the public system

Total in m³ : 287,620



- France
- United Kingdom

43,451 m³

WATER DRAWN FROM
THE WATER TABLE



the reserve with support from many volunteers. To comfortably accommodate school visitors and their educational activities; an education centre is being built at Samphire Hoe. This structure will comply with green building guidelines. The project was funded jointly with public grants. The Group also maintains and preserves the 48-hectare Doll's House Hill site. This steep area overlooks the Folkestone terminal and is known for its exceptional flora and fauna. The Whitmoor rail yard in eastern England, which GB Railfreight manages for Network Rail, is home to many protected plant and animal species. In France, the well-ordered gardens – “jardins ordonnés” – with their seven-hectare body of water, provide a rest area for many migratory species of bird. Several have nested there. In spring 2012, 12 beehives were installed on the Coquelles terminal, and more than three hectares were set aside for bee-keeping. Some 15 volunteers tend the hives during their free time. The first honey will be harvested in spring 2013.

Waste reduction

Nearly all of the waste that the Group produces comes from industrial activities. Their nature and quantity may vary from year to year, based on the projects undertaken, and collection and treatment gives priority to recycling or re-use.

A selective collection system has long been in place at the Fixed Link terminals.

Europorte's only wastes come from maintenance of the rolling stock and rail infrastructure. A waste management system was established for the port railways and the locomotive maintenance workshop at Arc-les-Gray. Sorting is handled internally and a service provider is responsible for treatment.

Studies were begun in early 2013 on increased wastes produced, specifically from the modernisation of the sites and subcontractor activities, to optimise their production and recycling costs.

Stakeholder commitments

- Improve promotion of sustainability internally and externally: help teams change their work practices and habits in support of the Green Plan, which will lead to reduced consumption and minimise environmental impacts.
- Publicise Eurotunnel's successes with our customers, suppliers and other stakeholders to strengthen the green business approach.
- Improve communication on the Green Plan's progress with the Group's management bodies and teams in the field.

Reducing environmental risk

- Minimise the risk of water pollution
_From the start, water collection systems at the two Fixed Link terminals have incorporated separate systems to prevent risk. Before being discharged into the natural environment, each type of water collected undergoes a specific treatment at the system's outlet.
- Minimising the impact on air quality
_In a worldwide first, in 2007 Eurotunnel equipped the diesel locomotives on trains that handle rail tunnel maintenance with catalytic converters.
_Europorte's line locomotives and locotractors use only low-sulphur diesel.

- Reducing noise pollution

_A 2009 study showed that the noise produced at the Coquelles site does not exceed regulatory limits, day or night, within the bounds of the property or in the neighbouring regulated noise exclusion zone.

_Europorte has installed a sound attenuator, which reduces noise produced by compressed air during brake tests prior to train operation by nearly half (72 dB compared to 130 dB).

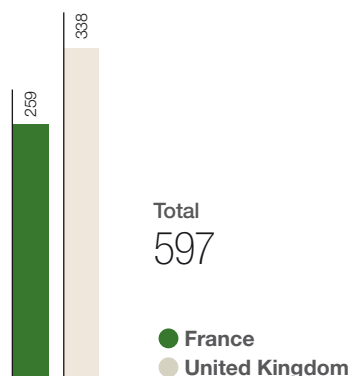
_Europorte supports its customers that own the wagons it tows when servicing worn wheels. (Such wheels are no longer perfectly circular and have developed flat spots, which are a major source of noise.)

- Minimising legal risks

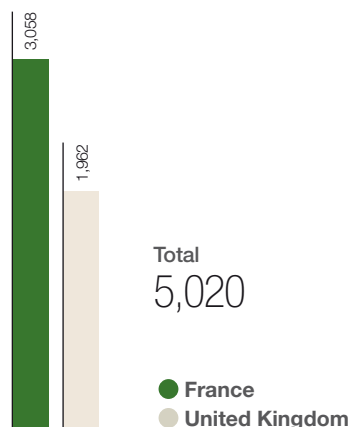
_Eurotunnel has a set of procedures and tools to comply with the law. All documents, procedures and risk assessments are undergoing detailed review to ensure that all Group departments have access to the appropriate regulations and can update them quickly and easily.

INDUSTRIAL WASTE PRODUCED IN 2012 BY THE GROUP

Hazardous industrial wastes
(in tonnes)



Non-hazardous industrial wastes
(in tonnes)



The quantity of waste produced by the cross-Channel Fixed Link, where reduction efforts have been underway for several years, fell in 2012.

