



**FOR
CORPORATE
SOCIAL
RESPONSIBILITY**



STRATEGY



One group, one policy, three responsibilities

Respect for the environment, regional roots and an economic link: the Eurotunnel Group strives to combine entrepreneurial, environmental, corporate and social challenges in its development strategy. From the start, the space given over to man, nature and the land have been at the heart of the Group's concerns. Even before the emergence of the concept of CSR, the cross-Channel Fixed Link project advocated the creation of wealth for all in tandem with environmental responsibility.

Avoiding any interaction with the marine ecosystem as bored below the seabed, the Channel Tunnel is the most environmentally-friendly way to reach the United Kingdom thanks also to the choice of a railway with electrical power which represents a major factor in reducing the carbon footprint of the Concession's activities. **Since 1994, more than 360 million passengers and 330 million tonnes of freight have already travelled through the Channel Tunnel.**

Europorte draws on the tremendous know-how of the Group in its business sectors to develop rail freight, more efficient and better for low-carbon economy than road or maritime transport. It also implements an active policy for recruitment and the training of young people.

Enshrined in the general policy to develop overall performance, the CSR strategy of the Eurotunnel Group covers three main areas: Social, Environmental and Corporate.

A sustainable and responsible policy

- Best practice in governance
- Economic responsibility for long term profitability
- Respect for human rights
- Ethics and compliance
- Strict purchasing policy

SOCIAL

- Strengthen risk prevention and improve working conditions
- Develop staff employability
- Promote constructive social dialogue
- Encourage diversity and equal opportunities
- Identify and nurture talents
- Facilitate employment and integration of workers with disabilities

ENVIRONMENTAL

- Limit the impact of our activities on the environment
- Reduce our carbon footprint
- Preserve natural resources
- Protect and increase biodiversity
- Limit and make effective use of waste
- Control disturbance from operating activities

CORPORATE

- Contribute to regional economic development
- Build lasting relationships with all stakeholders (shareholders, customers, subcontractors, suppliers...)
- Act as an inclusive, public-minded company
- Provide support to local communities
- Encourage research, innovation and the sharing of expertise
- Participate in the development of culture and heritage



A responsible group, always in action

Imbued in the Group's DNA, corporate social responsibility is part of a continuous process, measured by actual achievements.

The Eurotunnel Group seeks to create a working environment that encourages the growth and development of staff, in order to attract and keep qualified, high-quality employees. In 2015, the implementation of Success Factors illustrates this proactive policy when it comes to managing jobs and skills. Developed internally through a collaborative process that involved all the Group's HR departments, and using a big data approach, this computer application organises the pooling of data collected during the annual performance reviews with Eurotunnel Group's managers. As such, it provides a quantitative and qualitative summary of resources, measures the individual and collective potential of the workforce, and assesses the needs of the various entities in the short, medium and long-term. This combining of current, potential and future needs is a powerful tool in human resources policy and for the individual development of staff.

25 years of continuous commitment to the environment acknowledged by inclusion in the Low Carbon 100 Europe index.

By nature committed to low-carbon transport, Eurotunnel has enabled some 3.4 million tonnes of CO₂ to be saved since the commercial launch of its Truck Shuttles, in comparison to ferries. The first and still the only cross-Channel operator to conduct a carbon assessment, the Group has reduced its

carbon footprint and greenhouse gas emissions by 55% since 2006. This meant that the certification for the Fixed Link activity was renewed in 2015 by the Carbon Trust Standard. On 1st December, when COP21 met at Paris-Le Bourget, the Eurotunnel Group shares were selected by Euronext for inclusion in the new version of the Low Carbon 100 Europe index, which measures the performance of the 100 largest European companies emitting the lowest levels of CO₂ in their business sector.

**IN
NUMBERS**



14th best employer

In a survey published in February 2016 by the French magazine *Capital*, the Eurotunnel Group was ranked 14th in the "Transport and Logistics" category.



Committed to regional issues

The Eurotunnel Group boosts the local economy and shares its know-how in Research and Development.

