



Our CSR commitments



Low carbon. High simplicity. On the move.



Low carbon. High simplicity. On the move.



Who are we?

Getlink's origins lie in the Channel Tunnel, a pioneering project that made history by simplifying travel and trade between the United Kingdom and Europe. A smart border, rail freight, an electricity interconnector, a decarbonised margin... for 30 years, we have been perpetuating this movement. For a simpler, low-carbon world.

4 entities serving passenger, freight and electricity transport



Eurotunnel, which holds the concession for the Channel Tunnel infrastructure, operates rail Shuttles carrying **8 million passengers and 1.44 million freight trucks** between the United Kingdom and France in 2022.



Europorte is the Group's private French rail freight operator. Continuously and selectively expanding, Europorte has extended its network and services from France to Switzerland, Germany and the Benelux countries.



ElecLink is the first electricity interconnector to operate in an undersea rail tunnel. Its High Voltage DC cables help to balance energy needs between France and Great Britain. 1 GW, the capacity to supply 1.6 million homes.



CIFFCO, *Centre International de Formation Ferroviaire de la Côte d'Opale* - is the Group's private rail training organisation. It is approved by the French rail safety authority (EPSF). It trains train drivers for French and European public and private operators.

Consolidated sales

€1.606^{bn}
(+107%)

EBITDA

€886^m
(+193%)

Decarbonised margin*

97%

Employees in the Group

3,356
(at December 2022)

2022 numbers

* Index calculated on the basis of a carbon price of €197 per tonne (the value recommended by the US Environmental Protection Agency in 2022) by subtracting a company's future carbon bills for Scopes 1, 2 and 3 from its consolidated EBITDA.

Editorial

Our organisation is the fruit of a remarkable story, begun by a group of visionary builders inspired by the desire to bring Great Britain closer to continental Europe by means of a unique rail tunnel.

Building on that success, Getlink has never ceased to be a pioneering group driven by men and women committed to developing the vital link that the Channel Tunnel has become and more broadly to creating a responsible, sustainable and high-performing leader in the transport of people, goods and energy.

This commitment is reflected both in the way we operate and in our strategic direction.

We have long made the choice to adopt best governance and management practices, with a particular focus on skills development at all levels of the business. Every day we strive to ensure that our employees benefit from an ever safer and more suitable working environment bringing more diversity and inclusion. We have a positive impact on our regions and our entire value chain.

We are also working hard to be at the forefront of the development of attractive low-carbon transport solutions: those that win the hearts of our customers!

Our commitment to the climate is both tangible, through the products and services we offer, and forward-looking. We are working with the Toulouse School of Economics to integrate academic research into our work and implement the most effective climate action levers. Determined to place social and environmental responsibility at the heart of our performance model, in 2022 we created a new strategic management indicator, the decarbonised margin. What was the missing link between finance and climate is now a simple strategic indicator accessible to everyone.

All our CSR initiatives – from supporting our team members and developing their skills, to sharing the creation of value with the regions and to actions in favour of biodiversity and concrete solutions for the climate – are now real pillars of performance for our Group.



YANN LERICHE
Chief Executive Officer of Getlink

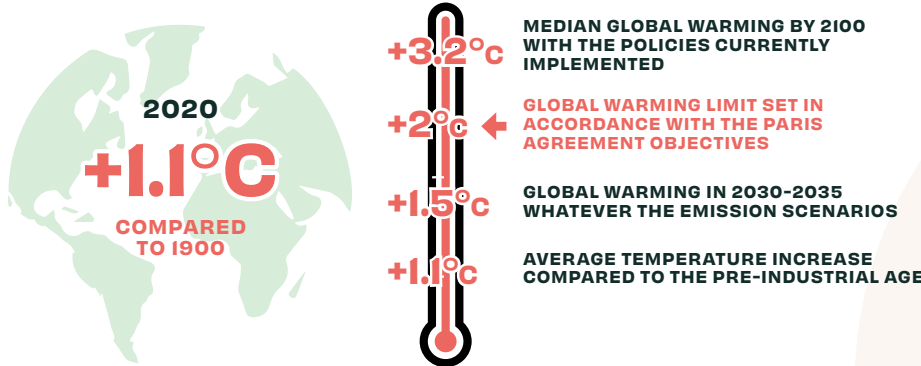
"All our CSR actions have become real performance pillars for Getlink."

Meeting the challenge of the environmental, economic, social and societal transition of our society

In the face of global warming and the scale of environmental challenges, Getlink is committed to being a key player in the decarbonisation of transport and the resilience of society and communities.

CSR requirements intensify

The sixth assessment report by the Intergovernmental Panel on Climate Change (IPCC), through its estimate of a warming of +1.1°C by 2020, reminds all economic players of the urgent need to commit to an ambitious trajectory for reducing their greenhouse gas emissions.



A more committed regulatory framework



“By providing a vital, low-carbon link between the UK and continental Europe, Getlink is contributing to the vitality of Europe while addressing the urgent need to protect our planet and our societies.”

THE VIEWS OF Jacques Gounon Chairman of Getlink's Board of Directors

From the outset, the Getlink group has made social and environmental responsibility an integral part of its strategy. The Group's Franco-British identity is a major factor in this, and the members of the Board of Directors are very sensitive to the issues of *Corporate Social Responsibility* (CSR).

On the environmental front, Getlink was one of the first SBF 120 companies to introduce a resolution on its climate plan. A pioneer in low carbon mobility, it offers a solution for crossing the English Channel by car that emits 73 times less CO₂ than ferries*, and is committed to developing its rail freight activities, while maintaining the highest social standards.

In fact, the commitment of the men and women who make the organisation what it is is our greatest asset: first and foremost through the unfailing attention paid by the Group to the health and safety of its teams. However, it also comes from the quality of the social dialogue we maintain with our employee representatives. It's a foundation of trust that Getlink is consolidating over the long term, in particular by choosing to grant its employees free shares.

We are a responsible employer – ensuring that our teams are diverse, fairly treated, inclusive and have a good working environment. We are also a responsible employer for our local communities and the areas in which we operate. The number of direct and indirect jobs linked to the Tunnel is estimated at more than 8,000. Through a wide range of actions, we support local social and economic development.

Getlink is fully aware of the unprecedented challenge we face: global warming is upsetting the balance of power and requires a high level of resilience from all parts of society. Alongside the Group's 3,356 employees, we are committed to supporting all our stakeholders – customers, communities and regions – in the transition to a low-carbon future.

* Carbone 4 study of October 2020 Carbon performance of Getlink's activities.

Our global CSR strategy

Getlink’s CSR strategy and its implementation are examined and reviewed by the Board of Directors which ensures that it is integrated and coordinated with the Group’s strategy.



