

**ENVIRONMENTAL PLAN 2025**

**FOR SUSTAINABLE  
MOBILITY**



**AND THERE, UNDER THE CHANNEL, 25% OF THE TRADE BETWEEN THE UK AND THE EUROPEAN UNION IS CARRIED THROUGH THE TUNNEL, WITH 320 DAILY TRAINS, MORE THAN HALF OF WHICH CARRY GOODS. WITH THE 170 WEEKLY TRAINS OPERATED ACROSS EUROPE BY EUROPORTE, THE FIRST PRIVATE RAILWAY OPERATOR IN FRANCE, 2 MILLION TONNES OF CO<sub>2</sub> ARE AVOIDED EVERY YEAR THANKS TO THE GETLINK GROUP.**



# EDITORIAL

The climate and environment emergency requires us all to rethink the way we produce, consume, communicate and travel. This is a huge transformation challenge. At Getlink, we are convinced that it is also an opportunity for the most sustainable models.

By nature, rail infrastructure and Getlink are low-carbon players. Culturally, the Group has always paid close attention to the environmental impact of its activities. This essential part of our identity does not dilute our responsibility: on the contrary, it commits us to be ever more responsible.

This is the reason behind the efforts that Getlink's teams have been making, for more than ten years, to improve the environmental and climate footprint of the Group's activities and to generate tangible and inspiring results. These results encourage us to continue and expand our efforts. To this end, we have developed a new roadmap for Getlink's environmental strategy with clear targets set for 2025. We have chosen a very short timeframe to ensure that we are always taking practical steps forward, thanks to regular, rigorous and transparent monitoring of the results we achieve.

With this new roadmap we want to accelerate the reduction of our own impact and we also want to extend our ambition to our entire value chain. This is an even more decisive undertaking and a responsibility we are taking on: to be a driving force in the sustainable transformation of transport in Europe.

This structural step will be implemented in each of our activities and projects. With all the Group's teams, who design and deploy innovative solutions daily to meet the challenge. With all the members of the governing and management bodies who will take this imperative into account when making their most strategic decisions - and I will play my part too and take full responsibility for it. With our shareholders, who give us a clear mandate. With our customers, our partners and all those committed to developing mobility that strengthens our ties and protects our environment.

**Yann Leriche**  
Chief Executive Officer of Getlink

# OUR CHALLENGES

Aerial view of the Eurotunnel Terminal at Coquelles

Faced with the scale of the environmental challenges of our time, all economic actors must increase their efforts. International forums continuously repeat the urgent need for rapid results to meet the challenges of protecting our planet.

## FROM THE OUTSET, THE GETLINK GROUP HAS PLACED PEOPLE, NATURE AND LOCAL COMMUNITIES AT THE HEART OF ITS CONCERNS.

Firstly, through its structural positioning in favour of 'low-carbon' transport: the rail sector accounts for less than 1% of national emissions and is one of the significant levers for achieving climate-related objectives at a national and European level as expressed in the public health crisis recovery plans. The European system

of classification that will come into force in 2022 clarifies and objectifies this positioning: according to the first drafts of the legislation circulated by the Commission, most of the Group's activities should be recognised as sustainable in terms of the climate and, more broadly, in terms of all environmental dimensions.

Then, through its choices: highly decarbonised electric traction, the implementation of energy efficiency across the Concession, the preservation of the natural environment from the construction of the Tunnel onwards. All of this is included in the framework of its mission in economic development. These strategic development pillars which impact on the environment constitute the foundation of a global strategy of action targeting the environmental impacts of the Group's activities.

Today, the Group, as a major player, both at the level of the Channel Tunnel Concession and also in all the regions where it operates through the Europorte and, soon, the Régionéo and Eleclink activities, wishes to increase its contribution to the fight against climate change and the preservation of natural resources, and to respond to fair expectations of transparency and pragmatism. This new environmental strategy, with concrete and measurable objectives set for 2025 will involve all the Group's stakeholders in order to achieve the most positive impact for the environment.



### Jacques GOUNON

Chairman of the Board of Directors

*"This ambitious and pragmatic plan will enable us to further develop our leadership."*

# ENVIRONMENTAL STRATEGY 2025

## A ROADMAP FOR THE MEDIUM TERM

With an inherent commitment to 'low-carbon' transport and to controlling its impact on the environment, Getlink has decided to strengthen its strategy and raise its environmental ambitions.

### Why?

- To reaffirm the environmental ambitions of Getlink, the leader in environmentally responsible transport since its creation.
- To play a full part in the pursuit of international objectives and to contribute to national ambitions for climate change and environmental preservation of the environment<sup>1</sup>.
- To involve the Group's teams ever more closely in a demanding and meaningful dynamic, serving employees, customers, partners, local communities and the planet.
- To mobilise the Group's value chain in the quest for sustainable European mobility.
- To strengthen Getlink's competitive edge.

The Group's environmental strategy up to 2025 is based on **three pillars and six commitments** which contribute to the Group's ambition to consolidate its position as a reference player in the environmentally responsible transport sector.

These commitments are accompanied by **12 performance or progress indicators** linked to action plans for the period between 2019 and 2025. These indicators will be monitored as part of the Group's Non-Financial Performance Statement as well as verified by an independent third party. They are fully binding on the Group and allow it to involve its stakeholders, particularly the Group's supply chain.

### What horizon? 2025 and beyond

Getlink has chosen a time frame of 6 years for its new environmental commitments. This time frame allows the dynamics of the structuring projects identified, particularly around climate change, to be taken into account while at the same time committing to short-term action: everyone can hope to see tangible results over this time frame!

Since 2019 was more representative than 2020, it was chosen as the base year.

2025 is a key milestone in the Group's trajectory; however the initiatives launched will enable the Group to consolidate and continue to improve its environmental footprint, particularly in terms of greenhouse gas emissions, up to 2030.

<sup>1</sup> The French National Low Carbon Strategy identifies 5 levers on which it is possible to act to reduce emissions from passenger and freight transport: transport demand, modal shift, vehicle load factor, energy efficiency and the carbon intensity of energy. This roadmap sets out Getlink's commitments and achievements in all these areas.



**Géraldine PÉRICHON**  
Chief Financial Officer

*"This environmental plan is robust and relies on key initiatives and investments that strengthen our competitiveness and value proposition."*

**Vincent DUCROS**

Group Environment Director

**"How do you identify the most important impacts and the priority levers for the Group in environmental matters?"**

The materiality analysis conducted by the Group in 2019 identified the three challenges perceived as important by the Group's stakeholders in terms of the environment. This has naturally shaped our priorities, especially since these challenges echo the many initiatives undertaken by the Group since its creation.

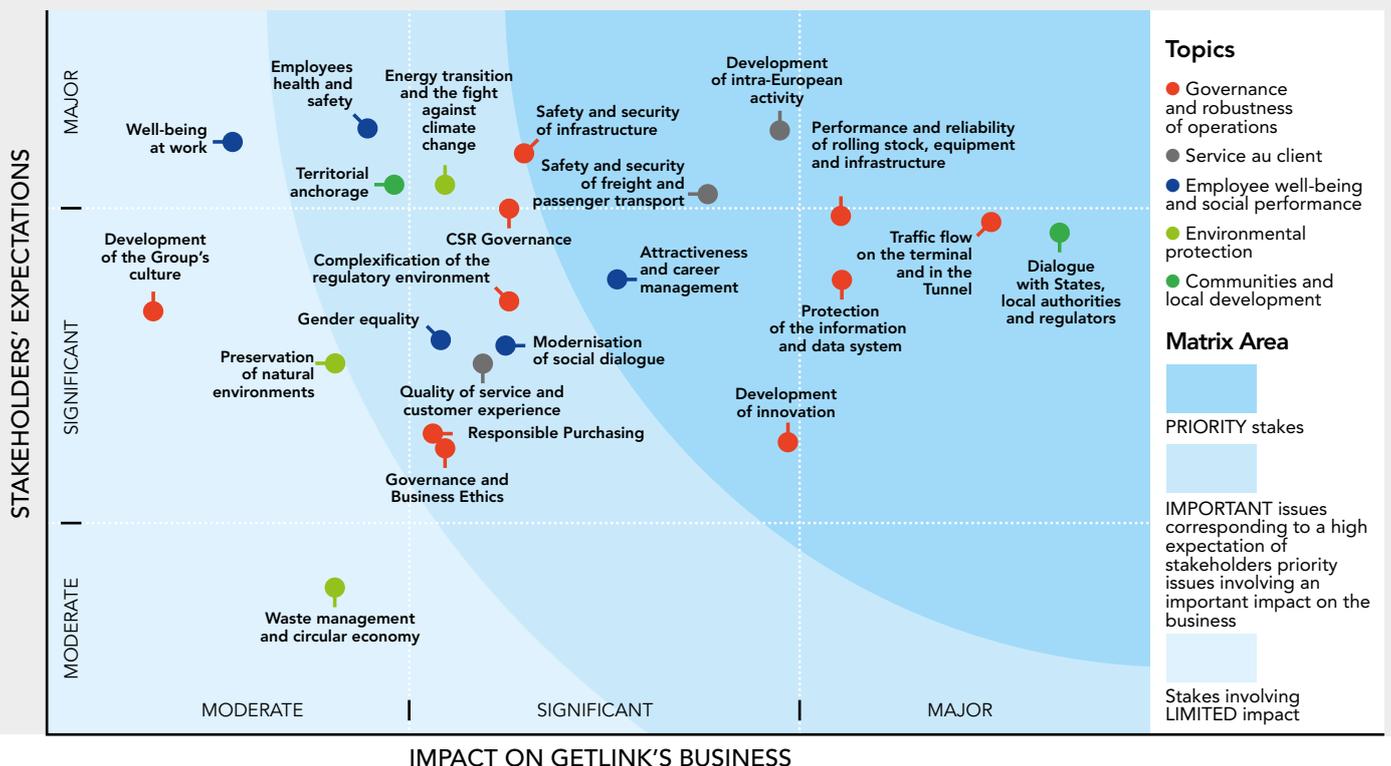
**How did you build this new strategy?**