Since the opening of the Tunnel's commercial operations, experts consider that the activities of the Fixed Link have generated 8,100 jobs in the regions of Calais and Kent. The Group also decided to contribute its know-how in training, research and with various government agencies, at regional, national and European levels:

- The *Opal Coast International Railway Training Centre* (ClFFCO) is the sector's largest private training centre in Europe

- The Eurotunnel Group is a founding member of Railenium, the European Institute for Technological Research in Railway Infrastructure, acknowledged by the state as a "future investment programme" and an active partner in the i-Trans competitiveness cluster
- A long-term partnership allies the Group to the prestigious *École Nationale des Ponts et Chaussées ParisTech* as part of a chair devoted to rail transport sciences.



MATERIALITY TEST

In 2015, the Eurotunnel Group asked KPMG to conduct a materiality test. The approach taken is based on an analysis of the Group's publications and interviews with representatives from all stakeholders so as to assess the company's policy in terms of social responsibility. The study can be used to prioritise CSR issues, to promote dialogue with stakeholders, to set clear priorities ensuring the closest possible consistency between the Group's economic development objectives and its social performance. The main non-financial reporting standards now take into account the corporate approach to analysing materiality. For the Eurotunnel Group, this initial test highlighted 5 high-priority issues:

- Ensure employee safety
- Ensure the safety of passengers and goods
- Ensure the safety and security of sites
- Enhance the performance and reliability of rolling stock and infrastructure
- Develop the general environmental management policy.



Materiality or relevance?

The word "materialité" in French is an imperfect translation of the English term "materiality", widely used in the English-speaking world of finance. In audit terms, the materiality threshold is defined as the threshold beyond which accounting errors may have a significant impact on the audited accounts of the company. The non-financial auditing body Global Reporting Initiative (GRI) now prefers to translate "materialité" to "relevance".

SOCIAL RESPONSIBILITY



INTEGRATION OF YOUNG PEOPLE

Many current Fixed Link employees were recruited even before the opening of the commercial service in 1994. The very low employee turnover rate of the Concession shows the exceptional sense of belonging and the deep attachment of Eurotunnel Group employees to their company. However, this fundamental asset means it is imperative to anticipate the future retirement of a sizeable proportion of our experienced employees, specifically from 2019 in Britain and from 2021 in France. In order to offset the loss of expertise as a result of the imbalance in the age pyramid, the Group is developing an

integration policy for young people. In Coquelles, the Concession's workforce always comprises 4% of young people. In 2015, Eurotunnel employed 170 young people on apprenticeship or professional contracts and some volunteers for international experience (VIE). For the 3rd year running, 15 BTS Tourism apprentices joined the Fixed Link in 2015 to train as check-in, crew, or customer service agents. Since their arrival, two of them have begun to train as train drivers. On the Europorte side, 20 employees including 11 on professional contracts and 9 on apprenticeship contracts currently hold positions in support activities.

AT A GLANCE

JOB CREATION

The Eurotunnel Group creates both direct and indirect jobs. In 2015, 353 people were recruited by the Group's various companies, of whom 108 joined the cross Channel Fixed Link Concession while 236 joined Europorte's rail freight activities. In total, the Group's workforce increased by 1.1%. The vast majority of jobs created (76%) took the form of permanent contracts.

WELCOMING NEW EMPLOYEES

To facilitate the integration of new Fixed Link employees, a new version of the Induction Course day was established in July 2015. In addition, a quick "Chinese portrait" for each new colleague is shown on internal screens along with their photo so everyone can get to know each other.

INDIVIDUAL SOCIAL REPORT

In 2015, for the second year running, all the Group's employees received an Individual Social Report showing, in a clear and concise manner, all the component parts of their pay in 2014 - salary, bonuses and other variable items, as well as the amount contributed by the company.



MORE INFORMATION

Within the Group, safety means protecting against the risks arising out of defects, damage, errors and dangers, whether they are physical, emotional or psychological.

SAFETY AT WORK

The **Eurotunnel Group** continues its ongoing efforts to strengthen its safety culture, whether in terms of customers, employees, subcontractors or any of its stakeholders. Composed of two board members and the Chairman & Chief Executive Officer of the Group, the Safety and Security Committee met eight times in 2015 and relies on the operational safety and security divisions of the Group. Each committee for health, safety and working conditions (French CHSCT) at the subsidiary or regional levels meets at least once every two months each year. In 2015, the Safety Excellence workshops continued in the Fixed Link's teams. Managers and team leaders alike, representing some 170 people, took part in two days of workshops where the values, principles, risk analyses and impact of each person's behaviour on safety were reinforced. After these workshops,

participants had a renewed understanding of what the company expected of them in terms of safety.