PILLAR 1 Environment

In 2009, Getlink began to take action on climate change by measuring its greenhouse gas emissions. With a view to taking action on the environment, the Group has gradually built up a coherent set of actions to preserve the natural environment, manage waste and integrate circular economy principles into the management of the Group’s major industrial sites.

PILLAR 2 Social and societal

As a responsible employer, the Group prioritises safety, inclusion and fairness in all its subsidiaries. As a long-standing employer in the Calais and Kent areas, the Group’s social responsibility has a positive impact on the entire value chain of our suppliers, as well as on the customers of the Group’s various entities.

PILLAR 3 Corporate governance

Corporate governance is one of the key elements in the sustainability of our strategy. Balanced and demanding, it places CSR at the heart of the Group’s performance model.



“On the environmental pillar, for example, and more specifically in terms of reducing GHG emissions, Getlink has a very strong leadership ambition.”

3 QUESTIONS FOR Géraldine Périchon

Getlink’s Chief Financial Officer, responsible for CSR and a member of the Executive Committee.

In 2022, Getlink created a new indicator, the decarbonised margin, to show the cost of carbon emissions in the company’s balance sheet. How does this indicator differ from those already in existence?
Géraldine Périchon: We are convinced that organisations need a pragmatic approach if they are to achieve the objective of the Paris Agreement. The current plethora of guidelines, regulations and indicators, some of them quite complex, does not help. So we’ve designed a simple indicator that is easy to understand, but is also powerful: by showing the weight of the cost of carbon in a company’s revenue statement, it demonstrates an organisation’s ability to handle the gradual tarification of greenhouse gas emissions. Designed with the support of the Toulouse School of Economics, the decarbonised margin enables comparisons to be made over time and between organisations – which has been lacking until now.

Does the Getlink Group have a specific approach to social and environmental responsibility?

GP: On the environmental pillar, for example, and more specifically in terms of reducing GHG emissions, Getlink has a very strong leadership ambition. We believe that there is only one way to achieve this ambition: to remain pragmatic, to favour an analytical approach and to keep our areas for improvement in mind. This approach, combining ambition and humility, is our trademark. CSR is an essential dimension of risk management: in other words, an organisation that does not really invest in this area is laying itself open to its stakeholders and putting the planet and civil society at risk. We have taken the opposite path, and Getlink is making CSR a major driver of performance.

What are Getlink’s key CSR challenges for the future?

GP: We have a major challenge to attract talent, at a time when the age pyramid means that the Group needs to prepare for some employees retiring. In addition, even though we are one of the largest employers in the Calais and Kent areas, we need to continue to communicate with local communities to raise awareness of our activities and encourage young people to join us: having a strong CSR ambition and implementing concrete actions is precisely the way to attract and retain them! We must also ensure that we organise the transfer of skills between generations by investing in training, so that our employees’ know-how is passed on. In our industrial and service businesses, this is crucial.

