

# Biodiversity Action Plan 2023-2025

## Renewing our commitment to biodiversity



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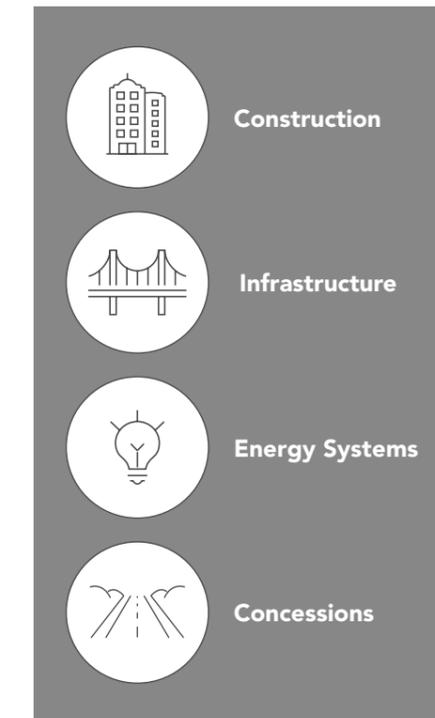
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A balancing act © Eiffage

The challenge of protecting ecosystems shows just how vital it is for the construction and concessions sector to respect the natural environment at every stage of a project.



The construction and concessions business lines do not operate solely in urban and peri-urban environments. They also cover farmland, natural areas, soil and subsoil, watercourses, groundwater, etc.

All these specific environments are part of a living landscape, as fragile as it is precious, on which animals, plants and ecosystem services rely.

The challenge of protecting these ecosystems shows just how vital it is for the construction and concessions sector to respect the natural environment at every stage of a project, and to ensure that their activities do not leave any irreparable scars or cause the loss of ecological functions.

In 2023, the Group is stepping up its commitment to biodiversity across all its business lines. Eiffage has renewed its commitment to the French Biodiversity Agency (OFB) with an ambitious action plan that will radically alter the way it views and interacts with the natural world.

This three-year undertaking confirms Eiffage's status as a 'business committed to nature' for the period 2023-2025.

## The Group's environmental strategy

### STRATEGIC GOALS

#### Manage

environmental risks throughout the value chain and promote a culture of limiting ecological impacts

#### Provide

cross-cutting solutions for the ecological transition while avoiding and reducing adverse impacts

#### CLIMATE

##### Reduce

Scope 1, 2 and 3 emissions in line with the +1.5°C trajectory

##### Design

integrated low-carbon products and services

#### RESOURCES

##### Reduce

pressure on natural resources pre- and post-project

##### Integrate

the circular economy into our products and services

#### BIODIVERSITY

##### Integrate

the preservation of living ecosystems when designing projects, at worksites and on industrial sites

##### Expand

ecological engineering activities

#### LIMITING DIRECT IMPACTS

##### Manage

environmental impact and project nuisances, such as noise, dust, etc.

#### Benoît de Ruffray

Eiffage Chairman and Chief Executive Officer

©Eiffage / Bertrand Noël

## Biodiversity, a major thrust of our ecological transition strategy

Within just over a decade, the growing importance of ecological issues has transformed the construction and concessions sectors. We have switched from an approach based on limiting the direct impact of projects to one based on systematic integration of environmental issues, addressing climate, pressure on natural resources and damage to living ecosystems.

The Group's biodiversity strategy, like our low-carbon commitments, is part of a long-term, sustainable approach.

Drawing on the valuable lessons learned from twelve years of commitment to biodiversity, and in particular from the 2020-2022 plan, this action plan encompasses all the Group's business lines. It provides operational staff with a clear framework, precise objectives and a timetable for 186 actions, specific to 23 business areas, which will be monitored by the Group's Executive Committee.

The systematic integration of environmental issues addresses climate, pressure on natural resources and damage to living ecosystems.



Brittany-Pays de la Loire high-speed rail line © Eiffage / Gaël Arnaud

## Underlying historic commitments

# Long-term action

## A work in progress

Fully aware of the challenges facing future generations and our duty to take action, Eiffage has been working to protect biodiversity since 2009, when we co-created and became one of the partners supporting the Bioterre Master's degree (Biodiversity, Territory and Environment) at the University of Paris 1 Panthéon-Sorbonne.

One of the first official demonstrations of our commitment through our involvement with the Countdown 2010 Initiative, together with the International Union for Conservation of Nature (IUCN) Europe, led to the adoption of two Eiffage charters: 'Biodiversity' and 'Water and Aquatic Environments'.

The Group's action programme was then recognised under the French National Biodiversity Strategy (NBS) for 2012-2018, the 2018-2019 Act4Nature programme and the OFB's Businesses Committed to Nature (BCN) initiative covering the period 2020-2022.

Early in 2023, we made a further three-year commitment to the OFB, this time involving all Eiffage's business lines, with ambitious actions tailored to the challenges of each business line and their activities.



