



# Sustainable Development 2004 Update Report

LA PROVENCALE

L'OCÉANE

LA PYRÉNÉENNE

LA CATALANE

LA LANGUEDOCIENNE

L'AUTOROUTE DU SOLEIL

L'AUTOROUTE DES DEUX MERS

L'AQUITAINE

L'AUTOROUTE DU VAL DE DURANCE

L'OCCITANE

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**8,190**  
employees

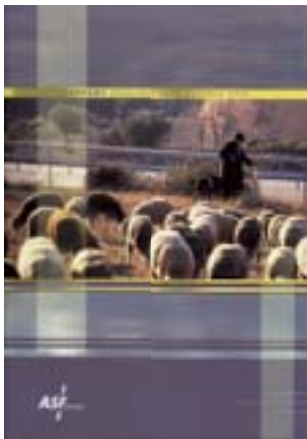
**2,389.2M€**  
in revenues, 2004

**11,110ha**  
(27,428 acres)  
of vegetation areas

**334**  
rest and  
service areas



## STATEMENT FROM CHIEF EXECUTIVE OFFICER JACQUES TAVERNIER



In early 2004, the ASF Group published its first Sustainable Development Report. This foundational document, which opened channels of communication with our various stakeholders, faithfully reflects our values. It presents our achievements in the area of sustainable development as well as our commitments for constant progress.

We identified 21 concrete measures that make up our Sustainable Development Plan for 2004-2006. The Plan includes three major focuses:

- continuing to invest in the network currently in service to maintain our quality standards and meet our customers' expectations in terms of reliability, safety and comfort;
- developing our role as a partner in the regional development of territories, throughout the life of the infrastructure;
- sharing our know-how, to promote projects that work towards sustainable mobility and the common good.

This document is an update report, in which the ASF Group presents its further achievements and the progress it has made in implementing the Sustainable Development Plan in 2004. It presents an overview of those operations and partnerships that best reflect our sustainable development policy, including some of the measures listed in the 21-point Plan.

Our updated timeline and table of indicators show what ground has already been covered and how much remains to be done.

Transparency is clearly a demanding exercise. Significant figures come to light, and some trends need to be monitored, challenging our watchfulness and our ability to respond.

We remain more determined than ever to honour our commitments.

**Jacques Tavernier**  
Chief Executive Officer



**2,943km**  
of motorways in service

**559,000 person-hours**  
devoted to maintenance of vegetation  
areas and environmental protection

# Committed to environmental protection

## DID YOU KNOW? WE BUILT THE FOLLOWING IN 2004:

- **55** multiple-function basins and trenches on the **71km** of newly opened motorway
- **41** basins and ditches on sections that were widened
- **6** basins to protect the Roubion and Bancel rivers on the A7
- **2** basins around interchanges

### ► Sustainable management of vegetation areas: rational use of plant care chemicals

One of the key principles of sustainable management is that the use of plant care chemicals needs to be reduced and replaced with manual and mechanical processes.

In 2004, a complete review was conducted throughout ASF on purchasing processes for the supply and delivery of these products. The procurement process now includes strict guidelines concerning which active substances are allowed, and suppliers are required to commit to recovering and recycling empty packaging.

The company has drawn up and distributed data sheets on the use of plant care products in the ASF network. For each family of products, such as herbicides, insecticides and fungicides, the sheets provide a selection of commercial brands and active substances which, for each listed use, are the least harmful to human health and to the environment.

"I am worried about the way farming is practised today, particularly the disastrous use of pesticides. Nowadays the least affected areas are by the side of motorways!"

From an interview with environmentalist and TV personality Nicolas Hulot, *Le Parisien*, 24 January 2005

### ► Protecting water resources: building multiple-function basins to prevent pollution on the A8 motorway

In 2004, ASF completed a five-year construction programme, inaugurating the last 21 of 77 run-off water treatment basins for the A8's motorway platform between St Maximin and Le Cannet des Maures. The systems for protecting water resources were upgraded when this 40km-long section was enlarged from two to three lanes. Vegetation-covered basins, known as "multiple-function" systems, are used to fix chronic contamination, contain any accidental spills and regulate surface water flows in areas subject to flooding.