In the same vein, a group of 25 people, comprising of staff, representatives, managers and executives of **Eurotunnel** took part in a day of experience exchanges at Alstom Transport in Valenciennes, based around the themes of safety and continuous improvement of processes.

The 4th edition of the Safety Week organised by **Europorte** based around the theme of a healthy lifestyle and its impact at work was a great success. This was obvious, given the interest shown during the 68 site visits organised on this theme by company executives. At **GB Railfreight**, training modules on safety at work are also very well represented among the courses on offer to employees of the British freight subsidiary.

COLLABORATIVE APPROACH TO REDUCING ARDUOUS WORK

In the rolling stock division, the technicians themselves developed an action plan to reduce arduous working conditions. An ergonomics firm first identified four themes around which working groups were set up, each making proposals for improvement and leading to practical measures being rolled out, including the creation of a team devoted to the maintenance of Passenger Shuttle couplings. Maintenance of these 800m long trains is carried out by triplet (a group of three wagons) which must be coupled and uncoupled outdoors, often in cold and damp conditions, before entering the maintenance workshop. In many cases, the heavy couplings may also have seized up. By assigning two full-time employees to maintain them, time is saved in operations, while both fatigue and the risk of illnesses are reduced: the cost of two jobs created is in fact less than the increase in productivity observed, and the working environment has been improved.





REINFORCEMENTS ON PEAK DAYS

In order to further improve customer liaison during major holiday periods, all employees based in Coquelles, regardless of department or speciality, have the option of volunteering for 2, 4, 6, or 8 additional working days dedicated to customer relations. Wearing an orange vest with the message "How can I help?" in large letters, their job is to assist customers, particularly in the secure welcome area located before check-in. They answer questions about journey conditions, as well as providing water or hot drinks. These employees, not usually in direct contact with customers, provide invaluable assistance to their colleagues on the ground, who can then focus specifically on traffic flow. For volunteers, it is also an

opportunity to better understand customer expectations. Every year, there are upwards of twenty so-called Busy and Ready (BAR) days, where the number of vehicles loaded in Le Shuttle exceeds 7,000 units in a single direction of passage. The new scheme, set up during 2015 at the French terminal over the 15 BAR days in the France-UK direction was boosted by the arrival of 42 volunteer employees: maintenance technicians, IT specialists, legal or account assistants... In 2016, there are now 60 volunteers deployed in France. This scheme has also been rolled out in Folkestone for the first time at the beginning of 2016 on the main travel days when British holidaymakers head for the continent.



TH AMBASSADORS

Since March 2015, the TH Ambassadors association, who deals with disability issues, has manned an office in Coquelles for two afternoons a month. Any employee who wishes to can come and discuss, in a confidential setting, the physical or psychological difficulties they or a family member are facing, which they are reluctant to recognise as a disability. After listening, the member of the association helps them by suggesting a variety of potential scenarios: changes to workspace layout, declaration of disability, or financial assistance to purchase specific equipment. Around four or five people are welcomed every day the office is manned.



PSYCHOLOGICAL AND STRESS AWARENESS UNIT

In the challenging context of the summer, a psychological unit open to employees, subcontractors and temp workers at the Coquelles site was set up in late July. It provides individual interviews and weekly group sessions on stress awareness. In the UK, various tools were made available to team leaders who may have come into contact with migrants, and phone support is available to employees in partnership with the works council.

ALL EMPLOYEES INVOLVED IN THE GROUP'S PERFORMANCE

DISTRIBUTION OF FREE SHARES

As has been the case almost every year since 2011, the Board of Directors decided in May 2015 to grant 150 free shares to each Group employee present on 31 December 2014. Since the launch of this programme, which aims to involve all employees in the Group's performance, employees have received a total of 760 free shares.

COLLECTIVE RETIREMENT SAVINGS PLAN

Employees subject to French law already have a Group savings plan, with an investment fund to which the company contributes. Currently under review and subject to negotiations, the establishment of a collective retirement savings plan (known as a PERCO) aims to help employees to put aside and build capital and to raise awareness of the predictable fall in pay-as-you-earn pension schemes.