First, we started with a very positive observation: our initial orientation and our collective actions, particularly in terms of climate and environmental control, have resulted in results of

which the Group can be proud! We then had to enhance them and give ourselves a new horizon for the future. In this new roadmap, we wanted to speed up our trajectory and broaden the scope of our action.

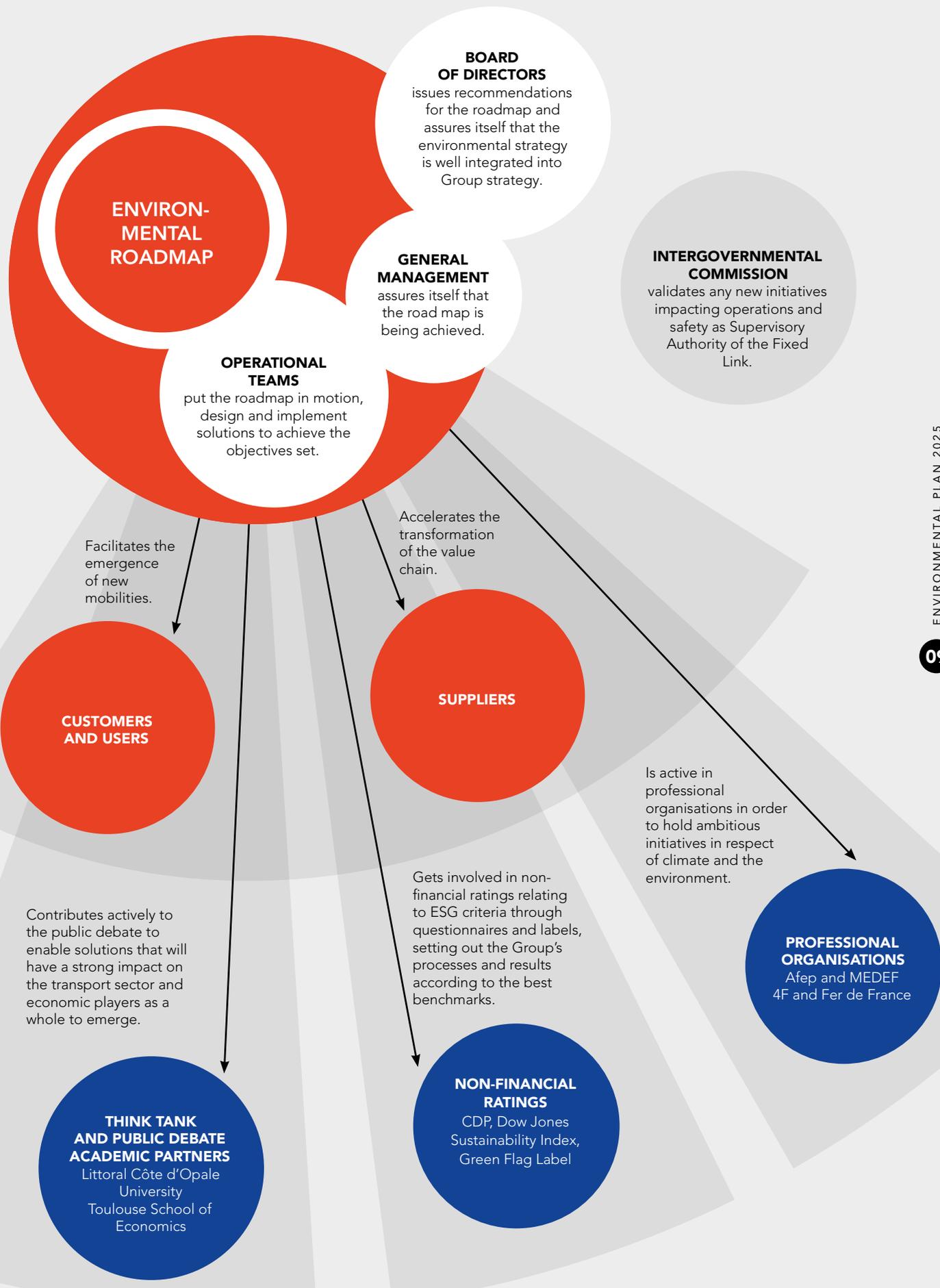
To define this new, ambitious, virtuous and credible strategy for 2025, we have carried out a broad consultation with the Group's operational players and board directors. Our commitments, in line with the United Nations Sustainable Development Goals (SDG), were inspired by the best practices of committed companies in the transport sector and beyond.

Today, in full awareness of the challenges facing the Group, we are setting a new course and thanks to the innovative approaches and operational and contractual levers already identified, we are approaching this new stage with confidence and enthusiasm."



## 2025 ENVIRONMENTAL ROADMAP

3 Objectives	6 Commitments	Contribution to the SDG
<p>Pillar 1 - Energy and climate transition: Contribute to the 2°C trajectory of the Paris Agreement throughout the Group's value chain</p>	<p>Reduce the Group's direct emissions (Scopes 1 and 2) by 30% compared to 2019</p>	
	<p>Contribute to the reduction of indirect emissions (Scope 3) linked to the Group's activities</p>	
<p>Pillar 2 - Preservation of natural environments: Sustainable management of resources and control of impacts on natural environments</p>	<p>Grow the environmental performance of the Group's activities and control their impact on the natural environment and biodiversity</p>	
	<p>Preserve air quality at the sites</p>	
<p>Pillar 3 - Waste management and the circular economy: Controlling waste and promoting the circular economy throughout the Group's ecosystem</p>	<p>Avoid final waste by mobilising all available levers</p>	
	<p>Promote a collective dynamic around the circular and territorial economy</p>	



**ENVIRONMENTAL ROADMAP**

**BOARD OF DIRECTORS**

issues recommendations for the roadmap and assures itself that the environmental strategy is well integrated into Group strategy.

**GENERAL MANAGEMENT**

assures itself that the road map is being achieved.

**OPERATIONAL TEAMS**

put the roadmap in motion, design and implement solutions to achieve the objectives set.

**INTERGOVERNMENTAL COMMISSION**

validates any new initiatives impacting operations and safety as Supervisory Authority of the Fixed Link.

Facilitates the emergence of new mobilities.

**CUSTOMERS AND USERS**

Accelerates the transformation of the value chain.

**SUPPLIERS**

Is active in professional organisations in order to hold ambitious initiatives in respect of climate and the environment.

**PROFESSIONAL ORGANISATIONS**

Afep and MEDEF  
4F and Fer de France

Contributes actively to the public debate to enable solutions that will have a strong impact on the transport sector and economic players as a whole to emerge.

**THINK TANK AND PUBLIC DEBATE ACADEMIC PARTNERS**

Littoral Côte d'Opale University  
Toulouse School of Economics

Gets involved in non-financial ratings relating to ESG criteria through questionnaires and labels, setting out the Group's processes and results according to the best benchmarks.