"Our network crosses rivers and runs along alluvial plains or protected drinking water catchment areas, of which there are many in the Provence-Alpes-Côte d'Azur region. We therefore have to manage carefully the risks of environmental impact from traffic in these areas."

J.-L. Dumas, ESCOTA

### ► Noise issues: improving living conditions for 125 families in the Aix area bordering the A8

As ESCOTA had done in 2003, ASF signed, in May 2004, a memorandum of understanding with the Aix-en-Provence regional community, under which 125 housing units alongside the Aix-Coudoux segment of the A8 motorway (in the cities of Aix-en-Provence, Ventabren and Coudoux), will benefit from noise barriers to be installed by 2006. This is in addition to the 106 units for which ESCOTA is fitting soundproof screens. The Aix-en-Provence regional community and ASF decided to go below the regulatory threshold of 70 decibels that defines a "noise black spot" and to shield all homes exposed to more than 65 decibels. The cost of the operation will total €1 million, of which ASF will fund 40% and the regional community 60%.

Further, the ASF Group is continuing to implement, in accordance with its programme contract, its plan to eliminate noise black spots on older motorways. At the end of 2004, 62% of the 1,440 identified black spots had been resolved.

"I thank ASF for its commitment to going beyond regulatory compliance, alongside the Aix-en-Provence regional community. It was a satisfying experience to work with people who showed a true concern for the living conditions of local residents."

B. Ramond, Vice-President of the Aix-en-Provence regional community  
(Communauté du Pays d'Aix)

### ► The ASF Group and the Nicolas Hulot Foundation for Nature and Mankind: united to preserve biodiversity

In the spring of 2004, the ASF Group signed a three-year partnership with the Nicolas Hulot Foundation for Nature and Mankind, to support its biodiversity program and its campaign entitled "Without Nature we have no future".

This partnership hit the ground running, with a first initiative to support protection measures for Hermann's tortoise, one of the most endangered reptile species in Europe. These animals have been decimated by forest fires and only survive in the Maures mountains of Provence and in Corsica. The programme involves restoring tortoise habitats, raising public awareness of the dangers of forest fires and preserving the remaining populations through the work of the Centre for the Observation and Protection of Tortoise Populations and Habitats, and the Research Conservatory on Provence Ecosystems (CEEP).

One major highlight of this campaign was the organization of displays and events on the theme of "Let's Save Hermann's Tortoise" on July 31, 2004 in the Vidauban rest area (A8). The importance and challenges of this conservation programme were explained to over 6,000 visitors.

"The worst part is that tourists walking in the forests of the Var region pick up surviving turtles and take them to their homes, thinking that they are saving them from the next forest fire."

Isabelle, an activist in an environmental organization

# Turning our customers into partners

## ▶ The first parking lot supervised on a 24/7 basis: the rest areas of Communay on the A46

In November 2004, ASF added to its offerings geared towards drivers of heavy goods vehicles (HGVs) with the opening, near Lyon on the A46, of two supervised HGV parking lots comprising 125 spots each.

In line with the commitments it undertook in its programme contract, ASF is raising its HGV parking capacity. To meet the needs of HGV drivers, these parking lots have been designed with extensive security features, such as reinforced gates, video surveillance and the presence of a guard around the clock. A magnetic card is required to be able to enter and exit. The first 45 minutes are free, then customers are billed by the hour.

*"I have already experienced vandalism in the area, when somebody slashed the tarpaulin on my lorry. I figured it was an excellent initiative to set up this kind of parking lot on the motorway – you feel much safer, and besides the rates are very reasonable."*

Daniel, a truck driver from Nimes who was the first customer

## ▶ Tracking the transport of hazardous materials in tunnels: an experiment on the A8

Every day, over 200 vehicles transporting hazardous materials (HAZMAT) take the A8 motorway segment bypassing Nice.

As part of its plan to tighten security in its tunnels, ESCOTA is experimenting with a system to track HAZMAT vehicles and their content (based on information reported by drivers), using, at various points in the network, a system of badges similar to those for remote tolling.