Eurasian blue tit © Becard Arnaud

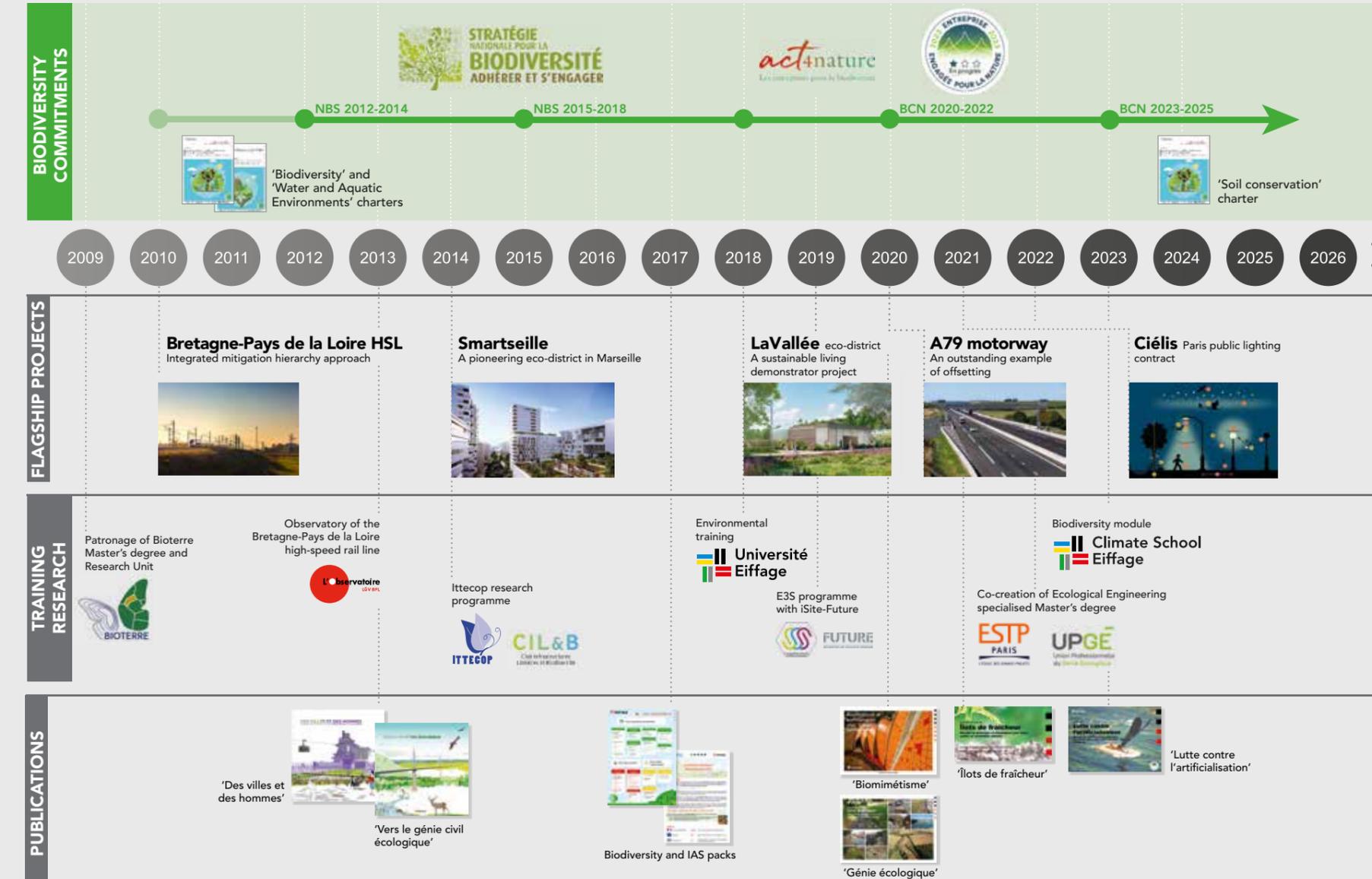
## Nearly 15 years of flagship projects

The many flagship projects undertaken over the past 15 years reflect successive action plans and bear witness to the fact that environmental protection is increasingly being factored into our operations.

To support the change in our practices, new training initiatives, partnerships and philanthropic arrangements have gradually been set up with universities, engineering schools and research institutions. Furthermore, in-house training on the challenges of the ecological transition is provided at Eiffage University, with courses focusing on the environment, while the Eiffage Climate School offers a specific biodiversity module.

Internal publications on specific topics also help our employees understand the challenges and ensure that they are even more considerate and respectful of nature in their daily work.

The 'Businesses Committed to Nature' initiative was launched in 2019 by the French Biodiversity Agency (OFB) to encourage and recognise companies working to promote biodiversity. In addition to protecting the natural world in their activities and investments, businesses' commitment to maintaining biodiversity can help raise awareness among their employees and stakeholders so they can work together to achieve the ecological transition. Eiffage has made a commitment covering two periods: 2020-2022 and 2023-2025.



# A biodiversity strategy based on four pillars

Drawn up in 2021, Eiffage's biodiversity strategy clarifies and sets out the objectives underpinning the Group's first biodiversity action plan, with a view to making our business activities compatible with nature's limits.