**NON-FINANCIAL RATINGS**

CDP, Dow Jones Sustainability Index, Green Flag Label

## AN AMBITION AT THE HEART OF GETLINK'S GOVERNANCE MANDATE



**Patricia Hewitt**

Chairwoman of the Ethics and CSR Committee and Environment and Climate Lead Director

### **Is the Group's environmental performance a key issue for the Board of Directors?**

*Whatever the economic situation, the Board of Directors remains on a clear course: it promotes the creation of value over the long term. When I first joined the Board, over a decade ago, I was struck by the clear understanding of Jacques Gounon and other Board members that sustained value creation requires constant attention to environmental issues in Getlink's activities today and in its structural direction for tomorrow. Such an understanding was quite rare in the corporate world at the time.*

*The Board is committed to ensuring that the environmental roadmap is both ambitious and adapted to the realities of the Group, its businesses and the levers at its disposal. It also ensures that the Group's ESG objectives are expressed according to the most relevant benchmarks and best practices. As an example, the Group CSR composite performance index included in the Top executives' compensation has taken into consideration the Carbon Trajectory for many years. Green credentials are in our DNA. On top of significant*

*progress made in previous years, Getlink worked to strengthen its CSR strategy and the Board of Directors decided to include the 2021 performance action plan in this CSR strategy review cycle, with a new target of a 15% reduction in emissions by 2023. And with the Eleclink project I know we will make an outstanding step forward in that field when completed.*

### **Who drives the environmental strategy? How are the governing bodies mobilised?**

*The mission of the Ethics and CSR Committee is to regularly examine the Group's environmental performance and strategic orientations and to report its analyses to the Board of Directors. This committee, previously called the Corporate Committee, has opted for a more explicit name to make our role clearer to external stakeholders and at the same time to highlight the increasing willingness of the Board of Directors to work on an overall CSR policy.*



*The Board of Directors has also appointed an Environment and Climate Lead Director. It is a great honour for me to exercise that role and to ensure that the Board of Directors is able to make informed decisions on a just transition and encourage a long-term transformational approach to see concrete achievements, especially on climate change issues.*

*On the Group's Executive Committee, all aspects of environmental policy are led by the Chief Financial Officer, to whom the CSR department (expanded in 2020 with the recruitment of an Environment Director) was attached in September 2020. The department presents the progress of the work of the operational committees to the Committee.*

*Indeed, to monitor the progress of the projects, the company created the Eurotunnel and Europorte environment operational committees in 2020. These committees, which met four times a year, are chaired by the general management and bring together the project leaders and members of the management committees. In addition, the Group's environmental department organises environmental team meetings*

*across the Group's entities to ensure alignment and the sharing of good practice between the different entities. On the ground, the Eurotunnel and Europorte environment managers (within the SQE department) lead initiatives, monitor the trajectory and ensure compliance with regulatory requirements. To that end, teams can rely on some Group tools like internal carbone pricing or a CSR check-list, among others.*



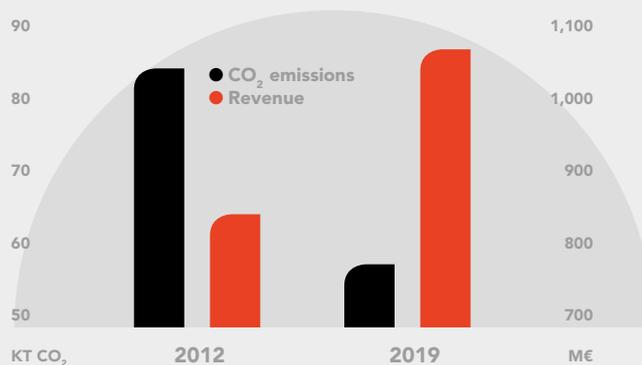
# PILLAR 1

## ENERGY TRANSITION AND FIGHT AGAINST CLIMATE CHANGE

Wind farm on the Eurotunnel site in Coquelles

# OBJECTIVE: CONTRIBUTE TO THE PARIS CLIMATE AGREEMENT 2°C TRAJECTORY THROUGHOUT THE GROUP'S VALUE CHAIN

EMISSIONS ALREADY SIGNIFICANTLY REDUCED



**33% reduction in greenhouse gas emissions from 2012 to 2019**

**Total emissions of 47 ktCO<sub>2</sub><sup>2</sup> in 2019<sup>3</sup> of which 30% related to electricity (low carbon)**

**2 million tonnes of CO<sub>2</sub> avoided each year by the Group's businesses**

**For a truck, a shuttle journey emits 12 times less greenhouse gases than a ferry journey; for a car, it is 73 times less**

<sup>2</sup> In this document, CO<sub>2</sub> stands for CO<sub>2</sub>-equivalent.

<sup>3</sup> with 2020 Emissions Factors

The Getlink Group, which was the first cross-Channel operator to publish a carbon footprint in 2007, has worked on reducing its emissions since then and lowered them by 33% between 2012 and 2019 - even though the Group's revenue increased by 28% over the same timescale. These results were achieved through a number of structural initiatives: substitution of refrigerant fluids and fire extinguishing agents in technical rooms and infrastructure, a new cooling system for the Tunnel, a low-carbon power supply, the introduction of a contract for the supply of zero-carbon electricity for combustion use in the United Kingdom, the proposal of reduced speed paths for shuttles in the Tunnel during off-peak periods etc.

Currently, Europorte and Eurotunnel's businesses save more than 2 million tonnes of CO<sub>2</sub> each year compared to alternative modes of transport, which is roughly equivalent to the emissions of 200,000 French people i.e. the populations of Calais, Dunkirk and Boulogne-sur-Mer combined:

- Eurotunnel freight and passenger Shuttles (powered by electric traction): 580 ktCO<sub>2</sub> per year - compared to alternative ferry journeys;
- Eurotunnel - freight rail operators + Eurostar (powered by electric traction): 1400 ktCO<sub>2</sub> per year - compared to HGV traffic (40 tonnes) or air travel for passenger traffic;
- Europorte (mixed electric and diesel fleet depending on the train paths of the rail network on which it operates): 90 ktCO<sub>2</sub> per year - compared to heavy goods traffic. In 2019, Europorte's rail traffic avoided the **movement of more than 250,000 40 tonnes equivalent trucks**, on journeys averaging 300 km.

## THE GROUP'S DIRECT EMISSIONS TODAY

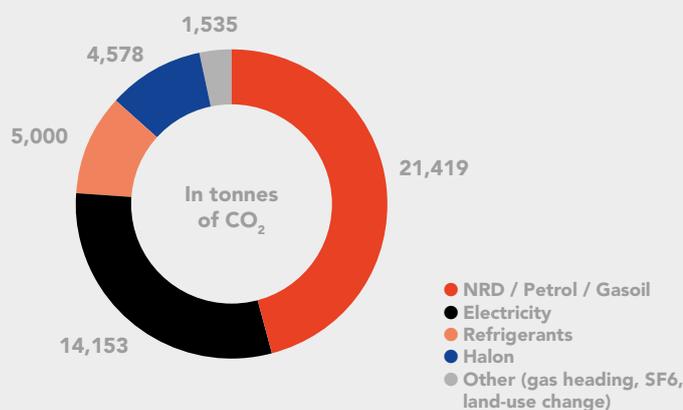
### IN 2019

The Group's emissions (Scopes 1 and 2) for its operational scope (Eurotunnel and Europorte<sup>4</sup>) as calculated up to 2019<sup>5</sup> amount to 57,867 tonnes of CO<sub>2</sub>eq.

Following an independent third party review of the Group's carbon footprint, a number of emission factors have been modified in the consolidation of emissions in 2020. The choice of factors aligned with a limited number of public and regularly updated sources (the electricity supplier's emission factor in France and England, the ADEME database and the UK Department for Business, Energy and Industrial Strategy's database), ensures consistent and transparent monitoring of the 2019-2025 trajectory. The 2019 recalculated references amount to **46,686 tonnes of CO<sub>2</sub>**.<sup>6</sup>

The main emission items are thermal traction (including freight trains using non-road diesel traction, 46%), electricity consumed on the French network (30%), refrigerants (for infrastructures and shuttles, 11%) and halon (a fire extinguishing agent used in Eurotunnel's technical rooms and shuttles, 10%). It should be noted that this breakdown is drawn from the market-based approach adopted in this climate report. In particular, the supply since 2018 of electricity in the United Kingdom under a specific "Blue for Business" contract guaranteeing 100% nuclear supply means that no Scope 2 emissions are considered for each kWh consumed at the Folkestone terminal.