## ▶ Safety in construction areas: an interactive training CD-ROM

To avoid the risk of serious, and even fatal, accidents during installation of temporary signage on the motorway, ASF has designed an innovative and interactive training tool for its 1,500 employees who perform construction or maintenance work on the network. This CD-ROM guide to procedures and safety guidelines combines animated graphics, graphic programming, filmed sequences and audio commentary. It was awarded a prize, in the "prevention and safety" category, at the 17<sup>th</sup> national festival of audio-visual communication and new corporate media, held in Le Creusot, France.

*"The jury at the Le Creusot festival particularly liked the innovative technology we used in this CD-ROM, and was also swayed by ASF's proactive approach to safety, for both its employees and its customers."*

X. Defaux, ASF

## ▶ Responding to rising traffic in the Rhône valley: speed regulation on the A7

From July to September 2004, ASF tested a system for real-time speed regulation, on the 90km A7 segment between Orange and Valence Sud, a frequently congested stretch of motorway that is reaching saturation point.

How the system works is that a network of sensors and video cameras measures the flow, speed and concentration of vehicles. These data are then sent every six minutes to ASF's central IT system, where an application processes them to produce a recommended speed limit of 110, 90 or even 70km/hr. This lower speed limit is then broadcast to drivers through the 107.7 FM radio station and electronic displays.

Making traffic flow more smoothly has the added benefit of lowering emissions of pollutants and greenhouse gases generated by vehicles, because driving at more regular speeds reduces petrol consumption as well as dusts resulting from wear of mechanical parts, brakes and tyres.

*"This speed regulation system is based on a principle of fluid mechanics, which states that a regular flow is more efficient than an erratic flow. The system aims to cause drivers to alter the way they drive in heavy traffic, to ensure a smooth flow and reduce the risk of accidents."*

J.-C. Santucci, ASF

## SPORTS ACTIVITIES IN 2004:



For the sports workshops organized in its rest areas, in partnership with the French Ministry of Youth, Sports and Associations, ASF recruited **300** certified instructors and fitted **12** rest areas, to allow **94,000** young and not-so-young sports enthusiasts to practice **22** different sports!

## ENCOURAGING RESULTS FROM THE SPEED REGULATION EXPERIMENT

The experiment was generally well received by its main actors, our customers:

- **73%** of drivers surveyed during the experiment reported that they had slowed down
- **87%** of them deemed the operation useful or very useful
- There was up to **35%** less congestion between Bollène and Valence Sud
- Vehicle flows were up to **10%** higher in very heavy traffic

# Involving employees

## ▶ **Employee safety:** a new dedicated department

Employee safety is one of the major focuses of the ASF Group's overall policy. In addition to the Operational Safety Controller and dedicated safety departments at each site, the Group now has a new organization, created in 2004: the Operational Safety and Future Trends Department (DSEP).

DSEP oversees all aspects of employee safety and security, and its role is to project into the future, across all operations, to anticipate any and all risks to which ASF's stakeholders are exposed. Toward this end, it carries out safety tests and is in charge of designing and implementing a comprehensive plan for better workplace safety.

DSEP therefore coordinates proposals and initiatives put forward by the GIST (*Groupe Interventions Sécurité Tracé*) safety emergency response unit, created in 2002, which represents the various functions involved in operational safety. Following a proposal from the GIST, a first in-house seminar on safety was organized in February 2004 by the Narbonne Regional Operations Department.

## ▶ **Road safety:** an in-house campaign to raise awareness through training

In 2004, 681 employees received training on safe driving, as part of a campaign to implement the Safety Charter which ASF has signed with the French road safety agency (DSCR) and the CNAM national health insurance system for salaried workers.

"ASF employees, being professionals of the road, must lead by example and demonstrate that, thanks to their better knowledge of the risks at play, they behave better than others do."

R. Heitz, Interministerial Delegate for Road Safety

## ▶ **Negotiations with toll employees:** a company-wide agreement on measures to assist employees in adapting to changes in the organization of toll collection work

As automated systems gradually take over some aspects of toll work, the ASF Group wishes to adapt the organization of working methods and collection processes, while staying true to its commitment to employees that there would be no layoffs or compulsory transfers.