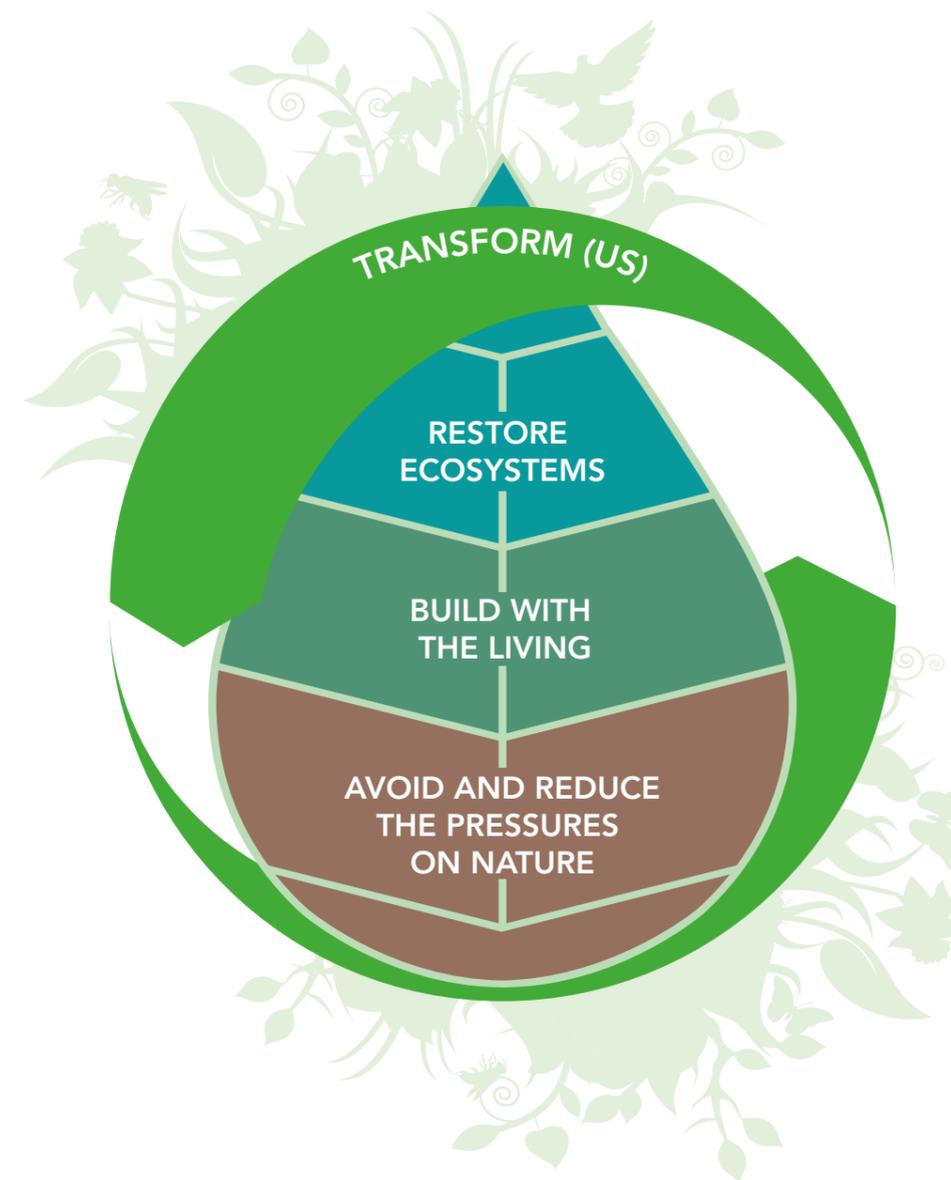


Our strategy is built around four ambitious complementary pillars with the aim of:

- ensuring that avoiding and reducing impacts on nature is rooted in our practices (thrust 1, cornerstone of the strategy),
- adding initial biodiversity value to our projects (thrust 2),
- speeding up restoration of ecosystems by developing green activities (thrust 3),
- promoting a responsible approach in order to transform the Group and its practices (thrust 4).

The first three relate to transitioning our activities. 1 and 2 concern Eiffage's core business, where the primary objective is to avoid and reduce impacts on nature (thrust 1) and then add biodiversity value (thrust 2). Number 3 aims to diversify the Group's activities by developing new business that benefits the natural world.

The fourth and final thrust, which ties in with the other three, is based on change management and continuous improvement through training, CSR and research.



**Thrust 4** **TRANSFORM (US)** through a responsible approach

- Measure our biodiversity footprint and drive action plans to reduce it
- Team training
- Support biodiversity research
- Support ecosystem restoration

**Thrust 3** **RESTORE ECOSYSTEMS** through green activities development

- Soil and water remediation
- Contribute to biodiversity recovery through ecological engineering (restoration of terrestrial and aquatic environment)

**Thrust 2** **BUILD WITH THE LIVING** by adding ecological value

- Preserve soil and natural elements favourable to biodiversity in a zero net artificialisation objective
- Promote nature's ecosystem services
- Design and operate projects and landscapes favourable to biodiversity

**Thrust 1** **AVOID AND REDUCE THE PRESSURES ON NATURE** by meeting regulatory requirements and more

- Identify and manage environmental risk
- Strictly apply the mitigation hierarchy in every project

VOLUNTARY

REGULATORY

# Our network of partners

Over the years, Eiffage has built up a network of key partners, all of whom have a stake in nature conservation, and who provide support in drawing up, developing and rolling out the Group's biodiversity strategy.

Our ecosystem comprises a wide range of stakeholders with complementary expertise, which enables us to explore a host of ideas, actions and experiments. We work with:

- the non-profit sector, by facilitating the implementation of our commitments in practice, for instance making some of our sites protected areas for biodiversity, or by developing a joint strategic vision;
- the business sector, by sharing feedback and best practices, developing tools and recognised biodiversity certification schemes, testing new methods for calculating environmental footprint, and providing a joint response to queries about the operational impact of regulatory changes;
- the academic sector (universities, colleges, laboratories), to speed up research and encourage young students to develop better environmental skills, for instance through our patronage of the Bioterre Master's degree and our efforts to co-create the specialised Master's degree in ecological engineering at ESTP.