Our CSR objectives

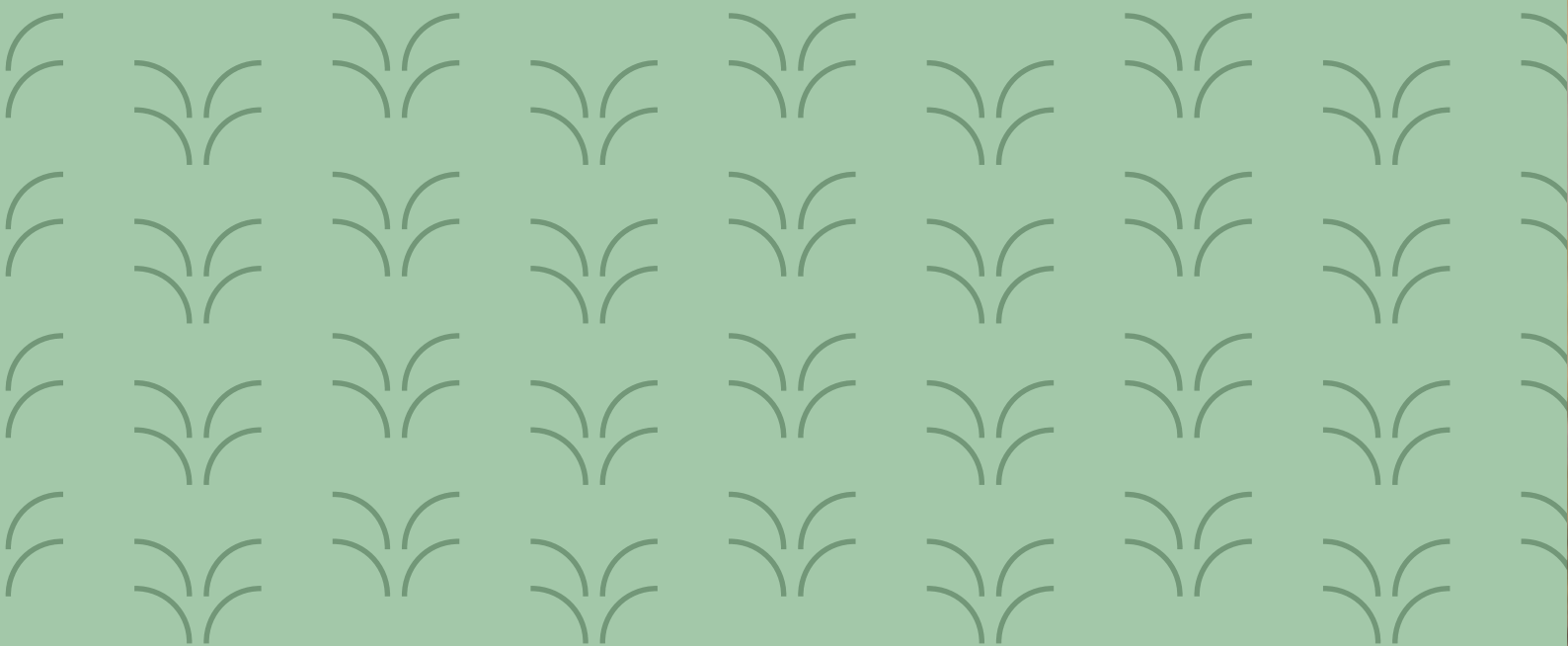


Objective	Commitment	Page
PILLAR 1: ENVIRONMENT		
Energy and climate transition	<ul style="list-style-type: none">– Reducing the Group's direct emissions (Scopes 1 and 2)– Reducing the Group's indirect emissions (Scope 3)	pp. 12 – 14
Waste management and the circular economy	<ul style="list-style-type: none">– Avoiding final waste by mobilising all available levers– Encouraging a collective dynamic around the circular and regional economy	p. 15
Preserving natural environments	<ul style="list-style-type: none">– Improving the environmental performance of the Group's activities and controlling their impact on the natural environment and biodiversity– Preserving air quality at our sites	pp. 16 – 17
PILLAR 2: SOCIAL AND SOCIETAL		
Social – Human Resources	<ul style="list-style-type: none">– Diversity Equity Inclusion: To be an inclusive organisation, open to diversity, that represents the population of the areas in which we operate and our customers– Well-being at work and the working environment: Continuously improving working environments– Social barometer: Objectively assessing the social climate of teams– Social dialogue: Promoting constructive social dialogue– Talent development: Encouraging the development of skills within teams– Managing jobs and career paths: Anticipating changes in skills and key resources– Remuneration and benefits: Rewarding employees fairly and encouraging excellence and long-term commitment	pp. 20 – 21 p. 22 p. 23 p. 23 p. 24 p. 25 p. 25
Value chain	<ul style="list-style-type: none">– Customers (freight and passenger): consolidating our service offering by integrating more social and environmental criteria– Suppliers: Implementing a responsible purchasing approach with suppliers	p. 26 p. 27
Communities	<ul style="list-style-type: none">– Contribute to the development of our local communities and the areas in which we operate	p. 28
Safety for all	<ul style="list-style-type: none">– Fostering cultural change to achieve excellence	p. 29
PILLAR 3: GOVERNANCE		
Best practices	<ul style="list-style-type: none">– Complying with the governance practices of the Afep/Medef Code	pp. 32 – 33
CSR Governance	<ul style="list-style-type: none">– Ensuring that CSR policy is managed in accordance with the latest developments	p. 34
Cybersecurity	<ul style="list-style-type: none">– Consolidating the Group's compliance and performance	p. 35

PILLAR 1

ENVIRONMENT

From the outset, Getlink has been committed to low-carbon transport and to preserving the environments in which its infrastructure is located. Responsible, ambitious and pragmatic, the Group is deploying a strategy and concrete actions to respond to the climate and environmental emergency.

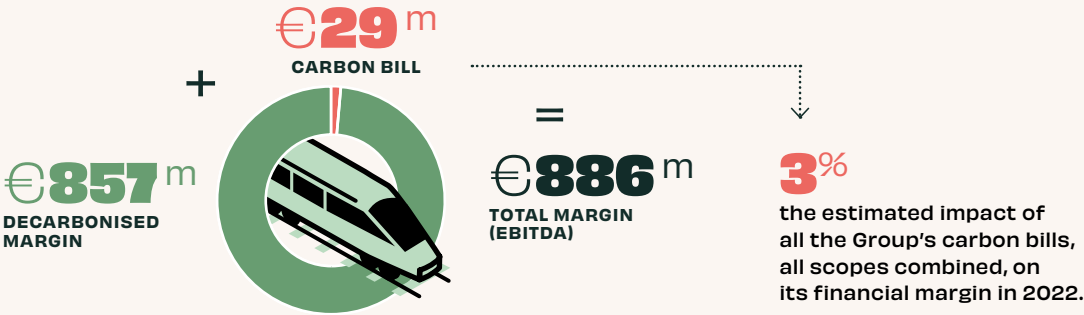


Reducing our direct and indirect GHG emissions*

In line with European targets and to contribute to the Paris Agreement's 2°C trajectory across the value chain, Getlink has set itself an ultimate goal of carbon neutrality by 2050, based on medium-term milestones focused on reducing intrinsic emissions. The Group has set itself a reduction target of minus 30% by 2025 and minus 54% by 2030.

Linking financial and climate performance: the low-carbon margin indicator

In 2022, Getlink was the first industrial and services organisation to create a financial indicator in anticipation of the gradual Europe-wide application of the "polluter pays" principle. It is thus creating a new indicator, which will be monitored every year: the decarbonised margin indicator.



"With the decarbonised margin, we are anticipating the transition of all European economic sectors to carbon pricing. By applying the price recommended by the US Environmental Protection Agency to a tonne of CO₂, our 97% carbon-free margin confirms the sustainability of the Group's activities, in an objective way that is comparable with our peers."

GÉRALDINE PÉRICHON,
Chief Financial Officer

* GHG: Greenhouse gas

Biofuels, a major lever for reducing the intrinsic GHG emissions of Europorte, our rail freight subsidiary

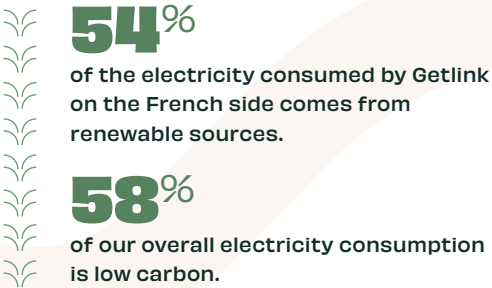


Consumption of NRD*, fuel oil, petrol and diesel is the Group's biggest source of emissions, ahead of electricity-related emissions. Although virtuous compared with road freight, rail freight can improve its climate performance by using biofuel on non-electrified sections of the networks. In 2021, we were the first to trial with Europorte the substitution of NRD for locomotives by **Oleo100 biofuel** produced by Saipol (a subsidiary of the Avril group).

This biofuel, produced from 100% French rapeseed residues, reduces greenhouse gas emissions by 60%, corresponding to a reduction target of **more than 9,000 tonnes of CO₂ per year by 2025.**

Decarbonising our electricity consumption

Since 2018, Getlink's electricity supply in the UK has been part of a Blue for Business contract guaranteeing 100% nuclear supply. The Group is continuing this trend by pursuing initiatives to decarbonise the electricity consumed, including by purchasing Guarantees of Origin and developing additional renewable energy production capacity on and off our sites.



* NRD: Non-road diesel

A decade of committing to reduce our operational emissions






The Group's operational emissions are linked in particular to leaks of three types of substance, which are essential for the safety of infrastructures:

- **Halon-130I**, used as an extinguishing agent;
- **Refrigerants** used in the cooling circuits of the Tunnel and Shuttles;
- the **insulating gas SF6** used in electrical substations.

These leaks have a significant impact on the Group's carbon footprint, given their warming power. A long-term approach has therefore been initiated to replace halon and refrigerants, involving all our teams from engineering to maintenance.

This replacement programme will enable halon to be phased out completely by 2027, which according to the plan will mean a **reduction of around 2,500 tonnes of CO₂ by 2025**.

In 2022, an action plan was also drawn up to sustainably reduce the risk of SF6 leaks from the electrical transformers at the UK terminal with the aim of achieving full leak-tightness by 2023.



19%

The share of GHG emissions linked to refrigerant and extinguishing gases in the Group's total emissions in 2022.



Controlling waste and promoting the circular economy

In the area of waste management, Getlink applies a collection and processing strategy that gives priority to recycling, recovery and reuse. The Group is committed to strict discipline in this area, particularly on major rolling stock and infrastructure renewal projects.