At the end of 2004, ESCOTA management and trade unions signed a company-wide agreement outlining the measures that will support these changes, in three areas:

- overhauling the organization of toll collection work,
- sharing productivity gains,
- forecast management of jobs and skills.

ASF expects to sign a similar company-wide agreement in the course of 2005.

## ▶ **Career management:** an action plan for executive-band personnel

Following the first Group seminar for managers, held in the autumn of 2004, a survey helped identify the expectations of participants as regards their career paths. The survey had a 67% response rate and yielded valuable data, from which two broad trends could be identified: firstly, managers are clearly satisfied with the level of interest of their work and training opportunities, but, secondly, they also have strong expectations concerning career management and remuneration.

An action plan was launched, covering four areas: improving communication, clarifying applicable rules – particularly as regards geographical mobility –, upgrading systems for detecting high-potential staff to a more professional standard, and lastly, continuing to bring remuneration levels into line with the market average.

## ▶ **Toll booths:** new tools of the trade for operators

From the new booths rolled out by ESCOTA to ASF's ergonomic keyboard, toll booth operators of the ASF Group saw major changes in their workstations. The tools of their daily work were completely reviewed with the constant aim of improving conditions for the end user.

The design stage of the project involved 35 toll booth operators, then over 150 of them took part in testing at pilot sites, and 40 trainers came forward to train their colleagues. There had not been such a major change in operator's working processes in nearly twenty years!

"Ergonomics deal with finding a suitable match between the person and the work, with a view to the system's social, human, technical and economic performance."

J.-M. Llorca, ASF ergonomics expert

## ▶ **Emergency response work in a motorway setting:** an agreement with the firefighter training centre of the Vienne area

The partnership launched in April 2004 between the Regional Operations Centre of Niort and the firefighter training centre of the Vienne *département*, reflects the ASF Group's determination to bolster its cooperation with outside actors. The first priority is to improve firefighters' awareness of the specific conditions to be found on motorways. For this purpose, the training centre has created a 150-metre stretch of highway, which ASF then fitted with appropriate equipment, including guardrails, emergency call boxes and signs. This setup helps trainee firefighters learn how to approach events such as accidents and practice motorway rescue operations.

A guidebook called Principles of Intervention in Motorways for Emergency Response and Firefighting Services (PIASSI in French) specifies the rules that must be followed in any emergency response within the motorway network, by all parties – ASF, police, firefighters, medical emergency response teams, *Préfecture* staff, garage owners. Its content has already been made a part of the basic training of new firefighters.

"The foreword to the PIASSI says 'If everyone does his bit, everyone's safety benefits!'"

L. Cottier, ASF

# Sharing with host regions

## ▶ Solidarity initiatives:

ESCOTA commits to helping children who would not receive Christmas presents

For the tenth consecutive year, ESCOTA organized a year-end toy collection drive in support of the "Enfants sans Noël" (children left out by Christmas) operation. Customers drop off toys, games and books, unwrapped and in good condition, at the toll plazas of Antibes (A8), Pont de l'étoile (A52) and La Saulce (A51). This year, 32,000 toys were distributed to 37 charities.

"This year, I have come to pick up 35 toys to delight 35 children."

M. Vaillant, head of "SOS Villages d'enfants", a charity

## ▶ Local remote payment plans:

ZAP Corrèze and Heliotis Pays d'Aix

Two new local subscription plans have been added to the ASF Group's offerings developed in partnership with local area governments for private cars:

- ZAP Corrèze was launched with the Corrèze general council for residents of this *département*;
- HELIOTIS PAYS D'AIX was developed in partnership with the Aix-en-Provence area council, for the residents of Aix and surrounding towns.

These plans offer discounted rates for commuting trips, so that people can travel to and from work more safely, more comfortably and more quickly by avoiding congested roads.