These partnerships are an opportunity to drive the industry forward and to regularly review our practices and objectives so as to ensure that the Group's ambition matches the magnitude of the task.



Southern damselfly © Christian Peltier





**Differentiated management of motorway rights-of-way @ Eiffage**  
 Example of a topic discussed with CILB, an informal group of organisations promoting biodiversity



Eiffage is a long-standing advocate of ecological engineering and became a member of the UPGE in 2020. Since then, it has actively pursued its commitment to biodiversity within our organisation by getting involved in working groups and contributing to strategic initiatives such as the endowment of the Chair in Ecological Engineering. The Kalisterre certification obtained by three Forézienne agencies is further recognition of the Group's expertise.

**Thomas Redoulez**  
 Chief representative of the French Professional Union of Ecological Engineering (UPGE)

**Eco-friendly landscaping in Le Havre @ Eiffage / Gérard Tordjman**  
 Example of urban ecological engineering



## Professional Union of Ecological Engineering

Since 2020, our membership of the French Professional Union of Ecological Engineering (UPGE) has helped us develop the Group's strategy and ramp up our employees' skills. The UPGE brings together a hundred or so companies working to manage, promote or restore biodiversity and ecological functions. As a key player, it leads the network and supports the development of expertise in ecological engineering, in particular through the Kalisterre professional certification scheme.

**Releasing a lynx treated after a collision @ Centre Athénas**  
 Patronage of the Athénas centre in France's Jura region



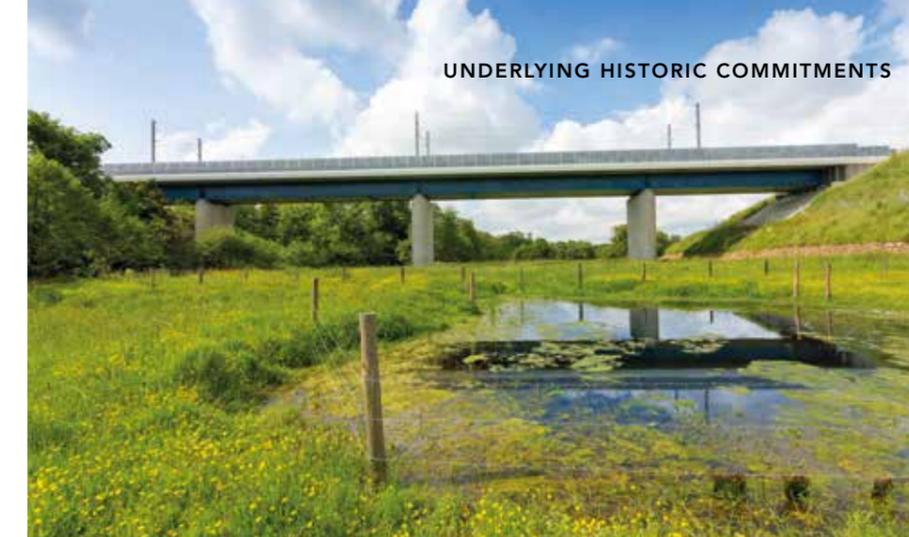
In the industrial sector, the impact of our activities on biodiversity cannot always be seen and is still difficult for our employees to grasp. The Bioterre Master's degree course is an opportunity to gain a deeper understanding of the challenges facing the natural world so that we can make a real contribution by taking tangible measures tailored to our business activities.

**Cynthia Latella**  
 Engineer in the Industrial Department of Clemessy, Eiffage Énergie Systèmes, and Bioterre Master's graduate (2018-2019 intake)

## Bioterre Master's degree

The Bioterre Master's degree, co-created in 2009 with the University of Paris 1 Panthéon-Sorbonne and which we support as one of the partners, teaches large numbers of students about the challenges facing the natural world within design-build-operate projects for urban development and major infrastructure. Fifty Eiffage employees have already successfully completed this course on a block-release basis.

## UNDERLYING HISTORIC COMMITMENTS



**Environmental transparency, Jouanne Viaduct in Argentré @ Eiffage / Gaël Arnaud**  
 Socio-economic and environmental observatory of the Brittany-Pays de la Loire high-speed rail line



For the past decade, we have enjoyed a frank, demanding, constructive and transparent partnership with Eiffage. Thanks to its ambitious commitment to the 'Businesses Committed to Nature' initiative, Eiffage is living proof that when it comes to protecting biodiversity, where there's a will, there's a way!

**Sandrine Bélier**  
 Director of Humanité et Biodiversité  
 First vice-chairwoman of the OFB Board of Directors

## Humanité et Biodiversité

Since 2012, our partnership with the Humanité et Biodiversité organisation has focused on providing insight into public policies to protect the environment and living things and on developing and monitoring our biodiversity action plans. This national state-approved non-profit association aims to raise awareness about environmental considerations in every sector of the economy, influence decision-makers and encourage the development of biodiversity throughout France.