THE REGION

EUROTUNNEL GROUP A COMMITTED PARTNER

Eurotunnel is a partner committed to improving its economic environment and has generated 8,500 direct, indirect and induced jobs in Kent and the Calais region. It is in sync with all stakeholders – customers, employees, suppliers, shareholders and the region – and is involved in many concrete projects. These initiatives seek to align the company's interests with those of the community, to strengthen the Group as a fair player in the market, taking its customers' best interests into consideration and respect basic human rights.

ALIGNING THE GROUP'S INTERESTS WITH THOSE OF THE COMMUNITY

Solid local roots

Stimulating local employment

- Eurotunnel continues to focus on its development mission, as mandated by the French government when the project began. In January 2013, after issuing a request for proposals, the town of Sangatte-Blériot-Plage chose the Eurotunnel subsidiary Euro Immo GET to develop the seafront eco-village and golf resort at *Porte des Deux-Caps*. The project includes a golf course of international stature, a quality hotel, 500 homes in an eco-community and a spa centre. In addition to the direct jobs created by the project, it will enhance the area's tourist appeal and should stimulate employment in neighbouring areas.
- The Group is helping to fund studies prior to modernisation of the Fréthun-Calais-Dunkirk rail line.
- Calais Promotion, the Calais economic and employment development agency, continues to receive financial support and expert advice

from the Group. In 2012, that support totalled €23,757, which was allocated on a priority basis to job creation.

- During the third cross-border employment conference, *Jobs transfrontaliers*, a local initiative encouraging youth employment mobility between Belgium, France and the United Kingdom, the Group's entities presented several employment and internship opportunities.
- During the *Jobs direct* employment fair, designed to assist disabled and elderly job-seekers and created at the initiative of a Calais business association composed of 70 small- and medium-sized businesses, ESGIE presented two employment opportunities.
- In June 2012, following a judgment by the Paris Commercial Court, Eurotunnel purchased three SeaFrance vessels to lease them to a workers' cooperative made up of the maritime operator's former employees. The cooperative has operated between the ports of Calais and Dover since 20 August, creating 500 jobs in France and another 100 in Great Britain.



Supporting the community

● Eurotunnel allocates 10% of the Coquelles wind farm's revenues to the non-profit group *Secours Populaire Français*. This anti-poverty organisation redistributes the funds in the form of energy vouchers. In 2012, 25 Pas-de-Calais families – 64 people – received this aid.

The agreement was renewed in 2013 for two additional years.

● The Group has also made a commitment to *Fondation FACE (Agir contre l'exclusion)*, which works to assist the most disadvantaged. A part-time employment contract will be signed in 2013 with an individual proposed by FACE-Calais to work in waste receiving and sorting. Eurotunnel also supports the *Fondation de la Deuxième Chance*, which is dedicated to giving individuals who have faced significant hardships a "second chance" to return to the labour market.

● Eurotunnel encourages its employees to work with charitable and humanitarian organisations. In 2012, several fundraising campaigns were organised on behalf of British humanitarian groups that support medical research, aid to the elderly and disabled, and literacy efforts.

Sponsorship

● Eurotunnel signed two partnership agreements in 2012 with the *Centre Pompidou-Mobile* and the *Lieu d'Art Contemporain (LAAC) de Dunkerque*, which involve cross-promotion. Eurotunnel provides the groups



1_ The Eurotunnel Group was chosen to develop a seafront golf and eco-village and golf resort in Sangatte, in part on property that it owns.

2_ European Heritage Days at Eurotunnel drew 750 visitors to the Coquelles site.

with space to advertise their temporary exhibits on its on-line booking sites, in Shuttle promotion campaigns via email and in its passenger terminal buildings.

Welcoming the community

● For the second year in a row, the Coquelles terminal welcomed 750 visitors from throughout the Nord-Pas-de-Calais region during the European Heritage Days. Twenty ESGIE employees volunteered to participate in organising the event, helping to ensure its success.

Education

● At Samphire Hoe, an educational shelter built using eco-construction techniques will soon host sessions for young people on social and environmental responsibility when they visit the natural reserve.

● In 2012, ClFFCO, the Opal Coast International Rail Training Centre, hosted 2,125 students, including 1,288 from outside the Group. Its operations generated 6,081 nights' stay in local hotels and accommodation facilities in the Calais region.

● Eurotunnel maintains close relationships with institutions of secondary and higher education and, specifically, in Lille, with the *Institut Catholique des arts et métiers (ICAM)* and the *Institut d'administration des entreprises (IAE)*.

● The Group's entities offer school/work-linked training. In 2012, ESGIE hosted 110 interns, 25 apprentices and 20 young people under

training contracts, as well as five young graduates in connection with the French international internship programme *Volontariat international en entreprise*.