## ▶ Connecting isolated regions:

140km of continuous motorway between Bordeaux, Périgueux and Thenon

**New benefits in terms of economic activity, enhanced local life and tourism:**

- Construction of the Périgueux bypass was carried out safely without interrupting traffic of 15,000 vehicles per day, thanks to a partnership of more than two years between ASF, officials from the *Préfecture* and the local media, working together for effective coordination.
- The economic viability of the underground limestone quarries of Saint-Astier was preserved through the consolidation of galleries running beneath the A89 motorway. The quarries still produce 500 metric tonnes of raw materials per day.
- Residents living next to the RN 89 national road saw a definite improvement in their quality of life when 50% of Heavy Goods Vehicles traffic was shifted to the motorway as soon as the Périgueux Est/Thenon segment opened.
- ASF's 25-employee Thenon district was set up in a rural setting, to provide a new link between the company, local area governments and emergency response services.

▶ **Data collection centres:** close collaboration with scientists to gain better knowledge of the impact of motorways on their local territories

The early findings from the A20 data collection centre were presented publicly in April 2004 in Toulouse by two university researchers, specialized in geography and regional planning. They studied the social and economic impacts of the motorway in terms of housing, the building industry, areas of economic activity, the siting of companies and tourism. These data provide a better picture of how these various factors have been reshaped throughout the 130km of the motorway. The work of the A20 and A89 data collection centres continues.

"These data collection centres are beneficial to all parties. One of their purposes is to make these data available to a broader audience, including the inhabitants of the region concerned as well as economic and institutional stakeholders, so that they can make tangible use of them."

J. Varlet, Professor of Geography at Université de Savoie, who runs the A89 data collection centre



La Massoulie cliff on the A89.

- The Les Lèches interchange, which was not planned in the initial government project, was the result of synergy between ASF and local area governments. It required additional capital expenditure of 9 million, but opens up access to the Périgord region.
- Local connections have been emphasized around the local capital of Périgueux, with three new interchanges on the motorway ring-road around the city and toll-free transit between them.
- At Le Manoire, the rest and service area with its restaurants is accessible from the A89 in both directions, but also from local roads, so that local drivers do not have to enter the motorway to enjoy its offerings.

"A new life is beginning for the canton of Mussidan and for several others, as well as for the area around Bergerac. For us, this new interchange is a doorway onto the future."

J.-F. Melkebeke, Mayor of Les Lèches

## TOURISM PROMOTION SIGNS

14 signs have been installed on the A89 to promote tourism in the *départements* of Dordogne and Périgord



# Reporting on our initiatives



## FOCUS ON SEGREGATED WASTE COLLECTION (MEASURE 2 OF THE SUSTAINABLE DEVELOPMENT PLAN):

Following the Vidauban Sud area on the A8, the areas of Marguerittes Nord and Milhaud Nord on the A9 have been equipped for segregated waste collection. This operation was made possible by the support of local companies – a waste sorting facility that will handle the recycling, and a waste collection company – and by the motivation of the Gallargues district team.

The sub-concessionaires Autogrill and Total supported the process by implementing segregated waste collection in their businesses and putting up posters on the subject in their facilities and on their rubbish bins.

“To succeed, you have to bring together several factors: a source of recyclable waste with potential for segregated collection, existing recycling solutions, the support of district staff and employees of sub-concessionaire companies, and equipment tailored to the specific conditions of motorway rest and service areas.”

G. Blanchard, ASF



ASF hired a designer to create signage that is readily understandable by all and will encourage customers to separate their waste into the right containers.

## FOCUS ON A TEAM-BUILDING DISTRICT (MEASURE 1 OF THE SUSTAINABLE DEVELOPMENT PLAN)

When the Carcassonne district head office was slated for expansion, the district as well as the Narbonne Regional Operations Department volunteered to add to ASF's standard functional programme, which involves an architect's plan and a site redesign, a broader approach based on environmental and human quality. They decided to take into account how the configuration of buildings could be used to improve staff relations, especially by facilitating dialogue between management and employees.

This initiative, which reflected a choice on the part of the District Head, also ties in with Measure 13 of the Sustainable Development Plan.

“I would like to see a building that brings people together.”