Challenges and opportunities linked to biodiversity

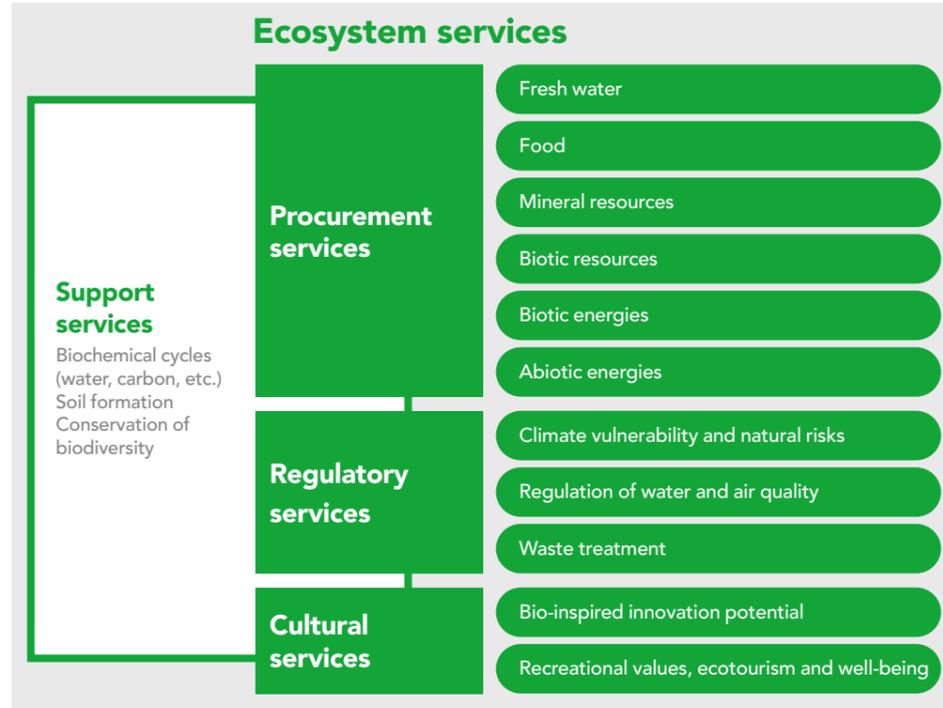
# Biodiversity is central to ecological and economic issues

## Protecting biodiversity is crucial for humankind

There are three levels of biodiversity protection: diversity of animal and plant species, diversity of ecosystems and genetic diversity.

Streams, wetlands, meadows, hedgerows and forests all contribute to the preservation of an ecosystem and have important functions, including water storage, filtration and purification, air purification and cooling, prevention of soil erosion, carbon sequestration, habitats for plants and animals that make up the food chain, pollination and soil fertilisation.

These are known as ecosystem services, i.e. services provided by nature that benefit people's daily lives and on which the global economy depends.



## Erosion on a global scale

International scientific organisations all concur on the extent and accelerating rate of biodiversity erosion, manifested in the degradation of natural habitats and the extinction or decline of plant and animal species.

Human activities are considered to be largely responsible for this rapid deterioration.

The natural environment is central to the challenges of preventing the erosion of biodiversity. These involve maintaining or restoring existing biodiversity so as to safeguard future biodiversity.

# Biodiversity erosion factors

International experts at the IPBES\* have identified five main causes of biodiversity loss. The activities of the Eiffage Group, like those of the construction and concessions sectors in general, exert pressure on these five erosion factors as a result of the direct impact of the Group's construction projects on the land in question, our procurement of materials and the life of the structures we build.



## Change in use of land and water bodies



## Overexploitation of natural resources



## Pollution: water, soil, lighting



## Development and spread of invasive alien species



## Climate change

### CHALLENGES AND OPPORTUNITIES LINKED TO BIODIVERSITY

#### Pressures caused by Eiffage's activities

- Destruction or degradation of natural habitats to build new engineering structures and extract raw materials
- Land cover change and urban development for construction purposes
- Fragmentation of ecological connectivity by linear infrastructure and fencing
- Disturbance of species by construction works and during operation of structures

- Water consumption for construction works and operation of structures
- Disruption of the water cycle as a result of soil sealing
- Consumption of wood and other renewable resources
- Consumption of non-renewable resources (quarry materials, metal, etc.)

- Accidental pollution of water and soil on worksites
- Chronic pollution of water and soil due to poor management of operations (works, linear concessions, etc.)
- Light pollution from building and public lighting
- Noise pollution and disturbance of species

- Spread of invasive alien species during earth movements or when sensitive areas are not cordoned off
- Spread of invasive alien species during the operational phase on linear infrastructure and dams

- Heat island effect resulting from land cover change
- Greenhouse gas emissions associated with the upstream phase, the worksite and the life of the structure

**-78%**

flying insects on Earth (over a 30-year period)<sup>1</sup>

**-32%**

common birds in metropolitan France<sup>2</sup>

**21%**

of aquatic species are extinct or endangered in France<sup>3</sup>

**64%**

of the world's wetlands have disappeared since 1900<sup>4</sup>

(1), (2), (3) and (4): data sources are given at the end of this document.

\* Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services

# An opportunity to develop new business

Integrating biodiversity into Eiffage's activities is an opportunity for our business lines to embrace nature-inspired solutions that manage ecological risks and deliver know-how on how to protect and restore the natural world.

Ecological engineering is an effective tool for restoring natural habitats and helping living systems after they have been disrupted. It contributes to the zero net land take approach by rewilding degraded land, protecting soil against erosion and stabilising riverbanks and embankments using plants.