The replacement of the Breda Shuttles, an example of responsible waste management














From 2021 to 2023, the six first-generation Truck Shuttles ("Breda" type) will be gradually replaced by new Shuttles with reduced maintenance costs.

Over 98% of the weight of Breda Shuttles has been recycled, i.e. almost 7,800 tonnes over 3 years (mainly steel, stainless steel and aluminium).



96%

This is our waste recovery rate in 2022 for France.



1,900 TONNES

of ballast reused during the switch replacement project at the UK terminal in 2021.

Several thousand tonnes of rail recovered by the supplier when the rails were renewed in 2022 for reuse on other sections of track.



Helping to preserve natural environments

Committed from the outset to preserving natural environments, the Group operates some of the most environmentally friendly mobility solutions and infrastructures. Its initiatives to protect biodiversity, control water consumption and improve air quality are an integral part of its development strategy.



The “Ornamental Gardens” on the edge of the Coquelles terminal are a much-appreciated rest area for migratory species and an essential nesting spot for many birds.

23%
of the total surface area of the French terminal, that’s how much of the natural areas managed by Eurotunnel at the Calais/Coquelles and Sangatte sites are preserved.



The Samphire Hoe site, a nature reserve covering about thirty hectares at the foot of the white cliffs of Dover, was created by reusing five million cubic metres of chalk and marl extracted from the English Channel subsoil when drilling the Channel Tunnel.

With 220 bird species, 200 plant species (including many rare orchids, such as spider orchids) and 30 butterfly species, Samphire Hoe nature reserve received its 17th Green Flag Award in 2022, in recognition of its high ecological quality.

Reducing the use of phytosanitary products

For several years now, the Group has been working to explore alternatives to these products, which are used in particular to maintain green and mineral spaces, and to keep safety equipment and railway areas in operational condition. At the French terminal, for example, **100% of phytosanitary products have been replaced by mechanical and manual weeding techniques.**

Europorte once again received its **Ecophyto label** from the French Ministry of Agriculture for 2021: all the sites where the organisation manages weed control use blended solutions to reduce the volumes of phytosanitary products used.

72%
the rate of reduction in the total consumption of phytosanitary products by Eurotunnel since 2019.



Preserving air quality at our sites

Getlink is committed to monitoring and controlling air quality and the impact of emissions from its activities. For Eurotunnel, this has been a concern since the start of the Concession in 1986.



- Diesel locomotives fitted with catalytic converters since 2007
- Regular cleaning of the Tunnel with water, in accordance with good practice in the rail sector
- More than 20 measurement campaigns carried out by independent bodies since 2004, confirming compliance with exposure limit values
- A self-assessment measurement system for maintenance work
- All the NRD used on the UK side substituted in 2022, i.e. over 90% of the Concession's consumption
- Progressive renewal of maintenance rolling stock

PILLAR 2

SOCIAL & SOCIETAL

The women and men of Getlink are at the heart of the value created by the Group, and their commitment is the prerequisite for any performance. That is why we strive every day to promote the inclusion and diversity of our teams, to guarantee their health and safety, and to develop their skills.



Promoting inclusion and diversity in teams

For Getlink, diversity, equity and inclusion are major drivers of team commitment and attractiveness. These dimensions contribute to the organisation's performance by turning everyone's differences into strengths.

Guaranteeing equal treatment for men and women

The Group's commitment in this area is reflected in the application of an equitable policy in terms of recruitment, access to training, remuneration and promotion for all team members throughout their careers. This policy is also applied in the process of identifying high-potential individuals and of appointing leaders.

Published in July 2020, the Charter on professional equality between women and men has given rise to an action plan due to expire at the end of 2023, with the following targets:

- At least 25% of women promoted by total number of promotions
- Guaranteed equal pay for men and women with equal pay for equal work, experience and qualifications
- From 2022 onwards, several Group entities will set aside a specific budget of 0.2% of the payroll to reduce inequalities linked to gender or other discriminatory criteria.

 **94/100**
the professional equality index
calculated for the entire Group by 2022.

94/100

the professional equality index
calculated for the entire Group by 2022.

In 2022, the Group moved up from 61st to 46th in the 2021 ranking of **women at the top** of SBF 120 companies.



Promoting the inclusion of people with disabilities

Following a assessment carried out in partnership with Agefiph, an action plan was drawn up and shared with the employee representative bodies. It focuses on five main areas:

- managing disability issues in the workplace;
- information and communication (internal and external);
- supporting career development and job retention;
- integration and the development of partnerships with the assisted and disability sectors;
- recruitment and integration.

In 2022, a number of awareness-raising initiatives on disability enabled employees to share their experiences, as well as organising a forum in partnership with the region's disability and assisted sector companies.

For example, by 2022, the employment rate for people with disabilities at Eurotunnel France will be 4.5%: we are committed to making progress in this area.

Enabling everyone to feel like themselves

Getlink is working to promote LGBTQ+ inclusion by taking part in awareness-raising initiatives in partnership with associations during Pride Month, including presentations by the associations Fiertés Pas-de-Calais, l'Autre Cercle and FFLAG*, as well as a communications campaign and sales to raise funds for the associations.

* FFLAG: Association in the UK providing information for friends and families of gay, lesbian and bisexual people.



Creating a fulfilling working environment

Getlink is committed to building a working environment that fosters the personal development of each employee, through concrete actions in the areas of prevention, training and measures to promote well-being at work.



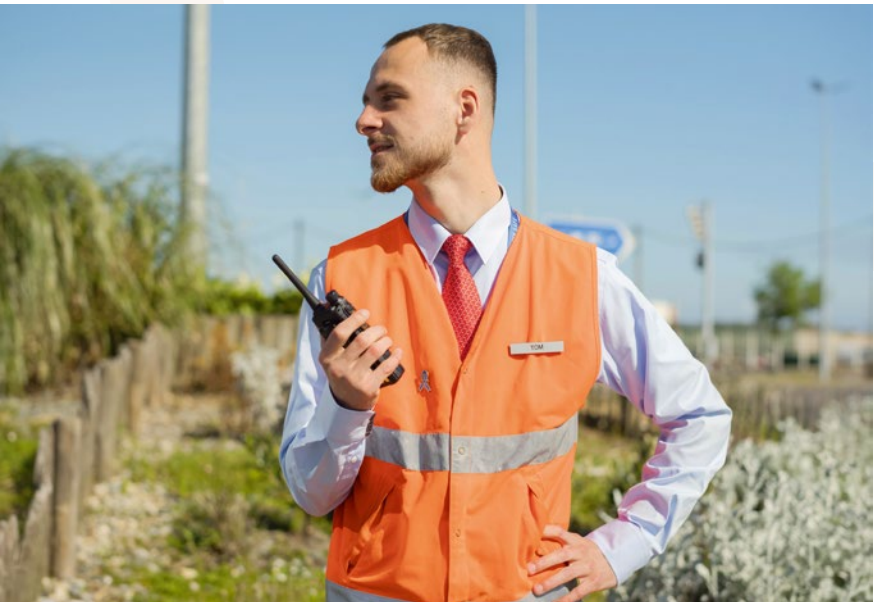
Preventing psychosocial risks

Introduced in 2009 for ESGIE employees, the charter on the handling of psychosocial risks gave rise in 2015 to a company agreement whereby days off can be awarded in the event of illness of a child or partner. This agreement was extended to the whole Group in 2023 and also applies to employees who are carers.