R. Nérin, ASF District Head

## Implementation of the Sustainable Development Plan launched

In 2004, the Environment and Sustainable Development Department organized the oversight of the 21-point Plan, with the aim of involving and motivating our functional departments by highlighting their contributions. The objective is to keep in-house players abreast of how the Plan is moving forward, and to anticipate any rescheduling or budget adjustment.

A steering committee has been set up, composed of nine functional leaders reporting to the Executive Committee. Together, these two committees cover all Group departments. The steering committee meets twice a year and is responsible for approving the roadmap for each measure, facilitating its implementation and informing or chasing up, if need be, the teams in charge of carrying out the 21 measures.

## Progress report on the 21 points

At December 31, 2004, 17 of the 21 measures outlined in the Sustainable Development Plan had been launched.

Nine measures are proceeding according to plan, and producing achievements in the field. Among them are the operating changes on saturated motorways, implementation of the Road Safety Charter, installation of additional safety equipment, and more.

Six measures are running late, to a greater or lesser degree. These are initiatives that call upon a broad range of in-house competencies, across several functions, and they are consequently harder to put in place.

Conversely, two measures that were due to start in 2005 have already been launched!

A complete progress report on the 21 points will be issued in 2006.

## GOOD-QUALITY WASTE SORTING:

85% of waste sorted in these areas is recovered (versus 70% in towns)

3 metric tonnes of glass and packaging waste were recycled in 6 months, from two rest and service areas with segregated waste collection

## ► Improvements to the reporting process under the NRE Act

The Environment and Sustainable Development Department (ESDD) is also responsible for coordinating the collection of data on the environmental consequences of Group operations, as required by France's New Economic Regulations (NRE) legislation. Part of the information is directly drawn from company databases into which data are entered throughout the year. But other items required that a documented information collection process be put in place. For added reliability, the ESDD designed a series of NRE survey forms, to collect data from the various Group entities in a reliable and consistent manner.

The forms filled out by the various operating entities are collected, validated and consolidated by experts from the function concerned. This process was tested in 2004 and will be implemented in 2005, when it will be subject to checking by an outside body. The Group Human Resources Department is in charge of collecting and consolidating employee data from the Social Report which each company issues based on the format set by French regulations.

## ► Changes in indicators

Changes over the past three years are not all meaningful, but they do bring to light the following points:

- **Significant progress in working conditions and customer safety.** The average number of training hours per employee is rising. The Group's undertakings in the area of employee security have led to improvements in all safety indicators. The decrease in customers' accident rates is attributable to changes in drivers' behaviour as well as to further enhancements in our motorways' safety features.
- **An ever-greater number of environmental protection and mitigation systems** are being added to the Group's infrastructure, in the areas of biodiversity, noise attenuation, protection of water resources and waste management.
- **Annual changes in environmental expenditure** are not truly significant, as they are strongly affected by the timing of the various phases of each construction project. Thus the 2004 ratio of 7.53% of capital expenditure does not indicate that less attention was devoted to environmental matters in new construction and enlargement

projects. It simply shows that a larger proportion of the work concerned structures not related to environmental protection (particularly road surfaces, as reflected in the increase in the consumption of coated aggregates). Conversely, operating expenditure on environmental matters was up sharply in 2004, partly as a result of including in this category certain maintenance expenses, such as fence repairs, and also due to major pruning and brush-clearing work undertaken systematically in southern areas at the behest of local authorities, to prevent forest fires and protect the population.

- **Consumption of fossil fuels** resulting from in-house operations and transit rose approximately 8% year-on-year, double the rate of growth in customer traffic measured in kilometres driven. This result, although partly offset by a dip in electricity consumption, is unsatisfactory. Its consequences in terms of greenhouse gas (GHG) emissions are not in line with France's commitments under the Kyoto protocol.

In 2005, the Group will determine what steps it needs to take to reverse this trend and embark on a long-term bid to gradually reduce its GHG emissions, and its energy consumption more generally.

## ► Strengthening our commitments in 2004

To illustrate its commitment to the UN Global Compact programme, the ASF Group has published accounts of two best practices selected by the UN:

- the use of vegetation-covered structures to protect water resources;
- speed regulation experiments on the most congested motorways.