Greenhouse gas Group breakdown 2019 (modified with updated Emission Factors)



<sup>4</sup> CIFFCO's buildings consumption is included within the Eurotunnel scope.  
<sup>5</sup> According to the methodology used in the Non-Financial Performance Declaration.

<sup>6</sup> In particular this is the case of the Emission Factors for French Electricity provided by the supplier, for Non Road Diesel, Halon and R407C aligned to the values provided by the ADEME database. This starting base is more stable but also makes the 2025 target more ambitious.



France's National Low Carbon Strategy aims to reduce GHG<sup>7</sup> emissions from transport by 28% by 2030, i.e. an expected gain of 38 million tonnes at the French national level.

Reassessed according to the new emission factors, the Group's emissions decreased slightly in 2020<sup>8</sup>.

This is explained by the large reduction in activity (lower electricity and NRD consumption), offset by the cyclical increase in refrigerant<sup>9</sup> emissions and by the impact of land use change following the Brexit infrastructure adjustments.

Tonnes CO <sub>2</sub>	2019	2019 reviewed (Updated Emission Factors)	2020	Variation 2020 vs 2019
Electricity	20,876	14,153	12,047	-15%
NRD*, fuel oil, diesel, petrol	24,974	21,419	21,012	-2%
Refrigerants	5,415	5,000	6,574	31%
Halon	5,197	4,578	4,138	-10%
Other (gas, SF <sub>6</sub> , land use change)	1,405	1,535	1,817	18%
<b>Total Group</b>	<b>57,867</b>	<b>46,686</b>	<b>45,586</b>	<b>-2%</b>

<sup>7</sup> Greenhouse gases

<sup>8</sup> GHG consolidation years N are defined as the period between 1 October of year N-1 and 30 September of year N.

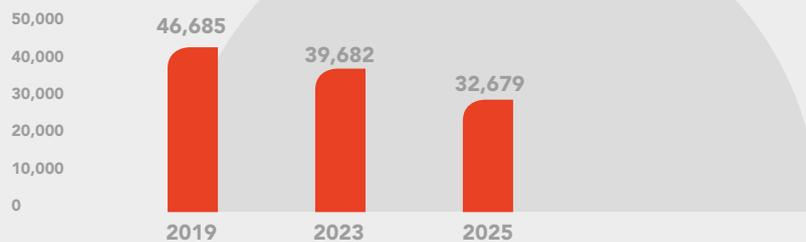
<sup>9</sup> The project to replace the concerned Shuttle chassis (scheduled for completion in 2021) has led to a greater number of interventions. In addition, a fault on the condensers was identified in 2019 and then corrected with the supplier in January 2020 but has an impact on this year.



## THE NEW OBJECTIVES

Axe 1	Commitments to 2025	KPI	Eurotunnel	Europorte
1.1	Reduce direct emissions (scopes 1 and 2) by 30% compared to 2019	30% reduction in scope 1 and 2 emissions by 2025 compared to 2019 in absolute terms (Intermediate milestone of -15% by 2023)	✓	✓

Trajectory 2019 - 2025 (tonnes of CO<sub>2</sub>)



### A new 30% reduction target for Scopes 1 and 2 by 2025, based on the best benchmarks

A pioneer in the publication of its carbon footprint in 2007, and since then certified by the Carbon Trust Standard for the reduction of its emissions, Getlink is deepening its approach by including it in the "Science-Based Targets" (SBTi) benchmark framework, which sets exemplary standards and facilitates the transparency efforts carried out with regard to its stakeholders.

By committing to reduce its emissions by 30% by 2025, the Group is announcing an ambitious trajectory, uncorrelated to the level of the Group's activity and aligned to limit global warming well below 2°C by the end of the century.<sup>10</sup>

This target amounts to a reduction of about 6% per year taking the revenue outlook into account.

This objective reflects the Group's ambition to set an example and its firm determination to play its full part in both European and British climate efforts.

<sup>10</sup> The Group effort on its direct and energy-related emissions (Scopes 1 et 2), submitted to SBT, would even allow it to go beyond and to contribute to limit temperature increase to 1,5°C above pre-industrial levels. The objective proposed by the Group matches the boldest level among the three levels defined in the SBT referential «2°C, well below 2°C and 1,5°C».

## A DETAILED AND OPERATIONAL ACTION PLAN

The objective set for 2025 is based on a credible trajectory adapted to the Group's businesses. It involves both internal and contractual levers. Given the timing of the projects associated with this ambition, a purely linear trajectory is not expected. Nevertheless, 2023 represents a key date on the horizon when several levers will be implemented.

The Group distinguishes between three types of emissions to facilitate the management of the trajectory and the structuring of action plans (the emissions indicated are the 2019 reference values). Each type of emission has its own reduction levers and actions to be taken to meet the carbon reduction target by 2025.

TYPE  
1

**Europorte energy** (18,500 tonnes of CO<sub>2</sub>): these are emissions associated with the diesel locomotives and loco-tractors, electricity used for traction and workshops, and the heating of the Arc-lès-Gray workshop. The Group is considering the possibility of substituting all or part of the traction diesel with a preferred biofuel.



EUROPORTE  
CUSTOMER

"On a day-to-day basis, we appreciate Europorte's agility. But we are also proud to communicate to our own customers that, thanks to Europorte, we benefit from a quality service that respects the climate and the environment, which is a real plus for our own commitments!"

Europorte freight train



### OLÉO 100

In 2020, Europorte initiated a partnership with a major player in the biofuel sector to test the use of 100% French biofuel in its locomotives. This new co-produced fuel based on rapeseed oil residues should enable a significant reduction in emissions (elimination of Scope 1 emissions and a 60% reduction in CO<sub>2</sub> equivalent over the entire life cycle) without having to renew the locomotive fleet, which remains at the best environmental standards to accept this alternative. An initial experiment is targeting a 17% substitution of traditional fuel volumes by 2025. Based on of the NRD emission factor used in 2020, this would save more than 2,800 tonnes of CO<sub>2</sub> gases (Scope 1). To continue to decarbonise this item and achieve the Group's objectives, in particular in

a context of growth derived from the modal shift, the increase in the proportion of transport carried out on electrified paths remains necessary. This part relies on the engagement of the French rail infrastructure manager to develop this electrified network. Whilst the use of green hydrogen-powered locomotives could be a strong lever to significantly reduce emissions over the entire life cycle, this is not yet possible, given the predominantly carbon-based primary energy used to produce this hydrogen and the lack of adequate profitability in rail freight markets. Getlink will continue to monitor technological developments to accelerate the trajectory towards carbon neutrality in transport.

## TYPE 2

**Eurotunnel Energy** (14,865 tonnes of CO<sub>2</sub>): this includes electricity consumption for traction and auxiliaries in France and the UK, as well as gas heating (used for the passenger building in the UK).

The levers for reducing the impact of electricity consumption on Eurotunnel's activities are twofold: energy efficiency and the purchase of low carbon electricity.

- For several years, improved operational and commercial procedures have made it possible to increase the average number of trucks loaded on each Shuttle and thus generate electricity savings by reducing the number of Truck Shuttle missions. The load factor remains a key element for Shuttle optimisation. The operational assumptions on this parameter should lead to a reduction of about 40 GWh of electricity consumption, i.e. nearly 1200 tonnes of CO<sub>2</sub> by 2025. Other energy efficiency measures aimed at consumption linked to processes, heating of buildings, optimising the cooling of the Tunnel<sup>11</sup>, lighting at the two terminals, measures to implement the improvements identified during energy audits and compliance with the French ELAN law, will also contribute significantly to reducing greenhouse gases. In addition, the energy savings associated with the use of new Truck Shuttles (eligible for the Energy Savings Certificate programme) and the optimisation of fans at the Tunnel cooling plant carried out in the past have been achieved and will continue to contribute to the Group's frugal consumption.



loading a Shuttle  
Truck on Le Shuttle  
Freight



Conceptual view of  
the new Passengers  
Shuttles

- The signing of a certified carbon-free contract in England on 1 January 2018 ('Blue for Business' contract for 100% nuclear supply) has resulted in the elimination of direct emissions from electricity consumed in the UK. To achieve an additional gain in avoided emissions through non-carbon electricity, the Group has launched a study to analyse and prioritise the various possible initiatives: self-consumption renewable energy capacity or power purchase agreements, and purchases of guarantees of origin. Considering the other assumptions, the expected gains on Scope 2 through these contractual levers are 6,500 tonnes of CO<sub>2</sub> by 2025.