Preserving biodiversity in urban development involves reducing the environmental footprint of projects by using designs that include vegetation and wildlife corridors in cities, and anticipate the effects of climate change.

The use of biosourced materials in construction and the various ways of tracing these materials, such as the wood label initiative developed by Eiffage, are examples of solutions that also help reduce the pressure on non-renewable resources.

The diversification of Eiffage's products and services in the energy sector is also central to the Group's business challenges, with the reduction of light pollution in energy performance contracts and the use of agrivoltaics to increase the resilience of certain crops. We are therefore working hand in hand with our customers and suppliers to develop innovative new processes with a lower environmental impact.



Soil remediation, Oullins © Actophoto / Régis Bouchu

## Ecological engineering services

- Water and soil remediation
- Rebuilding fertile soil
- Restoring natural habitats (aquatic, coastal, etc.)
- Civil engineering to restore biodiversity



Vineyard, Tresserre © Sun'R

## Energy services

- Biotic energies
- Energy recovery from biowaste
- Agrivoltaics



La Vallée eco-district, Châtenay-Malabry © Leclercq Associés

## Urban development services

- Urban planning and nature integration
- Cool islands and walkways

With climate change an ever-present reality, it is crucial to create a cooler environment in cities by planting greenery, increasing water infiltration and laying permeable, light-coloured paving.



Biosourced materials, Carcès secondary school © Eiffage / Thierry Lavrenos

## Construction services

- Bio-architecture and biomimicry
- Biosourced and traced materials



Louis Vuitton Foundation, Paris © Eiffage / Iwan Baan pour Gehry partners LLP

# An ambitious action plan

# Initial commitment covering 2020-2022, positive results

In line with our previous commitment under the Businesses Committed to Nature initiative for the period 2020-2022, Eiffage has achieved most of its objectives.

The aim of this biodiversity action plan was to ensure that the challenges of protecting biodiversity are incorporated into our activities more systematically. Twenty-nine actions have therefore been implemented: 14 strategic core business actions, or actions designed to improve how biodiversity is factored into projects, and an additional 15 actions relating to training, awareness-raising, knowledge-sharing, support for research, and corporate philanthropy.

A number of positive results have been achieved:

- Environmental training programmes revamped, with the creation of two one-day courses at Eiffage University.
- Solutions with added biodiversity value included in projects, such as biosourced materials, biodiversity certification and bioclimatic studies.
- Ecological engineering activities within the Group are being structured, with experts appointed across all business lines and three establishments awarded Kalisterre ecological engineering certification for the first time.
- Launch of a collective discussion on how to reduce the biodiversity impact of materials purchasing. Extension of the wood traceability label, which Eiffage introduced voluntarily, to other materials. Introduction, early in 2022, of a multi-criteria analysis performed with our purchasing software Ecosource, to evaluate product environmental performance.
- Indicators of pressure on biodiversity have been identified and included in corporate sustainability reporting, and Eiffage led the

way testing an international methodology (SBTN) to make the Group's biodiversity footprint compatible with nature's limits.

- Five biodiversity reserves have been created to develop and protect local biodiversity (with our partner LPO).
- Numerous in-house guides have been published to support the ecological transition, on subjects ranging from cool islands, ecological engineering and biomimicry to limiting the impact on land cover change, as well as videos to raise biodiversity awareness.




Arbre 'écureuil' ('Squirrel' tree) © Marc Templier

## CORE BUSINESS ACTIONS

MITIGATION HIERARCHY	More effective integration of biodiversity in projects	🟡
	Preliminary biodiversity assessment	🟢
NEW STRATEGIC ACTIONS	Measure and monitor the Group's biodiversity footprint	🟢
	Zero net land take	🟡
	Grey biodiversity	🟡
BIODIVERSITY SERVICES	Ecological engineering	🟢
	Nature-based solutions for urban resilience	🟢
OPERATIONAL SUPPORT	Carbon offsetting compliant with biodiversity issues	🟡
	BiodiverCity®	🟡
	Biomimicry development	🟢
TOOLS	Partnership with LPO	🟢
	Biodiversity checklist development	🟡
	Anticipation of biodiversity & water planning risks	🟡
	Ecological inventory specifications	🟢

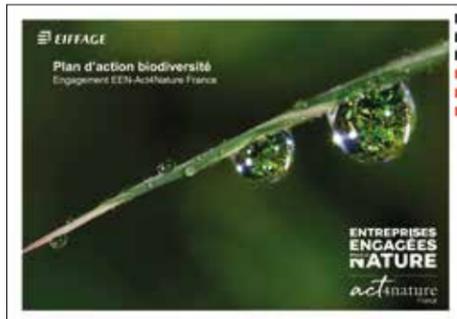
## ADDITIONAL VOLUNTARY ACTIONS

TRAINING	Bioterre Master's (BIOdiversity, TERRitory & Environment)	🟡
	Eiffage University	🟡
	Immersive video game on worksite environmental risks	🚫
AWARENESS RAISING	Property developers and stakeholders game	🚫
	EnviroTours (France) and EcoTours (Europe)	🟡
	Biodiversity Start.box idea campaign	🟡
RESEARCH	Videos on feedback from biodiversity projects	🟡
	Employee volunteering to promote biodiversity	🚫
	Part-funding of and participation in research	🟢
SHARING	Operational implementation of research findings	🟡
	Internal conference on Research and Sustainable Development	🟡
NATURE PRESERVATION/ RESTORATION	Mitigation measures database	🟢
	Biodiversity feedback and publications	🟢
	Wildlife refuges on Eiffage sites	🟡
	Wildlife corporate philanthropy	🟢