## OUR COMMITMENT RECOGNIZED

The executive board of the order of French chartered accountants awarded the ASF Group its 2004 prize for "best first sustainable development report." The jury stated that it decided to honour the ASF Group for having "produced a clear report, especially as regards the company's sustainable development plan, presented relevant and comprehensive issues and decided to opt for complete transparency."

# Progress report on our Sustainable Development Plan

Summary of progress achieved in implementing the 21 measures of our 2004-2006 plan, at 31 December 2004

MEASURE	2003	2004	2005	2006	>2006
1 Launch a "high environmental quality" approach for a pilot project.		=====			
2 Develop segregated waste collection in our administrative and operational sites, and extend it gradually to our rest and service areas.	=====	=====			
3 Decrease the atmospheric emissions resulting from our use of vehicles by upgrading our behaviours and our fleet.		=====	=====		
4 Take part in initiatives to promote cleaner vehicles.			=====		
5 Conduct a study on the expectations of the different customer segments and the way they use the motorway as consumers.	=====	=====			
6 Upgrade our watchfulness and our presence at peak times in rest and service areas where this is warranted, in order to improve the safety of people and their possessions.		=====			
7 Conduct studies on the feasibility and effectiveness of setting up modulated toll rates to decrease congestion and reflect the inconveniences caused by different types of vehicles.		=====	=====		
8 Conduct a study on the driving conditions and service levels that warrant launching capital expenditure to expand motorways in service.		=====			
9 Strengthen operating measures to regulate traffic on saturated sections, such as the A7-A9 routes and suburban sections of ESCOTA.	=====	=====			
10 Redesign the system of individual performance appraisals to make it into a genuine management and career-steering tool.		=====			
11 Set up individualized career management for supervisory staff, along the lines of what has been designed for executive staff, with an individual integration process, annual reviews, etc.			=====		
12 Support the external solidarity initiatives developed by employees, as part of building a corporate culture of generosity.	=====	=====			
13 Organise and set aside "dialogue periods" between management and employees at two pilot sites.			=====		
14 Implement the ASF/DSCR/CNAM Road Safety Charter and extend it to ESCOTA.		=====			
15 Design and deploy the system for appraising and tracking the abilities of staff working on motorway maintenance.			=====		
16 Continue to develop our program of infrastructure improvement and upgrade to strengthen the safety of employees working on motorway maintenance.	=====	=====			
17 Take part in discussions at the national and regional levels on sustainable mobility and cross-modal transport solutions, promoting our expertise in these areas.		=====			
18 Develop our contacts with local players in order to pursue exchanges with them on mutual projects and reinforce our grounding in the local economy.			=====		
19 Build partnerships with local governments on urban transport projects and on the interface between the motorway and the city, to improve movement and driving conditions within the city.		=====			
20 When contracts for business facilities within our rest and service areas are up for renewal, emphasize the importance of initiatives to promote the territories crossed by the motorway and boost local tourism.			=====		
21 Continue to implement our land use policy in a spirit of partnership, to avoid any deterioration of land use conditions and preserve the quality of areas bordering the motorway.	=====	=====			

# Our sustainable development indicators in 2004

Updated with 2004 data, based on the ASF and ESCOTA scope of consolidation

All indicators concerning the French NRE legislation are presented in our annual report, which can be downloaded from our website.