<sup>11</sup> Nearly 8 Gwh of electricity were saved in 2020 on Cooling thanks to the fine control of the Tunnel's temperature, which was adapted to climatic and operational conditions.



#### EUROTUNNEL PASSENGER CUSTOMER

“Since it opened, we have preferred to use the Channel Tunnel and its shuttles for our journeys between Kent where we live and France where we stay regularly: of course, the speed of this means of transport counts: but our choice is also motivated by the environmental advantages it offers: no interaction with the marine environment, and an unrivalled carbon footprint. In 2020, because of the lockdown and travel restrictions, we also visited Samphire Hoe, owned by Eurotunnel. This site is amazing: reclaimed from the sea, returned to a natural state and now a remarkable nature reserve!”



**Operational emissions** (13 350 tonnes of CO<sub>2</sub>): emissions related to Halon-1301, refrigerant fluids and SF<sub>6</sub> insulating gas leaks as well as emissions related to the Eurotunnel and Europorte light vehicle fleet and Eurotunnel industrial vehicles (works trains, works locomotives, buses).

Leaks of refrigerant fluids used in the Tunnel and Shuttle cooling circuits and of halon used by Eurotunnel as an extinguishing agent have a significant impact on the Group’s carbon footprint given the warming power of these fluids<sup>12</sup>. The Group has been engaged for almost 10 years in their reduction and replacement.



#### **Antoine FOURNIER**

EUROTUNNEL Development and Environment Manager

*“The halon and refrigerant replacement programmes are good examples of long-term approaches thanks to the commitment of all the teams, from the engineering department, which identified the least emissive replacement gases, to the maintenance teams, which replaced the equipment in question. This coordination makes it possible to align skills with the aim of obtaining a significant gain for the climate (greenhouse gas emissions linked to these two projects represented more than 20% of the Group’s emissions in 2019) while preserving the quality of service.”*

<sup>12</sup> For example, 1 kg of halon is equivalent to more than 6 tonnes of CO<sub>2</sub>; 1 kg of R407C is equivalent to 1.6 tonnes of CO<sub>2</sub>.



## THE HALON REPLACEMENT PROGRAM

The halon replacement programme has now been completed in the Tunnel's plant rooms and at the French and UK terminals (approximately 16 tonnes of halon eliminated). The programme involving 57 locomotives was completed in 2019. The removal of halon still present in the Passenger Shuttles will involve a further 58.3 tonnes of halon. The project will be part of the Passenger Shuttle modernisation programme, known as the Mid-Life Programme, encompassing the replacement of the main systems: fire detection and suppression, air conditioning and ventilation, fire doors, network and cabling. In particular, the programme to renew these Shuttles will enable the total elimination of halon by the end of the programme (2027) and, according to the planned schedule, a reduction of around 2,500 tonnes of CO<sub>2</sub> by 2025. The Group, which received confirmation from the European Union in 2020 of the extension of its authorisation to use halon, has already proposed a strict new protocol

for monitoring any halon leaks to limit them as much as possible by establishing more demanding criteria than European and national legislation require.

Similarly, the replacement of refrigerant fluids by less emissive solutions has been under way for many years. In particular, the R22 originally used in the Tunnel cooling system was replaced in 2018 by a hydrofluoro-olefin fluid. The last of the R22 will be removed from the affected locomotives in 2021. R407C fluid present in the Shuttles and responsible for 4,060 tonnes of emissions in 2019 will be replaced by a fluid producing threefold lower emissions, under the mid-life programme mentioned above. By 2025, this will mean the equivalent of 1,500 fewer tonnes of CO<sub>2</sub> released into the atmosphere.

The Eurotunnel/Europorte light vehicle fleet is responsible for the emission of approximately 1,900 tonnes of CO<sub>2</sub>; the fleet includes cars and buses used at the terminals for staff transport and operations and maintenance activities as well as company cars. To date, hybrid or electric vehicles make up 9% of the Eurotunnel/Europorte light vehicle fleet (64 vehicles). Between now and 2025, a programme to optimise vehicle usage and make the fleet greener, while taking into account operational constraints (availability, positioning of vehicles in isolated areas for Europorte in particular), should contribute to the reduction trajectory of 350 tonnes of CO<sub>2</sub>.



Light vehicle in the service tunnel



Eurotunnel works train

Lastly, Eurotunnel's industrial vehicles (work trains and locomotives, maintenance modules, passenger vehicles specifically designed for the service tunnel, forklifts), which are mainly diesel-powered, contribute 1,800 tonnes of CO<sub>2</sub> to the Group's emissions. Equipment renewal programmes that have either already been initiated or are planned are forecast to reduce emissions by around 350 tonnes by 2025.



Eleclink converter station

## ELECLINK

The Eleclink interconnector cable is currently planned to go live during 2022. It will increase the capacity to exchange electricity between the United Kingdom and continental Europe by 33%. From the build to the operational phase, this project is a testament to the Group's particular attention to the environment in line with its renewed ambitions. The use of the Channel Tunnel avoids any disturbance to the marine environment from the installation works of a subsea interconnector cable and impact assessment studies have actually confirmed nil impact on the environment. Additionally, the heat production induced by the cable will represent a new energy source to be harnessed when it becomes operational.

By making use of the existing infrastructure, ElecLink has used an innovative method to link both British and French electrical grids which will enable the avoidance of hundreds of thousand of tonnes of CO<sub>2</sub> each year by limiting the use of fossil energy sources on both sides of the English Channel.

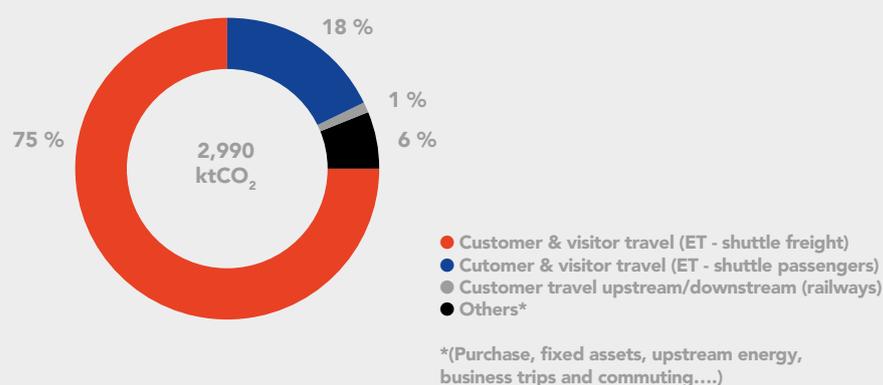
## THE GROUP'S CLIMATE INITIATIVES AND COMMITMENTS THROUGH THE VALUE CHAIN

The Group has conducted an initial assessment of emissions by Eurotunnel and Europorte activities extended to Scope 3 for the 2019 financial year. This important work is a more complex exercise than the analysis of direct emissions (Scopes 1 and 2). Even though this data will need to be refined (in particular, purchasing items have been evaluated according to a carbon intensity per amount invested), no significant scope has, a priori, been excluded.

The Group's indirect Scope 3 carbon footprint, including customer and visitor travel<sup>13</sup>, is approximately 3 million tonnes of CO<sub>2</sub> in 2019. The vast majority of these emissions (94%) come from customer travel outside the Tunnel (emissions from passenger and freight vehicles before arriving at the Tunnel and on arrival in the destination country).

The remaining indirect emissions (123,000 tonnes), indicated as "other" in the graph below and on which the Group has certain levers for action, are mainly attributable to the purchase and storage of goods (74% of emissions excluding customer travel) and to energy-related emissions not included in Scope 2. Travel to and from work also accounts for approximately 4% of emissions excluding customer travel.