SHARE INCENTIVE PLAN

Changes to legislation in the UK mean the Eurotunnel Group can now move towards greater harmonisation of its French and British staff, as well as its employees and shareholders. Since July 2015, as part of the Share Incentive Plan (SIP), similar to the French Group savings plan, employees of the Concession in Folkestone and those of GB Railfreight have been able to invest in GET shares with a matching contribution of 25% made by the company, capped at £150 per month. At the end of 2015, nearly 400 of the Group's British employees had subscribed to the SIP, each making an average investment of £100 per month.

SPECIAL PROFIT-SHARING BONUS

The traffic performance of the Shuttle was welcomed by a special 50% increase in profit-sharing given to Fixed Link employees, in order to neutralise the impact of the migrant issue on the operations for the period from May to December 2015.



AT A GLANCE

MyGET, A DIGITISED AND PERSONAL INTERFACE

Since 2015, the MyGET intranet site has provided employees of all Group entities with a series of applications such as classified ads, internal job listings, online management of leave requests and expenses. The MyProfile application allows everyone to update their personal details.

TIME SAVINGS ACCOUNT

The agreement signed in 2015 with our union partners allows all Concession employees in France to put leave or time off in lieu into a "time savings account" capped at 22 days per year. This additional tool to help manage the age pyramid lets employees anticipate their retirement, to postpone a few days' leave until a later date or to finance unpaid leave.

ENVIRONMENTAL RESPONSIBILITY

CARBON TRUST CERTIFICATION

Since 2007, the Eurotunnel Group was the first, and to date is still the only cross-Channel operator to have carried out and published a carbon assessment. Its continuous approach designed to reduce greenhouse gas emissions means that within the scope of the cross-Channel

Fixed Link, it was awarded its fourth two-year certification from the Carbon Trust Standard for the period 2013-2014. The audit carried out by this independent British agency analyses the performance achieved in great detail. The certificate is only awarded if the targets set have been met.



REPLACEMENT OF REFRIGERATION UNITS

The search for ozone-depleting substances also covers refrigerant gases such as those used in the cooling plants at Sangatte and Shakespeare Cliff. These facilities send pressurised cold water along pipes that traverse the railway tunnels to keep temperatures below 30°C and to cool the returning hot water. Their replacement, scheduled in 2016, will introduce equipment using a new, organic gas, known as HFO, which has no negative effects on the environment. Much more efficient, these new refrigeration units will also allow a saving of around 40% of the electrical energy used in the Tunnel's cooling system.

EUROPORTE MINIMISES ITS ENERGY CONSUMPTION

This subsidiary specialising in rail freight deploys a range of measures to minimise the electricity or diesel consumed by its locomotives:

- Driver training includes an eco-driving module. Performance reporting set up in 2015 measures the results and enables targeted actions to spread good practice
- By analysing the operating hours of diesel locomotives, the times and places where it is appropriate to cut the engines in static phase will be identified, thus increasing the time periods between preventive maintenance
- The new DE18 diesel locomotives have MTU engines that reduce fuel consumption by 15-20% and are fitted with a Start & Stop system.



AT A GLANCE

SAMPHIRE HOE: 11TH CONSECUTIVE GREEN FLAG

In 2015, the Samphire Hoe nature reserve, reclaimed from the sea during the construction of the Tunnel, using the millions of tonnes of chalk marl extracted from beneath the sea, received its 11th Green Flag, which rewards the most outstanding green areas in the UK. Samphire Hoe also won a gold medal at the UK South East in Bloom Awards in the Country Parks category. In 2015, Samphire Hoe was visited by more than 80,000 visitors, including many school groups, who attended a variety of exhibitions on biodiversity presented in its new education shelter.



www.samphirehoe.com



PRIORITY TO ELECTRIC CARS

The number of customers taking their electric cars on Le Shuttle has grown considerably: there were around 40 in 2014, some 800 in 2015, and we expect around 2,000 in 2016. Each terminal in Folkestone and in Coquelles now provides eight free fast-charge spaces for green cars. The universal charging stations installed can give a charge of 80% to the batteries of almost every model available in Europe in just 30 minutes. Four Tesla superchargers, reserved for models made by the US manufacturer, allow vehicles to achieve an autonomous range of 250km in the same time. In addition, more than 20 charging spaces available on Eurotunnel terminals enable the operational teams to recharge our fleet of 35 vehicles in 2015.