## STATUS COMMITMENTS

Dark corridor guide and ARO content on Eiffage intranet	🟡
Renatu tool tested. Systematic ecological assessments for some projects	🟢
New reporting indicators deployed and SBTN experiments	🟢
Progress on dedicated guide and definition of objectives for each business line	🟡
Karibati assisted with 20 projects, Dev. of Écosource. Traceability label extended	🟡
UPGE membership. Internal guide. Business line experts appointed. ESTP Chair	🟢
8 bioclimatic studies, 2 projects. Cool islands guide	🟢
Guidance report completed. 75% of carbon offsets benefit biodiversity	🟡
2 internal assessors. Projects undertaken: 3 in redevelopment and 9 in property development	🟡
Biomimicry guide. Ceebios assisted with 4 projects	🟢
Support creating 5 protected areas for biodiversity and assistance with 4 projects	🟢
Tool developed, currently being rolled out at Eiffage Construction	🟡
Content made available on Eiffage intranet. Incorporated into in-house training	🟡
Specifications prepared for rapid ecological assessments	🟢
Annual recruitment campaigns. 7 Eiffage students in 2 years	🟡
Year-round training. 430 people received environmental training during the period	🟡
Game not released	🚫
Cancelled	🚫
Raising environmental awareness at regional meetings	🟡
1 campaign with 4 prize-winners	🟡
3 videos made	🟡
Cancelled	🚫
Funding of and participation in at least 10 biodiversity projects	🟢
3 operations data sheets produced	🟡
2 conferences held	🟡
Database on all new projects with offsetting	🟢
15 contributions/publications	🟢
7 site improvement projects	🟡
5-6 philanthropic actions per year to promote biodiversity	🟢

🟢 Objective achieved  
 🟡 Objective partly achieved  
 🚫 Action cancelled



Eiffage Biodiversity Action Plan 2020-2022

# 2023-2025, strong commitments by all business lines

## Methodology

Eiffage's activities have a wide range of impacts on nature. Experts have been appointed across all business lines to define the scope of study and oversee the preparation of action plans for each business line.

- 1 Definition of the business areas to be analysed
- 2 Identification of sources and levels of direct and indirect impacts on the five biodiversity pressure factors (score out of 5)
- 3 Brainstorming on actions to reduce the pressure on nature and rating of their effectiveness (score out of 5) and the ease with which they can be implemented (score out of 5)
- 4 Prioritisation of actions to be taken further\*
- 5 Definition of SMART goals (Specific, Measurable, Achievable, Realistic and Time-related)
- 6 Definition of indicators and associated action plan
- 7 Commitments active on 1 January 2023 and registered with the French Biodiversity Agency
- 8 Operational rollout and continuous improvement

\* Actions concerning the energy transition and efforts to combat climate change have not been taken further, as these fall within the scope of Eiffage's carbon-energy strategy.

## Strong governance

The commitments set out in the 2023-2025 action plan have been approved by Benoît de Ruffray, Chairman and CEO of Eiffage, and by divisional or business line senior management:

- Chairman of the Construction Division
- CEO of Eiffage Route
- Chairman of Eiffage Génie Civil and Eiffage Métal
- CEO of the Eiffage Energy Systems Division
- Concessions CEO
- Chairman of Motorway Concessions in France
- General Resources Department and Sustainable Development and Transversal Innovation Department

Each business line is responsible for fulfilling its own commitments. A management tool has been set up to keep track of overall progress and to facilitate the submission of a six-monthly progress report to Eiffage's Executive Committee.

## A plan consistent with Eiffage's strategy

The new action plan incorporates the four thrusts of the Group's biodiversity strategy into our business activities, thereby helping to reduce environmental impact, adding value to projects and creating a collective dynamic. These commitments, which are tailored to the challenges facing each area of activity, comprise a total of 186 actions, of which 70% relate to direct operational actions (the first three thrusts of the strategy) and 30% to training, awareness-raising, experiments and other initiatives (thrust 4).

### Thrust 4

#### TRANSFORM (US)

## 59 actions

to transform our activities at all levels

### Thrust 3

#### RESTORE ECOSYSTEMS

## 15 actions

to develop new green activities

### Thrust 2

#### BUILD WITH THE LIVING

## 40 actions

that add value to projects

### Thrust 1

#### AVOID AND REDUCE THE PRESSURES ON NATURE

## 72 actions

that reduce the impact of our activities on ecosystems



Les petites gouttes font les grandes rivières (Little drops make a mighty river) © Jeremy Feliu

## Actions in response to the five pressure factors on biodiversity

The action plans were designed to respond to each business line's high-priority ecological impacts.



Renardeau dans un rayon de soleil  
(Fox cub in a patch of sunlight)  
© Christophe Lesprit



### Reduce pressure on the change in use of land and water bodies

- **By gaining a better understanding of biodiversity** around our worksites in order to protect it more effectively: systematic use of an environmental risk checklist for projects, as is the case at Eiffage Génie Civil; completion of ecological assessments before starting projects; optimisation of worksite plans to avoid sensitive areas.
- **By improving biodiversity potential:** eco-friendly development of green spaces and adoption of differentiated green space management; creation of pathways so that wildlife can move around more freely, as well as contributing to projects to restore functional habitats, particularly when rehabilitating quarries.
- **By increasing the use of ecological engineering techniques** when working on riverbanks and embankments: use of vegetation planting techniques in sensitive environments and requiring our in-house teams to have the necessary skills to undertake this type of work.
- **By limiting the impact on land cover change:** setting ambitious targets for projects, particularly real estate and development projects, implementation of solutions to restrict land cover change.