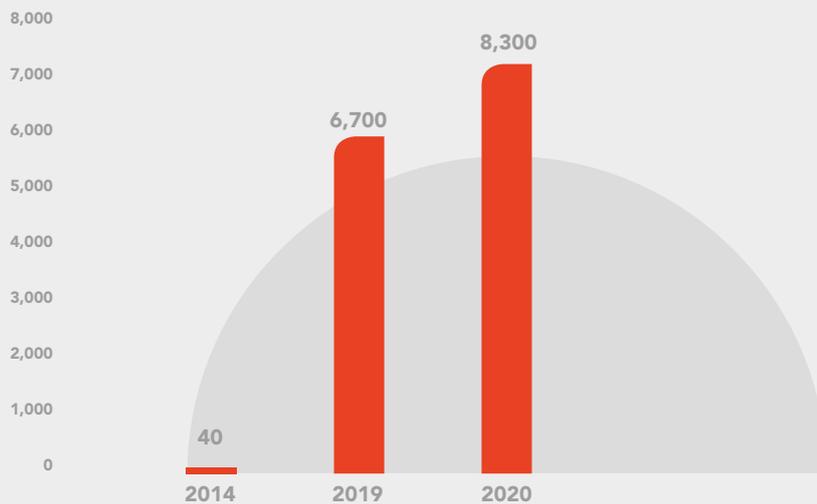
### Scope 3 GHG assessment of emissions (2019 data)



<sup>13</sup> Item 16 of ISO TR 14069/Bilan Carbone® standard

The main indirect emissions induced by the Group's businesses come from customers' thermal vehicles. The trajectory of reduction of these emissions is therefore directly linked to the speed of decarbonisation of individual vehicles and European freight.

The number of 100% electric cars that have taken the Passenger Shuttles



With the levers at its disposal, Eurotunnel has already undertaken several projects to accelerate the reduction of the environmental impact across the whole value chain.

- Since 2015, the Group has provided a universal and free of charge recharging facility at the Eurotunnel terminals in Coquelles (Pas-de-Calais) and Folkestone (Kent) for customers with electric cars. The number of 100% electric vehicles using Passenger Shuttles increased from 40 in 2014 to more than 6,700 in 2019 and around 8,300 in 2020.

- Le Shuttle also promotes smooth, low-carbon travel by offering a cross-Channel services for cyclists.



Charging stations for electric vehicles

- To encourage the smooth mobility of employees and as part of business travel plans, 1.5 km of bicycle paths have been built and in the coming months new electric charging stations will be deployed in addition to existing facilities for personal vehicles in the coming months.
- As a leader in environmentally responsible transport, the Group is committed to using its expertise and leadership to help its subsidiaries and customers reduce the carbon footprint of their activities. An eco-comparison tool is available on the Eurotunnel website, which allows Truck and Passenger Shuttle customers to calculate the average saving in CO<sub>2</sub> emissions from using the Shuttles. Similarly, Europorte, in conjunction with the European TK'Blue Agency, provides an eco-comparison tool that allows customers to see the quantity of CO<sub>2</sub> emissions saved by using the Europorte fleet for a given load compared to road transport.
- Finally, the measures to digitise the border in anticipation of Brexit also contribute, by helping the fluidity of traffic and controlling customers' emissions on the Eurotunnel terminals.



## THE NEW OBJECTIVES

Pillar 1	Commitments to 2025	KPI	Eurotunnel	Europorte
1.2	Contribute to the reduction of emissions in the Group's value chain (scope 3)	<ul style="list-style-type: none"> <li>100% of the Group's purchases and supplies (greater than €200k/year) include energy/climate performance</li> </ul>	✓	✓
		<ul style="list-style-type: none"> <li>Customers: develop 2 new service offers to encourage the development of low-carbon mobility (passengers and freight) and modal shift</li> </ul>	✓	✓
		<ul style="list-style-type: none"> <li>Confirmation of acceptability in the Tunnel of all new mobilities by 2025 (gas, electricity, hydrogen)</li> </ul>	✓	

### Many initiatives are envisaged to achieve the Group's commitments by 2025:

- A work programme currently in progress aims to welcome new types of engine in the Tunnel that are expected to be increasingly prevalent among freight and passenger customers, especially those that are currently prohibited (CNG, LNG, hydrogen);
- The Group is considering the introduction of differentiated commercial terms in the Tunnel to encourage the use of less emissive forms of transport: hybrid or electric vehicles, carpooling etc.
- The Group will continue to analyse the carbon footprint of its purchases and will involve the main contributors in emission reduction initiatives, by activating levers such as eco-design and energy and raw material sobriety. To this end, as part of its Science-Based Target trajectory, the Group has set a target compatible with the Paris Agreement to reduce emissions linked to the upstream part of its value chain (Purchasing and Fixed Assets category) by 7.5% by 2025. This is a strong commitment that builds on the new sustainable procurement targets set out in this Roadmap 2025;
- Finally, and in a broad vision of its ecosystem, Getlink supports the industry to create new rail routes (passenger and freight) to ensure a sustainable modal shift. These initiatives (direct passenger lines to the United Kingdom, rail freight highways etc) will go beyond the strict 'Scope 3' impact of carbon accounting and will result in avoided emissions at the national and international level.

For certain projects requiring validation by the Channel Tunnel supervisory authority (the IGC), proactive approaches will be made to ensure that the implementation is compatible with these commitments.

## A COMMITMENT TO DEEPEN THE CONSIDERATION OF CLIMATE RISKS AND OPPORTUNITIES WITH THE AIM OF FOLLOWING THE TCFD RECOMMENDATIONS



Tunnel entrance on the French side

In addition to its greenhouse gas emission reduction targets compatible with a 2°C trajectory, Getlink, operator of the Channel Tunnel concession until 2086, has decided to strengthen its consideration of climate change risks and opportunities, in accordance with the guidelines of the Task-Force on Climate-related Financial Disclosure (TCFD), created at COP 21. Getlink is committed to taking a broad view of the assessment of these risks and their impacts on the Group's business by following the recommendations associated with the following four pillars: **governance, strategy, risk management and setting indicators and targets.**

### What the Group has at this stage

Each year Getlink conducts an annual review of risks that could have a significant adverse effect on its business, reputation, financial position or results. This risk review, which takes the form of a map presented to the Risk Committee, covers all Group subsidiaries operating within the Group scope. These risks are prioritised according to their degree of materiality, assessed on the basis of their probability of occurrence, financial and reputational impact, after taking into account the mitigation measures in place. As such, the impacts of "physical climate risks" as well as that of "climate change" appear in the mapping.

To further assess these risks, Eurotunnel, as the operator of an infrastructure of major importance to the UK economy and in accordance with the Climate Change Act 2008, carried out a study, in 2011, of the resilience of the infrastructure to foreseeable climate change.

As the modification of customer vehicles is one of the strong trends in the transition to a low-carbon economy which has the most immediate impact on Eurotunnel's business lines, a programme was launched in 2020 to structure the approach intended to accelerate the acceptability of new engine-types (electricity, CNG, LNG, hydrogen) in the Tunnel; it is even the subject of a commitment by the Group by 2025.

Furthermore, in terms of the opportunities arising from the climate transition scenarios, the Group is working on the creation and/or optimisation of rail lines to contribute to the modal shift promoted on a European scale within the framework of the Green Deal. The Amsterdam-London link thus became direct in both directions on 26 October 2020.

Finally, in terms of metrics and indicators, the Group reports on the evolution of its carbon emissions and the emissions avoided through its activities (see above), particularly in the context of its non-financial performance.

It is already worth noting that Getlink is regularly assessed as climate resilient, with Sustanalytics assessing it as "negligible ESG risk" in 2020. In a further, unprecedented move, Getlink "symbolically" joined the CAC40 index in the 2021 Axylia ranking, which reassesses financial performance by subtracting the monetised carbon weight from the profits of major companies.

### **What the Group has initiated in 2021**

To improve its compliance with the TCFD standard mentioned above, the Group launched a review of its businesses and infrastructures with regard to physical and transitional risks. This analysis is under way with the support of a recognised external expert in this area with the following approach:

- Definition of the relevant scope for the analysis;
- Identification of the risks and opportunities associated with the Group's businesses: for this phase, on the one hand, the climatic phenomena were characterised for the Group's infrastructures (in particular the risks linked to flooding and high temperatures at Eurotunnel's terminals), and on the other hand, the systems were classified according to their functional vulnerability (sensitivity with regard to operational continuity) and physical vulnerability (with regard to the relevant meteorological phenomena);
- Deepening of major risks and opportunities: during this phase, scenarios will be specified on the basis of recognised models and parameters relevant to the Group's businesses, in order to define their translation on a few key operational and financial indicators.

Finally, this analysis will make it possible to consolidate the list of constructive and organisational measures put in place across the Group's subsidiaries and to identify any additional measures to be deployed to continue to strengthen the climate resilience of Getlink's businesses in the long term. The transition scenarios also support the Group in its efforts to bring new rail line projects to fruition, both for passenger and freight traffic.