Measures to promote well-being at work and mental health have been taken in all the Group's subsidiaries. At Europorte, a platform offers all employees the opportunity to talk confidentially with coaches or expert psychologists about professional or personal issues of concern to them. An equivalent system exists for all Group employees in France and the UK.

* Eurotunnel Services GIE

Boosting team commitment



Creating the conditions for constructive social dialogue

Getlink attaches great importance to social dialogue and has a long history of working to establish lasting and constructive industrial relations. All teams within the Group and its various subsidiaries have free access to independent employee representation organisations and are covered by collective agreements.

In 2022, 23 majority agreements were signed at subsidiary and Group level, notably on professional equality, the introduction of a time savings account, profit-sharing and the employee savings plan.

Promoting respect in the workplace and combatting harassment

Getlink has created an awareness-raising module entitled "Respect in the workplace", which has been rolled out to all Group employees. This module provides information on how to prevent all forms of harassment and raises awareness of the rules on non-discrimination in recruitment. The Group runs regular poster campaigns and reminders on the subject.

Attracting and developing talent

The attractiveness of our professions is a strategic factor in the success of the Group's projects. For this reason, we pay the utmost attention to the recruitment, training and development of our teams and to the management of career paths.

Promoting apprenticeships

In 2022, as business picks up after the Covid-19 pandemic, and in order to secure skills for the years to come, Eurotunnel relaunched its programme to promote apprenticeships:

- In the UK, around 20 apprentices joined the company in 2022, some of them for a period of three years.
- In France, the apprenticeship programme will be relaunched at the start of the school year in September 2023.



Encouraging women to enter our professions

In 2023, Getlink signed a partnership agreement with the *Elles bougent* association to help schoolgirls and female students discover our businesses through exchanges with mentors from the Group.

Getlink is therefore committed to encouraging exchanges between the mentors and the young girls by organising meetings or taking part in external events (sector meetings, InnovaTech challenge, *"Réseaux et Carrières au féminin"* forum, etc).



Our honorary patron Linda Maisano, Director of Rail Operations, Planning and Transformation at Eurotunnel

Leading the way in learning technologies for rail training

As a nationally recognised training organisation for railway operators, **CIFFCO** (*Centre International de Formation Ferroviaire de la Côte d'Opale*) has expanded its range of training courses, including by investing in new state-of-the-art mobile driving simulators and in the renovation of its cab simulator. In this way, it is anticipating the needs of its customers and developing skills in rail professions, which are also professions of the future.

CIFFCO also trains internal teams in all the skills needed to develop the Group's activities.

CIFFCO has been QUALIOP1 certified since 2022, following an audit by AFNOR. This certification recognises the quality of our services.



Valuing collective and individual performance in remuneration

The Group takes care to balance individual and collective measures in its performance recognition schemes.

In addition to individual performance recognition schemes (salary increases, bonuses etc), the Group has introduced:

- a profit-sharing scheme based on the achievement of collective short- and medium-term objectives;
- employee savings plans with matching contributions;
- employee share ownership, which aims to involve employees in the Group's results over the long term, by allocating free shares to all employees annually for more than ten years, and performance shares to senior management and key managers.

Adapting remuneration policy to the economic climate

In 2022, using inflation at the end of December 2021 as a reference, the remuneration of OETAM/non-managerial* employees was increased by:

+2.8%

in France

+5.4%

in the UK

These elements are supplemented by individual measures and recognition of the career development mechanisms in force within the company.

* OETAM/non-managerial: operatives, employees, technicians and supervisors.

Striving for a positive impact throughout our value chain

Mindful of its impact on the entire value chain from its suppliers to its customers, Getlink is consolidating its service offering and its purchasing policy so that they incorporate more environmental, social and societal criteria.

Extend the secure Tunnel reception area to all new engine types

Getlink has launched a programme of work to ensure the acceptability of future engine types (for example, hydrogen) when developed by its freight and passenger customers.

Offering an optimal service to our customers who have chosen to decarbonise their journeys

Since 2015, Getlink has been providing customers travelling in electric cars with universal recharging facilities at the Eurotunnel terminals. Additional charging points have been installed in both UK and FR terminals.



37,600

The number of 100% electric cars using the Passenger Shuttles has risen from 40 in 2014 to 37,600 in 2022.

14

the number of universal charging points deployed by 2022, in addition to the 20 already in our terminals.

Implementing a responsible purchasing policy

Our purchasing procedure currently takes into account Getlink's generic CSR requirements as well as the objectives of our 2025 Environment Plan: energy efficiency, decarbonisation, resource conservation and waste management. Its ultimate aim is to incorporate all the quantitative objectives of the Group's CSR policy. Annual reporting on the contribution of purchasing to the achievement of our CSR objectives is an integral part of this procedure.

2021

Getlink signs the "Responsible Supplier Relations Charter", renewing an initial commitment made in 2012.

100%

The proportion of purchases worth more than €150,000 that will be covered by the responsible purchasing procedure by 2025. This is also the proportion of our buyers trained in our new purchasing procedure.

26%

Eurotunnel's share of **local purchases** in 2022. Eurotunnel makes a significant proportion of its purchases in the *départements* close to its terminals on the French side (Nord and Pas-de-Calais) and in the county of Kent on the British side, enabling its local stakeholders to benefit from the value created by its activity.

€1.3 m

The amount of purchases made by Eurotunnel France from the **disability sector** in 2022 (an increase of 19% compared to 2021). 100% of these purchases were made locally in the Hauts-de-France region.



Supporting our local communities

As the creator of a vital link that brings people, businesses and cultures together, and a major player in low-carbon mobility rooted in the areas in which it operates, Getlink has been supporting local social and economic development since the launch of its operations.

Here are just a few examples of actions carried out in our six areas of expertise

Regional economic development

more than 8,000

The number of direct and indirect jobs estimated to have been created since the Tunnel came into service

59%

The proportion of recruitment carried out locally by the Group in 2022



Protecting the environment

Partnership since 2021 with the *Conservatoire des Espaces Naturels des Hauts-de-France*, to ensure the restoration, management and preservation of biodiversity on 31 hectares of land on the concession.