REMOVAL OF POLLUTING GASES

In line with the 1992 Montreal Protocol aimed at achieving a 50% reduction in ozone-depleting products, the halon gas used to extinguish fires is set to disappear from Eurotunnel infrastructure and rolling stock. In locomotive technical modules it will be replaced by a Stat-X aerosol system in 2016 and 2017. In the cab, however, water mist will be used to replace halon, as is already used in the four SAFE stations of the rail tunnels.

In computer and technical rooms on the terminals and in the Tunnel, halon will disappear and be replaced with Novec 1230. In the technical rooms spread out along 50km of tunnel equipped with air-conditioning systems, hydrofluorocarbons (HFC gases) which have a limited impact on the greenhouse effect and are more energy efficient, will replace the inert R22 gas.



AT A GLANCE



CONTROL OF WATER CONSUMPTION

All water meters located in the various buildings of the Coquelles terminal are connected to the website of a service provider that monitors consumption per building and issues an alert as soon as a leak appears on the network.

11 KILOS OF HONEY

The five beehives near the Coquelles terminal produced 11kg of honey in 2015. Some 20 Eurotunnel employees,

including an experienced beekeeper, watch over these hives outside their working hours.

MORE ELECTRICAL TOOLS IN THE TUNNEL

During the last rerailling campaign, completed in 2015, a higher priority was given to electrical tools in order to minimise carbon monoxide emissions during work in the Tunnel.

CORPORATE RESPONSIBILITY

SUPPORTING YOUNG GRADUATES

Every year, the Eurotunnel Group supports a number of young people who have at least 3 years' post-secondary education, but who have not yet found employment. Selected by the Alliances Network, they receive support from a tutor who is a Eurotunnel Group manager, and who coaches them during their job search: CV writing, training for job interviews, developing a network of relationships, etc. Of the seven young people who have benefited from this programme, six have found a job. The programme was repeated in 2015 with eight new candidates and eight new tutors.

DONATION OF A HYDRAULIC BENCH

A hydraulic bench, which formerly helped in the training of rolling stock technicians in the Coquelles workshops, was no longer being used. After a complete overhaul, the *Opal Coast International Railway Training Centre* (CIIFFCO) decided to donate it to the Saint-Joseph technical school in Boulogne-sur-Mer. This hardware, with a purchase value of €60,000, allows students to find out about various hydraulic and pneumatic components and to simulate breakdowns. At the school, it is used both by students following the path to the vocational baccalaureate and in continuing education to achieve Level 1 maintenance of food industry equipment.



ENERGY FOR SOLIDARITY

Responsible towards the environment and supportive to those less fortunate or in need since 2010, Eurotunnel has donated 10% of its revenue from operations at its Coquelles wind farm to the *Secours Populaire Français* charitable organisation. *Secours Populaire* chose to use this sum to help 78 families in the region to pay their gas and electricity bills. This project will continue thanks to a new agreement signed for a further two years with the charity.



PARTNERSHIP WITH THE FRENCH ASSOCIATION DES PARALYSÉS

The three-year agreement signed in 2013 with the French *Association des Paralysés* (APF) commits the Eurotunnel Group to routinely call on the APF for any services falling within the skill set of its companies which employ people with disabilities. As such, Eurotunnel regularly entrusts work to APF workshops set up in the Calais region, which specialise in welding, carpentry, packaging and tertiary services. In 2015, the Group became this adapted company's second-largest customer in terms of boiler making. In total, revenue made in conjunction with the Eurotunnel Group stood at €74,000 of which €65,000 were for industrial activities alone.



SPONSOR OF LA RESSOURCERIE

La Ressourcerie is a structure that enables social integration through business. In the same vein as *Emmaus*, it recycles and refurbishes furniture before putting it back on the market, helping to integrate 12 employees on its books, while doing its bit for environmental protection. Eurotunnel decided to contribute when it called for donations to acquire tools.



GB RAILFREIGHT WORKING HARD FOR MEDICAL RESEARCH

When GB Railfreight started to collect funds to help Leukaemia and Lymphoma Research, today known as Bloodwise, the British subsidiary of Europorte specialising in rail freight set a collection target of £25,000. At the end of 2015, the amount collected was actually in excess of £62,000, thanks to the hard work and inventiveness of its employees who, over an 18-month period, organised a wide range of fund-raising activities, from day trips in 1940s trains pulled by GB Railfreight locomotives to bike races, from hikes to skydives, and even taking part in the London Marathon!