# **PILLAR 2**

## **PRESERVATION OF NATURAL ENVIRONMENTS**

Photo of the Samphire Hoe site developed by Eurotunnel

# OBJECTIVE: TO MANAGE RESOURCES SUSTAINABLY AND CONTROL IMPACTS ON THE NATURAL ENVIRONMENT

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37 hectares of remarkable reserves created and protected in England and France

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70% reduction in phytosanitary products used for the management of green spaces on the French terminal

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20 air quality measurement campaigns since 2004 to confirm regulatory values and promote continuous improvement

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## BIODIVERSITY, WATER CONSUMPTION, PHYTOSANITARY PRODUCTS, AIR QUALITY: A GLOBAL STRATEGY ALREADY CONSOLIDATED

Getlink operates some of the most environmentally friendly infrastructure and mobility solutions and infrastructure. Since its creation, the Group has been committed to the preservation of the natural environment. This is reflected in the initiatives it takes to protect biodiversity, control water consumption and improve air quality.

### Natural areas to protect biodiversity

Having significant land reserves in France and the United Kingdom, the Concessionaires have set up natural areas of several dozen hectares dedicated to the preservation and development of biodiversity since the construction of the Tunnel:

- The “ornamental park” located at the edge of the Coquelles terminal, with seven hectares of lakes, is a rest area highly-appreciated by migratory species and an essential nesting spot for many birds. Near Cap Blanc-Nez, close to where the Tunnel goes below the sea on the French side, the Fond Pignon natural reserve is the result of the re-vegetation of blue chalk excavated from the Channel during the construction of the Tunnel.
- In the United Kingdom, Samphire Hoe site is another example of the Group’s commitment to biodiversity and environmental protection. A nature reserve covering around thirty hectares at the base of the white cliffs of Dover, Samphire Hoe was created by reusing five million cubic metres of chalk and marl extracted from the Channel when excavating the Tunnel. The White Cliffs Countryside Partnership (WCCP) is responsible for the day-to-day management of this protected zone, which contains 220 species of birds, 200 species of plants (including more than 1,300 rare Ophrys spider orchids) and 30 species of butterfly. The high ecological quality of Samphire Hoe Nature Reserve was again recognised in 2020 with its 15<sup>th</sup> Green Flag Award.

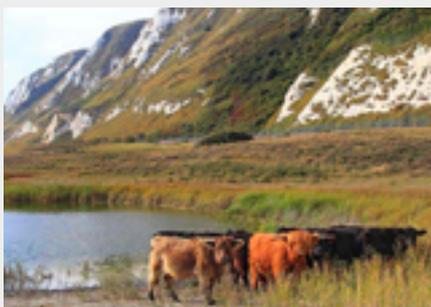


Photo of the Samphire Hoe site developed by Eurotunnel

### Controlled impact on water resources

A series of initiatives are also underway to reduce the consequences of the organisation's activity on the environment, and particularly on **water**:

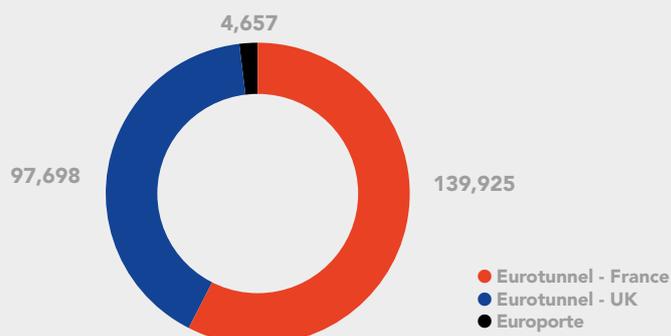
- Water management on the Eurotunnel site in Coquelles is based on the wateringues drainage system, a hydraulic system created in the 12<sup>th</sup> century to ensure that the area, whose average altitude is below sea level, is kept dry. The ditches and rivers have been developed in such a way that the system put in place by Eurotunnel ensures the control of flows both inside and outside the site via 4 storage basins, with rigorous monitoring of the flows and quality of the surface water discharged to the sea;



Aerial view of the hydraulic circuits of the Eurotunnel Coquelles Terminal

- More specifically, the infrastructure includes separate stormwater and wastewater collection networks, retention basins and treatment plants.
- The recent infrastructure developed in anticipation of Brexit is also part of this approach. Specific studies were carried out to ensure that the efficiency of the overall drainage network of the concession could be maintained at an optimal level (buffering of 50-year rainfall and watertight effluent collection works to avoid pollution of the natural environment).
- In addition, given the height of the water table on the Coquelles terminal, Eurotunnel has to draw down groundwater at the Tunnel entrance on the French side to avoid water ingress into the Tunnel and to ensure the stability of the railway tracks, given the outcrop of the water table. The regular fire drills carried out use this pumped water, thus avoiding the consumption of approximately 30,000m<sup>3</sup> of drinking water from the public network.

Water consumption taken from the network in 2019 (in m<sup>3</sup>) :



## Reduced use of plant protection products

In recent years, the Group has introduced several alternative solutions to reduce the use of phytosanitary products. These products are used for several purposes: maintenance of green and mineral areas, maintenance of safety equipment (areas with fences, concertinas, infrared barriers etc) and railway areas. Thanks to mechanical and manual weeding techniques, the Group has reduced the use of phytosanitary products on the perimeter of the green spaces of the Coquelles terminal by 70%, which has brought 2020 consumption down to 550 litres. For its part. As for Europorte, its teams have adopted the same policy and 20 % of their sites have already applied fully mechanical weeding techniques.



### Christelle PIGNAULT

Head of the Safety, Quality, Environment and Railway Safety Management Unit

*"Socorail, a subsidiary of Europorte specialising in logistics management on industrial sites, is constantly seeking solutions that reconcile traffic safety and a controlled impact on the environment. This is the case in its track and approach maintenance projects, thanks to partnerships with specialist companies and the replacement of chemical weeding by mechanical weeding whenever possible. Since 2018, we have had the Ecophyto label approved by the French Ministry of Agriculture. The Group wishes to continue its efforts and Socorail has formalised an even more ambitious policy in 2021 to move towards Zero glyphosate and Zero phytosanitary products".*



Photo of the Samphire Hoe site developed by Eurotunnel

### Constant monitoring of the impact on air quality

Getlink is committed to controlling the impact of its activities on air quality. For Eurotunnel, this has been a central concern since the beginning of the Concession:

- The diesel locomotives of the Concession's works trains have been equipped with catalytic converters since 2007;
- The Tunnel is regularly and thoroughly cleaned completely with water, which is good practice within the railway sector;
- A project to strengthen active cleaning was initiated in 2019 with CETIM (including fine characterisation of dust and particles present in the Tunnel);
- In addition, operating procedures (shuttle purging system, provision of prevention equipment during critical activities) and construction measures (over-ventilated premises, concentration of sensitive activities in a limited number of workshops and so on promote air quality control);
- Between 2004 and 2020, Eurotunnel commissioned more than 20 occupational exposure measurement campaigns across all environments (Passengers Shuttles, Tunnel work, workshops) with a number of independent organisations. Each of these campaigns has confirmed that the exposure values for gases (CO, NO, NO<sub>2</sub>, SO<sub>2</sub>, diesel fumes), dust, Volatile Organic Compounds and ultrafine particles were well within limits.



Tunnel cleaning operation with water



A self-assessment measurement device

### **A self-assessment measurement device**

These arrangements and controls are ongoing and will be based as far as possible on “self-assessment” measurements; air quality will continue to be integrated into the assessment of relevant new projects.

Lastly, the ongoing renewal of works trains modules and locomotives to vehicles with less emissive engines will contribute significantly to improving air quality during tunnel work, while also reducing the impact on the climate. It is also important to emphasise the extent of preventive medical monitoring for employees, which includes lung flow tests and chest scans for those most exposed to certain respiratory risks.

In Europorte’s operations, the main air quality issue comes from mobile sources (kleinlokomotives and locomotives) which have a diffuse impact in the area around them. The design of the locomotives used was based on the highest standards in force at the time of their construction (EU97 / 68 stage IIIA and UIC II according to UIC624). The envisaged decarbonisation will further improve their impact on air quality. To complete Europorte’s vision for air quality in its facilities, the Arc-lès-Gray maintenance site will be the subject of a measurement campaign from 2022.

Finally, the Getlink Group has identified the ozone-depleting substances (ODS) that exist in its facilities and equipment. With the substitution of certain components used in Eurotunnel’s infrastructure cooling system (notably R22 fluid), which is currently being finalised, only one source will remain from 2021: halon, used as an extinguishing agent of which Eurotunnel is a crucial user. However, halon is itself being replaced as part of the mid-life renewal programme for Passenger Shuttles (total replacement by 2027). The Group is therefore on a proven trajectory to eliminate all sources of harm to the ozone layer.