● GB Railfreight supports the 2012-2013 Network Rail programme, which will recruit approximately 100 graduates in 18 months and provide them with professional training in railway careers. The company has volunteered to supervise these courses in the London.

Skills sharing

● Eurotunnel is a founding member of Railenium, the European technological research institute for rail infrastructure, based near Valenciennes and recognised by the French government as an "investing in the future" programme.

● The Group participates in the work of the European Committee for Standardisation, as part of the working group drafting the standard defining the methodology for calculating greenhouse gas emissions in transport services.

● In France, Eurotunnel is working with the Freight Transport Committee of the OEET (*Observatoire Énergie Environnement Transport*), assigned by the Environment Ministry to work on the upcoming implementation of carbon labelling for transport services.

● In Great Britain, the Group undertook and delivered a comprehensive study on the Tunnel's resilience in the face of climate change, pursuant to the Climate Change Act of 2008.



A FAIR AND RESPONSIBLE PLAYER

Responsible purchasing policy and practices

- The Group's relationships with its suppliers extend beyond simply purchasing goods and services. The Group requires all employees in all its entities to comply with ethical standards set forth in an ethics code, the ACHA 0019 procedure. Each person commits to comply with this code and to identify suppliers who share that commitment.
- In 2012, Eurotunnel signed a Good Practice Charter for prime contractors and small- and medium-sized businesses. It is designed to ensure financial equity vis-à-vis suppliers, to respect transparency, to take environmental issues into account, and to monitor social responsibility in the region where it operates.

Respecting our customers' best interests

- Eurotunnel gives top priority to the safety of its customers and their goods. A comprehensive bi-national safety exercise is held at least once a year in the Tunnel. On 15 January 2012, 150 members of French and British emergency and rescue services, 30 actors, 15 judges and observers, a Eurotunnel Shuttle and 19 STTS (Service Tunnel Transportation System) vehicles took part.
- The four SAFE fire suppression stations came on line in late 2011 in the two rail tunnels.

This system, the only one in the world, increases safety in the Tunnel – already very high – to an unparalleled level.

- Since mobile phone coverage was launched beneath the Channel in 2012, a real-time SMS information system has been keeping customers up-to-date in the event of a shuttle stopping.
- In 2012, Socorail, the delegated manager for the infrastructure of the Grand Port maritime de Dunkerque and Europorte France, participated in a real-time safety exercise to assess the

operation of safety systems in a crisis. A similar initiative was undertaken with all of Europorte's French subsidiaries at the Arc-les-Gray (Haute-Saône) workshop.

- In connection with its ISO 9001 certification, Socorail developed a customer satisfaction-oriented quality management system. The system's scope of implementation is expanding to all the activities of Europorte's French subsidiaries.



1 Mobile Internet access (3G) is now available in the South tunnel. Customers can receive real-time information on their smartphones about any disruption to rail traffic.

RESPECTING BASIC HUMAN RIGHTS

Human rights

- In January 2013, the Board of Directors adopted a Charter of Ethics and Behaviour, which reaffirms the Group's commitment to the principles and values of the Universal Declaration of Human Rights of the International Labour Organisation (ILO), the Organisation of Economic Co-operation and Development (OECD) and the United Nations Global Compact.

Equal opportunity

- The new version of the Internet site, which came on line in 2011, is accessible to individuals with visual impairments.
- As of January 2013, all regulatory information documents published by the Group are compatible with the text-to-speech software used by the visually-impaired.

- Thanks to major construction work, the Folkestone road and rail control centres are accessible to disabled workers.
- Eight disabled persons, retained by a sheltered employment group, maintain the 317 hectares of green space at the Coquelles site.

Groupe Eurotunnel SA

Société Anonyme with a capital of €220,000,000
483 385 142 R.C.S. Paris
3, rue La Boétie
75008 Paris – France

www.eurotunnelgroup.com

EUROTUNNEL
www.eurotunnel.com
www.eurotunnelfreight.com

TRADING ADDRESS
BP 69
62904 Coquelles Cedex
France

UK TERMINAL
Ashford Road
Folkestone,
Kent CT18 8XX
United Kingdom

EUROPORTE
www.europorte.com

EUROPORTE FRANCE
Tour de Lille
60, boulevard de Turin
Euralille
59777 Lille
France

SOCORAIL
RN 56
Bâtiment Azur Plus 1
BP 14
13161 Châteauneuf-les-Martigues
France

GB RAILFREIGHT
15-25 Artillery Lane
London E1 7HA
United Kingdom
www.gbrailfreight.com

CIFFCO
Centre International de Formation
Ferroviaire de la Côte d'Opale
BP 10186
62104 Calais Cedex
France
www.ciffco.com