AT A GLANCE



MEMORIES OF THE TUNNEL

In 2015, the Railway Museum of the Elham Valley Line Trust, which already boasts a section on the Tunnel's construction, welcomed two locomotives and a manrider from the construction era, which were installed, with the help of engineers from the Group, on rails and sleepers provided by Eurotunnel.



CHURCHILL AND THE TUNNEL

The Churchill De Gaulle exhibition at the Army Museum in Paris, to mark the 70th anniversary of World War II, showed an original poster where Winston Churchill asked: "Why not a Channel Tunnel?"

PARTNERSHIP WITH A MUSEUM

GB Railfreight has become a member of the London Transport Museum for three years. Under this partnership, all company employees and their families have unlimited access to the museum. The success of this initiative in 2015 was such that the company plans to establish additional partnerships of this type in the coming years.



GIRL CAPITAL TOWARDS FEMALE EQUAL OPPORTUNITIES

This new action, set up in late 2015, brings together female mentors and 12 girls from diverse backgrounds who are in their last or penultimate year at secondary school. Eight Eurotunnel mentors accompany them as they visit the company to find out about the professional world, and are introduced to the industrial activities of the Group and elsewhere, which are too often thought of as inappropriate for women, but where they may in fact flourish. This can help them make their way in the world and prepare for their future integration into working life.



AT A GLANCE

GREEN BUSES

The minibuses which transport truck drivers to the Truck Shuttles Club Cars now have a pastoral scenery livery that emphasises the “green” values of the Group, popularising the Le Shuttle Freight brand.



JEUNES D'AVENIRS FAIR

The Eurotunnel Group is a major economic player in the region, and showed its ongoing commitment to youth employability in May 2015 by participating in the *Jeunes d'Avenirs* (Young People of the Future) fair in Lille which brought together some 7,000 young people aged 16-25 all seeking employment or training. The Group's French subsidiaries promoted the rail sector, offering more than 50 positions in sustainable businesses and location specific jobs.

PROTECTION OF MIGRANTS

From the first attempted intrusions at the beginning of the summer, Eurotunnel did its utmost to protect migrants against the electrical and railway risks to which they were exposing themselves inside the Eurotunnel terminal. So the company installed more than 300 warning signs, translated in 9 different languages, on the outer fence of the Concession perimeter in Coquelles and distributed leaflets informing migrants of the life-threatening dangers.



GB RAILFREIGHT A SPORTING AND SOCIAL SPONSOR

GB Railfreight lends its support to various sports and social activities involving its employees. In 2015, this support extended to the tournament organised by the All Stars Taekwondo Club, the Whitehouse Billingham football team, the Goole Rugby Club founded in 1927 under the name of Goole Grammar School Old Boys, and the Ludus Training Centre. Support for inclusive actions set up by employees was so successful in 2015 that GB Railfreight decided to continue the initiative in 2016.

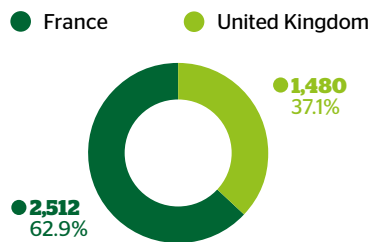
INDICATORS

Key social and environmental data

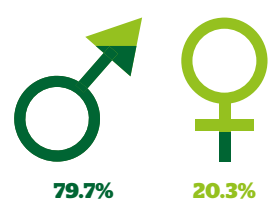
The Group's CSR actions are measured by a range of non-financial indicators audited and published each year in the Groupe Eurotunnel SE's 2015 Registration Document, available online at www.eurotunnelgroup.com.

SOCIAL INDICATORS

GROUP WORKFORCE by country

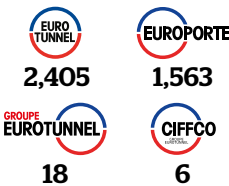


WORKFORCE by gender

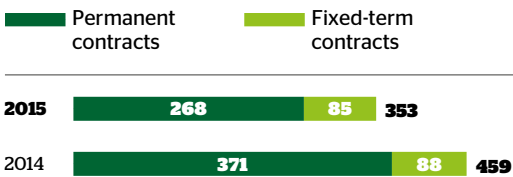


The lower proportion of women can be explained in part by the nature of the Group's jobs, especially those in the railway and infrastructure maintenance.