ITEM	UNIT	2002	2003	2004
<b>Sustainable Development Plan</b>				
Number of initiatives undertaken	number	-	6	17
<b>ENVIRONMENTAL INDICATORS</b>				
<b>MANAGEMENT</b>				
Environmental training	hours	1,902	684	584
Expenditure on environmental protection:				
- Capital expenditure on environmental projects/total Capex	%	9.85	8.84	7.53
- Operating expenditure/km in service	€/km	6,406	6,648	9,356
<b>RESOURCE CONSUMPTION</b>				
Water	cu. metres/10 <sup>6</sup> kmd <sup>(1)</sup>	46.6	43.5	39.3
Coated aggregates	millions of metric tonnes	1,430	906	1,240
Electricity	KWh/10 <sup>6</sup> kmd <sup>(1)</sup>	3,364	3,341	3,290
Fossil fuels	Tpe <sup>(2)</sup> /10 <sup>6</sup> kmd <sup>(1)</sup>	0.22	0.24	0.25
Autonomous photovoltaic equipment	Number	1,680	1,694	1,722
<b>BIODIVERSITY</b>				
Civil engineering works allowing the passage of large or small animals	Total number	193	258	313
Vegetation areas	Total surface (ha)	10,700	11,100	11,110
<b>RELEASES</b>				
Greenhouse gases resulting from Group operations (automotive fleet and buildings)	Metric tonnes of CO <sub>2</sub>	19,929	22,927	24,740
Consumption of plant care chemicals in adjacent vegetation areas	litre/ha	1.28	1.26	1.47
Basins and ditches for protecting water resources	Total number	1,327	1,427	1,531
Length of motorway in which water resources are protected (either through natural protection or through specific structures adapted to a vulnerable situation)	Total length in km	1,779	1,855	2,030
Accidents involving hazardous products	Number	3	2	7
<b>NOISE</b>				
Protected housing units: compulsory (noise black spots) and voluntary programs	Number	145	664	612
Progress in program for correcting noise black spots	Total %	22	45	62
<b>WASTE</b>				
Non-hazardous waste	Metric tonnes	Und. <sup>(3)</sup>	8,174	8,657
Hazardous waste	Metric tonnes	Und. <sup>(3)</sup>	136	126
Rate of recycling or reuse as energy	%	Und. <sup>(3)</sup>	25	34
Districts equipped for segregated waste collection	%	8	20	30
<b>HUMAN RESOURCES INDICATORS</b>				
<b>HEADCOUNT TRENDS</b>				
Total workforce at 31 December	Number	8,214	8,258	8,190
Unlimited-term contracts	Number	7,179	7,219	7,217
Fixed-term contracts	Number	1,035	1,039	973
Male/Female ratio	%	57/43	57/43	56/44
Percentage of disabled persons employed	%	6.51	6.86	6.83
Recruitments under unlimited-term contracts for the year	Number	365	267	225
Layoffs	Number	51	84	50
<b>REMUNERATION AND PAYROLL TAXES</b>				
Gross average annual remuneration	€	25,655	26,428	27,755
Performance-related bonuses	€ thousands	7,686	7,873	4,422
Employee profit-sharing*	€ thousands	5,269 (ASF)	14,535	17,579*
<b>HEALTH AND SECURITY</b>				
Frequency of workplace accidents (number of accidents with lost-time injuries/million hours worked)	Rate	18.82	19.88	15.61
Severity rate of workplace accidents (number of lost days/thousand hours worked)	Rate	0.65	0.69	0.66
Accidents while performing work on the motorway	Number	10	10	7
Traffic accidents involving Group vehicles	Number	203	260	135
<b>TRAINING</b>				
Training expenses/total payroll - reported rate	%	2.91	2.83	3.01
- actual rate				3.83
<b>EMPLOYEE RELATIONS AND OUTCOME OF COLLECTIVE AGREEMENTS</b>				
Agreements and supplementary clauses signed during the year (ASF - ESCOTA - Group)	Number	10	10	13
<b>ORGANISATION, ABSENTEEISM</b>				
Executive positions filled in-house (ASF)	%	69	47	58
Total absenteeism rate	%	7.15	6.92	6.56
<b>CUSTOMERS</b>				
Rate of accidents resulting in injury or death	No./billion kmd <sup>(1)</sup>	47.31	37.66	38.91
Rate of traffic deaths	No./billion kmd <sup>(1)</sup>	4.66	3.25	2.20
Complaints investigated (all reasons)	Number	14,144	16,844	15,278
Overall rate of customer satisfaction	Mark/10	7.7	7.8 (ASF)	7.8

(1) kmd = kilometers driven by customers.

(2) TPE: Tonne of Petroleum Equivalent.

(3) Und. = Undetermined.

\* Subject to approval by the Shareholders' Meeting.



**Environment and Sustainable  
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