### Vigilance on noise

Although noise has not been identified as a material challenge by the Group's stakeholders, Getlink remains vigilant regarding noise emissions from its operations. From the outset, in order to limit noise pollution, the Folkestone rail loop was covered and soundproofing work was carried out in nearby homes. Within the confines of the Concession, on the French side, maximum noise emission thresholds are set as part of the préfectoral authorisation for the repair, maintenance, handling and testing of rolling stock. In addition, during the recent replacement of electrical converters at the Sangatte site, baffles were put in place to reduce the acoustic impact. If, however, noise disturbances are found at the edge of the Concession site, Eurotunnel has undertaken to carry out the appropriate analyses. For its part, Europorte has undertaken the replacement of cast-iron brake blocks with composite blocks, which significantly reduce the noise footprint of freight trains.

### Results validated by reference certifications

Europorte's commitment to more environmentally friendly sustainable transport is already being recognised by certifications and benchmark labels.

		Europorte	Socorail Infra	Socorail ITE
Quality Assurance		✓	✓	✓
Environment		✓	✓	✓
Environment, Safety, Health		✓	✓	
EQS, CSR, Safety		✓		

As part of the 2025 Environment strategy, the Group confirms an environmental certification objective for Europorte and Eurotunnel activities. Purchasing performance will be a powerful lever in this respect.



## THE NEW OBJECTIVES

To pursue these dynamics and further reduce its impact on the environment, the Group has set new ambitious objectives for 2025<sup>14</sup>.

Pillar 2	Commitments to 2025	KPI	Eurotunnel	Europorte
2.1	Grow the environmental performance of the Group's activities and control their impact on the natural environment and biodiversity	100% of the Group's sites/activities certified ISO 14001 or equivalent by 2025	✓	✓
		100% of the Group's purchases and supplies (>€200k) integrate environmental performance	✓	✓
		100% natural and/or organic solutions for weed control and maintenance of green spaces, excluding safety issues, by 2025	✓	✓
		Reduction of drinking water consumption in the public network by 10% per customer by 2025	✓	
2.2	Preserve air quality at the sites	Improvement of air quality in the Tunnel (decrease in the level of clogging of the Truck Shuttle locomotive filters over 3 consecutive years)	✓	✓

<sup>14</sup> Given the low challenge that it represents for the Group's recurring activities, deforestation is not the subject of dedicated objectives; however the Group pays particular attention to purchasing as part of its commitment to sustainable purchasing. Nevertheless, for projects that consume a lot of wood, such as large-scale purchases of railway sleepers, specific targets will be set and monitored.

**PILLAR 3**  
**WASTE MANAGEMENT  
AND THE CIRCULAR  
ECONOMY**

# OBJECTIVE: TO CONTROL THE GROUP'S WASTE AND PROMOTE THE CIRCULAR ECONOMY THROUGHOUT ITS ECOSYSTEM

85% of the Group's waste is non-hazardous industrial waste

More than 90% of the Group's waste handled at the French terminal is recovered

30% of non-hazardous waste is transformed into SRF briquettes for use in boilers

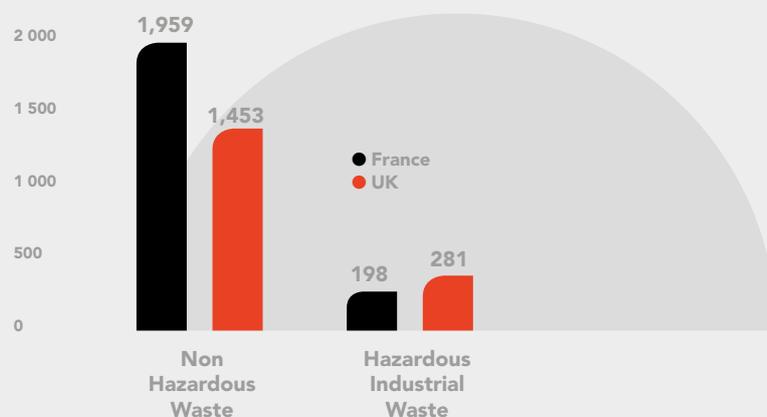
## A PROVEN WASTE MANAGEMENT AND CIRCULAR ECONOMY POLICY

### Waste management policy

Aware of the importance of waste management, the Group applies a collection and processing strategy that prioritises recycling, recovery and reuse. It is attentive to the emergence of innovations and new channels in these areas.

The waste produced is mainly related to industrial activities. Its nature and quantity fluctuate from year to year, depending on the projects carried out. Getlink follows the European classification, which distinguishes between non-hazardous industrial waste generated by the Group's activities and customers (cardboard, glass, kitchen waste, packaging, textile waste, office waste, septic tanks, unpolluted mineral waste and so on) and hazardous waste (effluents, acids and batteries etc).

Group's waste in 2019 (t)



Approximately 85% is non-hazardous waste managed through the usual channels. Given its activities, Europorte's waste represents only 1% of the Group's waste.

Most non-hazardous industrial waste in France and the UK is sorted for recovery. In France in 2020, more than **90% was recovered. 30% was transformed into solid recovered fuel**. The rest is recovered in specific local channels (metals, waste electrical and electronic equipment and cooking oil) or recovered for heat or electricity production.



Eurotunnel waste park

Eurotunnel has set up its own waste park, which concentrates the waste from all Concession activities, thus ensuring consistent and optimised management as well as optimal traceability. The management of this park by an established regional partner allows it to benefit from the most appropriate local channels and to be highly reactive when identifying new waste resulting from new investment projects.

Selective sorting has also been initiated for Europorte and Eurotunnel's tertiary activities. Europorte has launched a selective six-category sorting policy at its head office. This policy will be extended to all regions and adjusted according to the management rules each building and region in which Europorte operates. In addition to paper and cups, Eurotunnel is committed to intensifying the sorting of its team member and customer waste.

### **In terms of the circular economy**

The Group is developing initiatives and partnerships in line with needs. This year, in view of the long-term use of protective masks, Eurotunnel introduced the supply of reusable masks for all staff and customers as well as for many subcontractors, and considered two options for recycling surgical masks (alternative fuel or material recycling after treatment). One of these options will be implemented during 2021. Similarly, at the beginning of the crisis, Europorte teamed up with *Saint-James* (a Normandy based craft-textile manufacturing craft company) during the approval phase of these fabric masks to provide washable masks to employees and thus avoid the disposal of the equivalent of 300,000 disposable masks.

In recent years, the Group's Information Systems Department has developed a partnership with *Energie Jeunes* to give a second life to laptops and help equip 600 middle school pupils in the Hauts de France and Île de France regions.

Lastly, given the sharp fall in passenger numbers in 2020, Eurotunnel organised the distribution of a portion of unsold food resources from the terminals as donations to the Secours Populaire charity.



## THE NEW OBJECTIVES

Pillar 3	Commitments to 2025	KPI	Eurotunnel	Europorte
3.1	Avoiding final waste by mobilising all available levers	Waste generation control (in tons of waste per project amount: 2025 values equal to 2019 values)	✓	✓
		Deploy full selective sorting (Customers and Staff)	✓	✓
3.2	Promote a collective dynamic around the circular and territorial economy	By 2025, create 3 partnerships or service offers that are part of the circular economy and have a positive impact on the Group's stakeholders (communities, traders, suppliers and employees etc)	✓	✓

The Group's ambition is not to increase the volume of waste that it produces per euro invested. To achieve this objective, which involves the entire value chain from design to external partners, a demanding approach has been put in place. One of the emblematic projects of the next few years is the renewal of the 9 passenger shuttles. Currently in the preparation phase, the teams are defining a virtuous operating mode to anticipate the rate of waste production, characterise it precisely and design the appropriate recycling and treatment channels while monitoring the operational performance of this high value investment.

In terms of the circular economy, Eurotunnel has already initiated the collection of cigarette butts (approx. 300 kg per year) for recovery; partnerships analysed in 2020 will be in place in 2021. In addition, Eurotunnel plans to collect used uniforms to recycle them into insulating material for the construction industry and car interiors. This transformation will start from the renewal of the clothing contract in 2021. This initiative will be extended as far as possible to the Group's other activities.

## TO LEARN MORE

<https://www.getlinkgroup.com/en/our-commitments/>

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