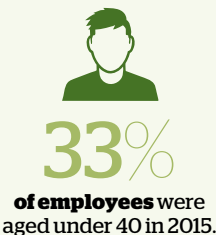
WORKFORCE BY SUBSIDIARY



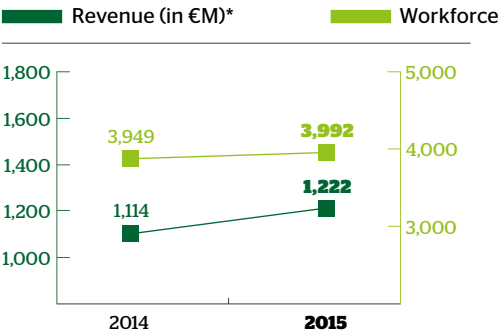
RECRUITMENT



IN NUMBERS



GROUP REVENUE AND WORKFORCE TREND



*The 2014-2015 comparison, excluding MFL, is reproduced as published.

RATE OF ABSENTEEISM (in %)



NUMBER OF TRAINING HOURS FOR EMPLOYEES



5.4%

employee turnover
for the Group in 2015,
compared to 5.2% in 2014.



68%

of the Group's employees
work shifts in 2015, +1.5 % compared
to 2014 to support the growth
in activity.



€6.3M

cost of training
for Eurotunnel Group
employees in 2015.

WORKPLACE SAFETY



9.8

Frequency rate*
of lost-time work-related accidents
in 2015.

0.5

Severity rate**
of work-related accidents.

*Frequency rate: (number of
work-related accidents requiring
time off work / number of hours
worked) x 1,000,000

**Severity rate: (number of days
off work / number of hours
worked) x 1,000

Socially Responsible Investment (SRI)

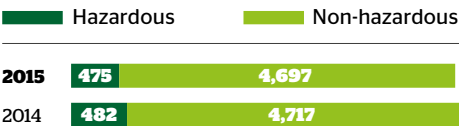
Evaluated for its performance
in the environmental, social and
governance areas by several
non financial rating agencies,
the Eurotunnel Group qualified
for listing on benchmark SRI
indices in 2015: FTSE4Good,
Low Carbon 100 Europe, the
Dow Jones STOXX Global ESG
Leaders, in particular EURO STOXX
Sustainability and STOXX Europe
Sustainability. The Eurotunnel
Group also ranks 3rd in the Gaia
Index, the SRI index for mid cap
securities developed by IDMidCaps,
EthiFinance, MiddleNext and SFAF.

ENVIRONMENTAL INDICATORS

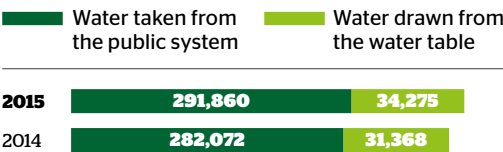
GREENHOUSE GAS EMISSIONS (CO₂ tonnes equivalents)



INDUSTRIAL WASTE (in tonnes)



WATER CONSUMPTION (in m³)



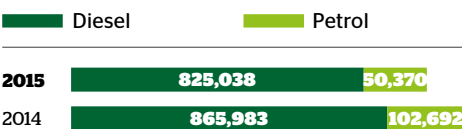
ELECTRICITY CONSUMPTION (in kWh)



NATURAL GAS CONSUMPTION (in kWh)



FUEL CONSUMPTION (in litres)



-55%

reduction in carbon footprint and greenhouse gas emissions for Eurotunnel since 2006.



3.4M

tonnes of CO₂ saved by the Truck Shuttle service since 2014 compared to ferry travel.



35

electric vehicles

In total at the end of 2015, the 100 % electric vehicle fleet used on Eurotunnel's terminals comprises of 21 Renault Zoe, 7 Citroën C-Zero and 7 Renault Kangoo Z.E.



€139M

invested

in 2015 for the Group, in particular in Terminal 2015, rerailing, GSM-R, new Truck Shuttles and new locomotives for rail freight activity.