Solidarity

Several employment contracts signed between the Group and people supported by the *Fondation Agir Contre l'Exclusion* (FACE) in Calais.

Youth and education

As part of the SING'IN project, Eurotunnel is funding the formation of a choir from pupils in the Calais and Kent areas and having a symphony composed for Eurotunnel's 30th anniversary in 2024.

Art, culture and heritage

Partnership with the Elham Valley Railway Museum in Newington to maintain and renovate the model of the Tunnel.

Railway science and academic partnerships

Partnership with the *Université du Littoral Côte d'Opale* in the form of student presentations, case studies and mock job interviews.

Ensuring everyone's safety

The safety of Getlink's customers, employees, subcontractors and other stakeholders is at the heart of its railway culture and is a cardinal principle that guides all the organisation's actions. The Group aims to promote a continuous improvement approach in this area, in particular through the "Get Safer" programme.

"Get Safer", a plan to enhance the Group's safety culture

Getlink's safety strategy aims to move from a system-centric safety organisation to a fully integrated safety organisation combining cultural, behavioural and systems excellence.

- It is based on four pillars:
- Protecting people
 - Protecting sites
 - Working safely
 - Making safe decisions

Here are just a few examples of the behaviour we want to encourage

- Report any near misses (Speak-up Policy) to help prevent incidents and accidents in the future
- Encourage everyone in the workplace to talk about health and safety at work, to reduce risks, promote good practice and find solutions
- Systematically provide the right tools and equipment for safe working
- Applying best practice in risk reduction



32

The "Get Safer" plan is based on 32 actions designed to strengthen our safety management.

0

Zero collisions in the Tunnel: that is our key objective, every year.

PILLAR 3

GOVERNANCE

Getlink is a binational company with a long history of good practice in corporate governance. In this area, the Group is committed to continuous improvement, in conjunction with its stakeholders, and fully integrates its social and environmental responsibility into responsible governance.



Responsible governance in line with tomorrow's challenges

Adapted to the organisation's specific characteristics and challenges, Getlink's governance is part of a constant process of progress in service of the organisation's strategy.

"Getlink's CSR strategy is based on a materiality analysis that identifies and prioritises CSR issues according to their impact and the expectations of stakeholders. This approach enables the Group to focus its transformation efforts where it makes the most sense."

CORINNE BACH
Environment & Climate Lead Director,
Chair of the Board's Ethics
and CSR Committee



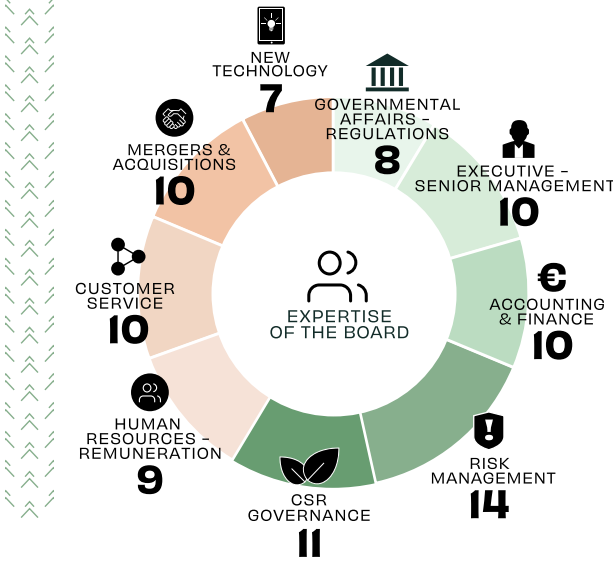
Governance aligned with best practice and benchmarks

The corporate governance code to which Getlink has regard is the corporate governance code for listed companies drawn up by the *Association française des entreprises privées* (Afe) and the *Mouvement des entreprises de France* (Medef): i.e. the Afe/Medef code.

Getlink strives to follow the recommendations of this code: a separate chairmanship, and a balanced and varied mix of profiles and skills among the members of the Board of Directors in relation to the Group's challenges.

A Board of Directors with diverse expertise

(Board meeting of 22 February 2023)



Incorporating CSR performance into executive remuneration

15% of the annual variable part of the remuneration of the Group's Chief Executive Officer includes criteria linked to Getlink's 2025 Environment Plan (15% reduction in the Group's direct GHG emissions by 2023).

In addition, LTIs (Long-Term Incentives) are awarded in the form of shares to all the organisation's senior managers, subject to performance conditions. By 2023, CSR criteria will account for 25% of the CEO's LTI plan: the reduction of the Group's direct GHG emissions will account for 15% and the achievement of four objectives relating to safety, gender equality, social climate and service quality will account for 10%.

Board members
15

Female Board members
41.7 %

Independent directors
50 %

Board attendance rate
98.5 %

2022 numbers



Governance committed to sustainable growth

Getlink's CSR commitments and their implementation are examined and reviewed by the Group's Board of Directors. They are monitored operationally by all the Group's leadership bodies, which are mobilised to promote the creation of long-term value.

The Board of Director and its specialist committees

THE NOMINATION AND REMUNERATION COMMITTEE

Oversees the competence of the Directors in matters of CSR

THE AUDIT COMMITTEE

Monitors the effectiveness of internal control and risk management systems including relating to CSR

THE ETHICS AND CSR COMMITTEE

- Assists the Board of Directors in monitoring CSR matters
- Ensures that CSR topics are taken into account when the Group's strategy is drawn up

**THE ENVIRONMENT
AND CLIMATE
LEAD DIRECTOR**

Ensures that there is a just transition and encourages a long-term transformational approach to climate-change issues

Operational governance

MANAGEMENT OF THE GROUP

On the Group's Executive Committee, all aspects of CSR are handled by the Chief Financial Officer to whom the CSR Department reports

**THE CSR
DEPARTMENT**

Works to strengthen the Group's CSR approach including its clarity and impact

THE COMPLIANCE DEPARTMENT

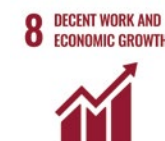
Steers the implementation of compliance action plans

NETWORK OF TEAM MEMBERS

They are involved in bringing CSR issues to life in the organisation on a day-to-day basis, while participating in the reporting process

The Group's priority SDGs

Of the 17 Sustainable Development Goals (SDGs) defined by the UN, 7 have been selected as priorities for the Group:



Protecting our information systems and personal data

Getlink is committed to providing its customers and stakeholders with the necessary level of protection for their data. Faced with the growing risk of cyber attacks, the Group is equipping itself with state-of-the-art systems to prevent, detect and repair them.

A data protection policy and objectives revised every year


Getlink's objectives for 2023 are to:

- train all the Group's data protection correspondents (DPCs) in the importance of impact assessments and how to carry them out;
- provide more extensive training for all teams involved in the management of personal data;
- carry out audits of key departments to verify compliance with data protection legislation;
- deal with potential divergences in legislation between the EU and the UK.

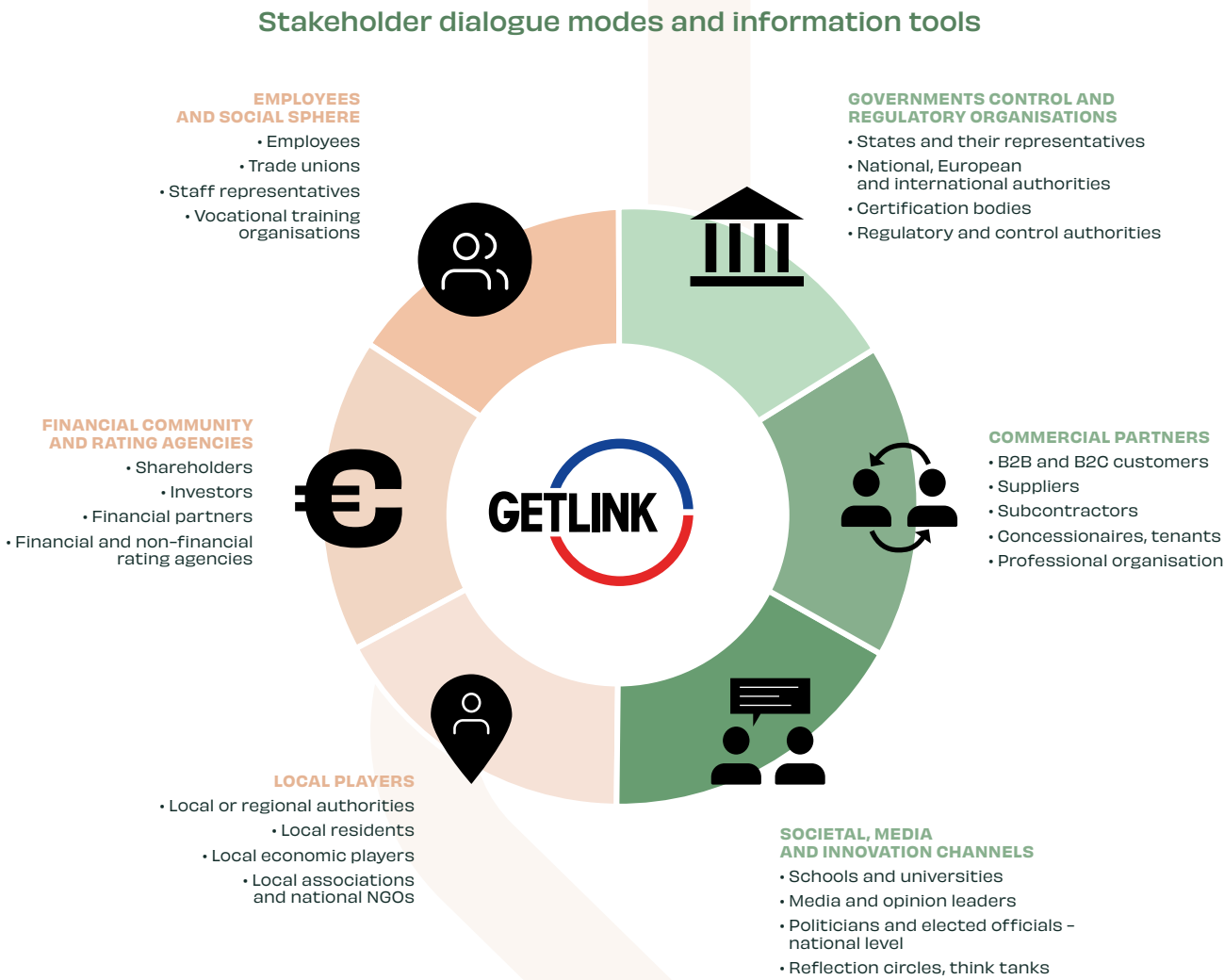
Enhance cybersecurity

Cybersecurity is ensured in four areas:

- governance to analyse risks, define policies and ensure steering;
- rigorous system protection;
- certified systems for detecting attacks in real time, 24 hours a day;
- action plans in the event of an attack, for both IT teams and business departments.

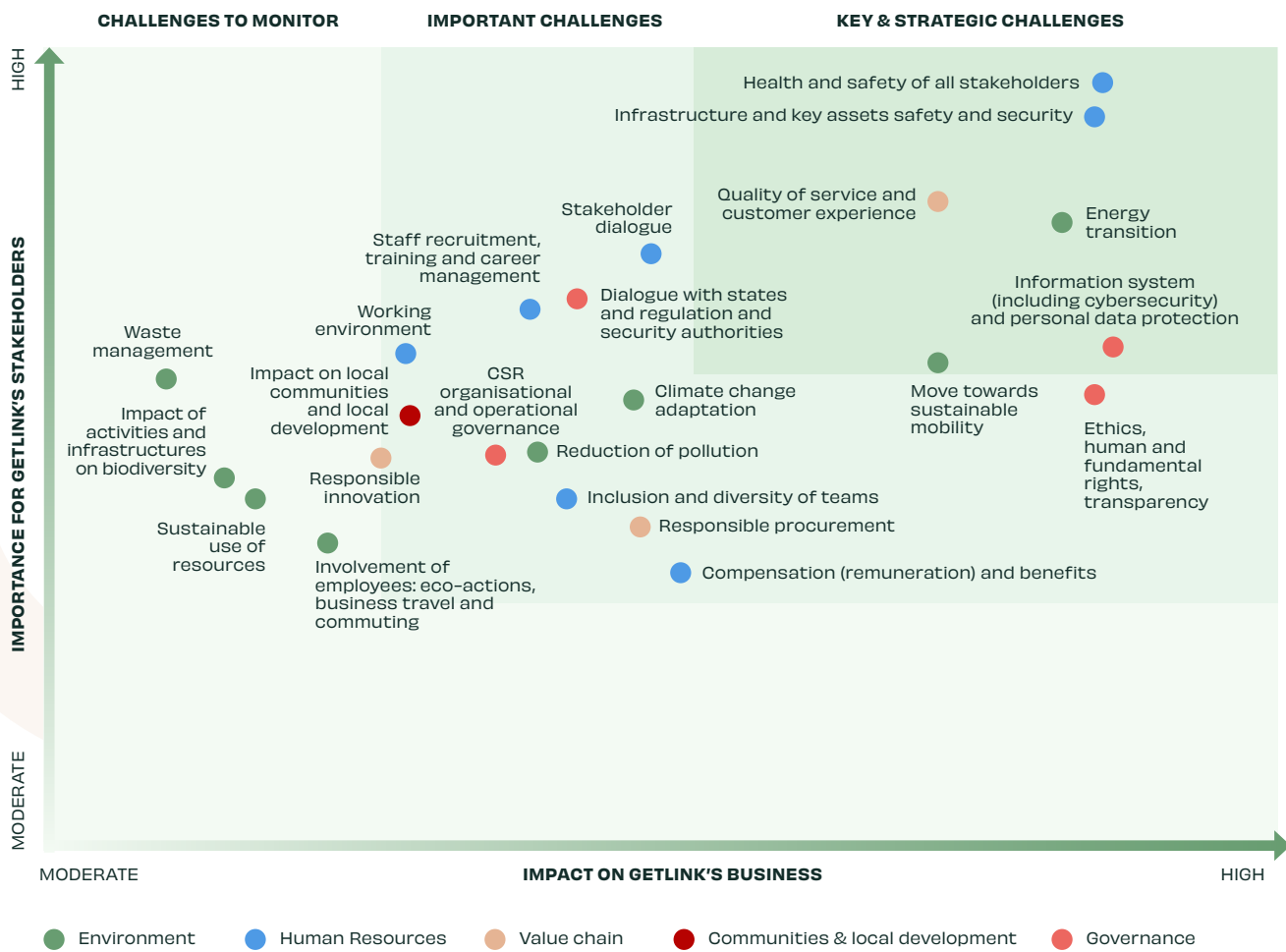
 In 2022, protection tools were renewed and antivirus and email filters were strengthened on all the Group's workstations.

Map of Getlink's stakeholders

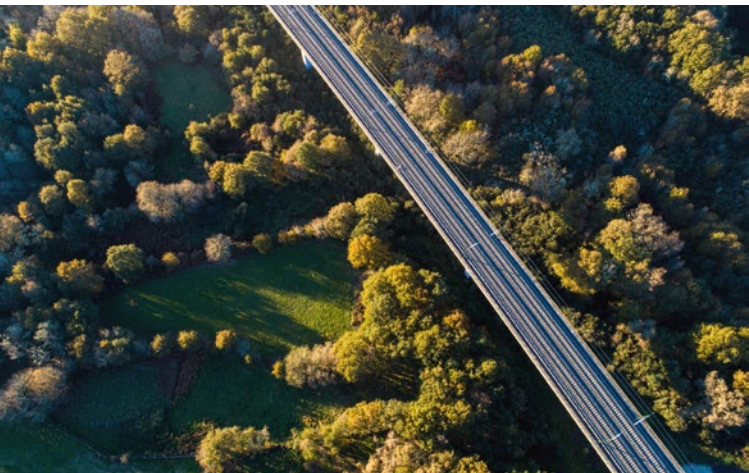


Stakeholder dialogue is organised with specific mechanisms for each category.

Getlink materiality matrix



Getlink's ESG rating



Non-financial performance at the heart of Getlink's value proposition

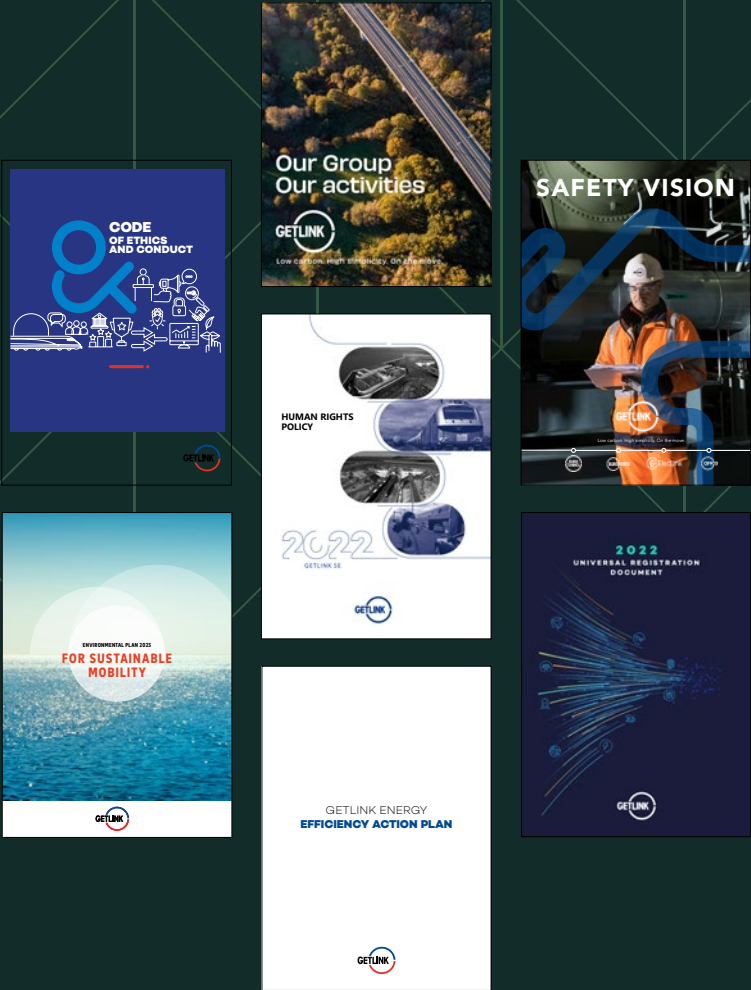
Since its creation, Getlink has fully integrated the concepts of environmental, social and societal responsibility and has implemented a governance system based on best practice. In all these areas, the Group is highly transparent with all its stakeholders.

Committed to a process of continuous improvement on these issues, Getlink continues to implement its initial commitments and submits to the unsolicited ratings of the major international non-financial rating agencies. Recognised for its consistent compliance with the rules of good governance, Getlink is committed to improving its environmental performance, particularly in relation to energy transition, and to consolidating its commitments in the broad social field by regularly integrating societal and regulatory expectations.

Non-financial performance monitored by the major rating agencies

- The Group's environmental, social and governance performance has been assessed for many years by specialist rating agencies.
- In 2022, Getlink was included in the main international responsible investment indices: FTSE4Good, STOXX Europe Sustainability, numerous Euronext indices including the CAC SBT 1.5° and the Low Carbon 100 Europe®.
- In 2022, Getlink achieved the following scores in the most significant international rankings:
- CDP A-
 - S&P CSA 58/100
 - MSCI AA
 - ISS "B-" and "Prime" status
 - Sustainalytics 9.7 with a "negligible" CSR risk
 - Axylia carbon score A

Our publications



All data and indicators are taken from the Universal 2022 Registration Document, available on getlinkgroup.com
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