### Reduce consumption of non-renewable natural resources

- **By alleviating the pressure on water resources:** increased infiltration of water into the ground; recovery and reuse of rainwater; introduction of targets to reduce drinking water consumption.
- **By promoting sustainable sourcing and reducing the need for new materials,** for example Eiffage Construction's intention to carry out a study on the environmental impact of forestry certification schemes (PEFC, etc.), or, for Eiffage Métal, optimising the metal-cutting process in order to minimise material wastage.



### Reduce contamination of ecosystems by light pollution and water and soil pollution

- **By supporting dark corridor studies** for all development projects and energy performance contracts.
- **By promoting eco-friendly rainwater management** tailored to the pollutants generated by operations.
- **By improving waste management** during operation.



### Reduce the proliferation and spread of invasive alien species

- **By stepping up preliminary assessments** and trialling new control methods.



The actions Eiffage takes to reduce the impact of its activities on climate change are set out in the Group's annual climate report. They are not included in this document.

### Actions to radically transform the Group and its stakeholders are also being implemented:

- making environmental issues a more integral part of decision-making processes;
- raising awareness of and providing training in biodiversity in-house;
- promoting best practices among our stakeholders.



Willow warbler © Marc Templier

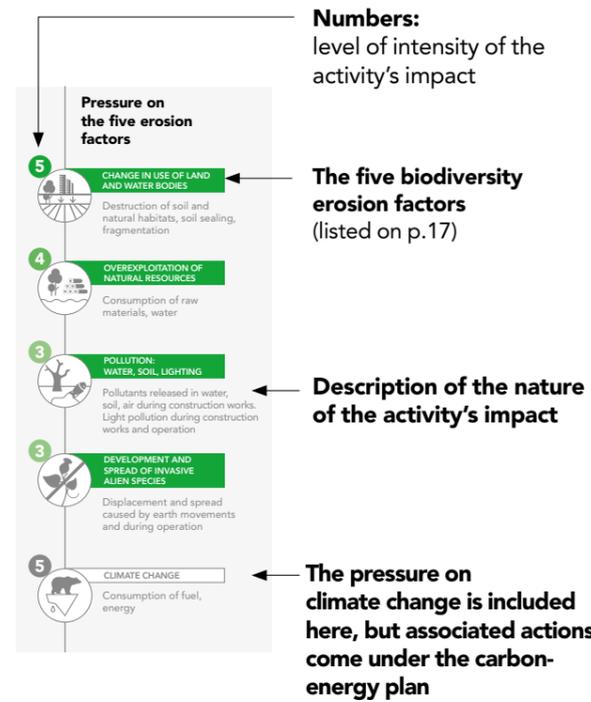


Actions for each  
business line

# How to use the tables

## Nature of the impact of a given activity in terms of the five biodiversity erosion factors

Each business area has its own impact ranking. The erosion factors are ranked from most to least impacted by a given activity (score from 0 to 5).



## Breakdown of actions by activity

Actions are categorised by pressure factor, then according to the thrusts of Eiffage's biodiversity strategy.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	Check biodiversity issues	- By the end of 2023, starting at the tendering stage, systematically introduce an environmental assessment table that includes the issues and associated biodiversity requirements.	1
	Implement voluntary actions to protect biodiversity	- Starting in 2023, submit at least one voluntary measure with ecological added value or one option benefiting biodiversity for 75% of projects costing > €150m.	2
	Expand our core business to include ecological engineering	- Starting in 2023, propose an ecological engineering alternative in 75% of projects costing > €150m. - Keep up our certifications. - Train employees in ecological engineering.	3
	Improve water management	- Starting in 2023, provide customised water treatment solutions (over and above those normally used) in 75% of projects costing > €150m.	1
	Improve IAS management	- Systematically enlist the services of an in-house expert (e.g. qualified environmental manager) or an approved service provider (ecologist, consultancy, etc.) to assist operational staff in dealing with IAS where they are found in significant quantities.	1
ALL	Raise awareness of biodiversity	- Hold an annual biodiversity day and organise a clean-up day by the end of 2025.	4*

**Erosion factor affected by the action**  
'All' indicates that the action affects several erosion factors.

Objectives

**Thrust of Eiffage's biodiversity strategy to which the action relates (p.9)**

- 1 Avoiding & reducing stress on nature
- 2 Building with nature
- 3 Restoring ecosystems
- 4 Transforming (ourselves)

Asterisked actions are not included in the commitments to the French Biodiversity Agency.

## Acronyms

**ARO**  
Avoid, reduce and offset

**BAF**  
Biotope area factor

**BCN**  
Businesses Committed to Nature

**CIW**  
Common industrial waste

**EPC**  
Energy performance contract

**FA**  
Floor area

**GHG**  
Greenhouse gas

**IAS**  
Invasive alien species

**LPO**  
French bird protection league

**NBS**  
National Biodiversity Strategy

**PEMW assessment**  
Products, equipment, materials, waste

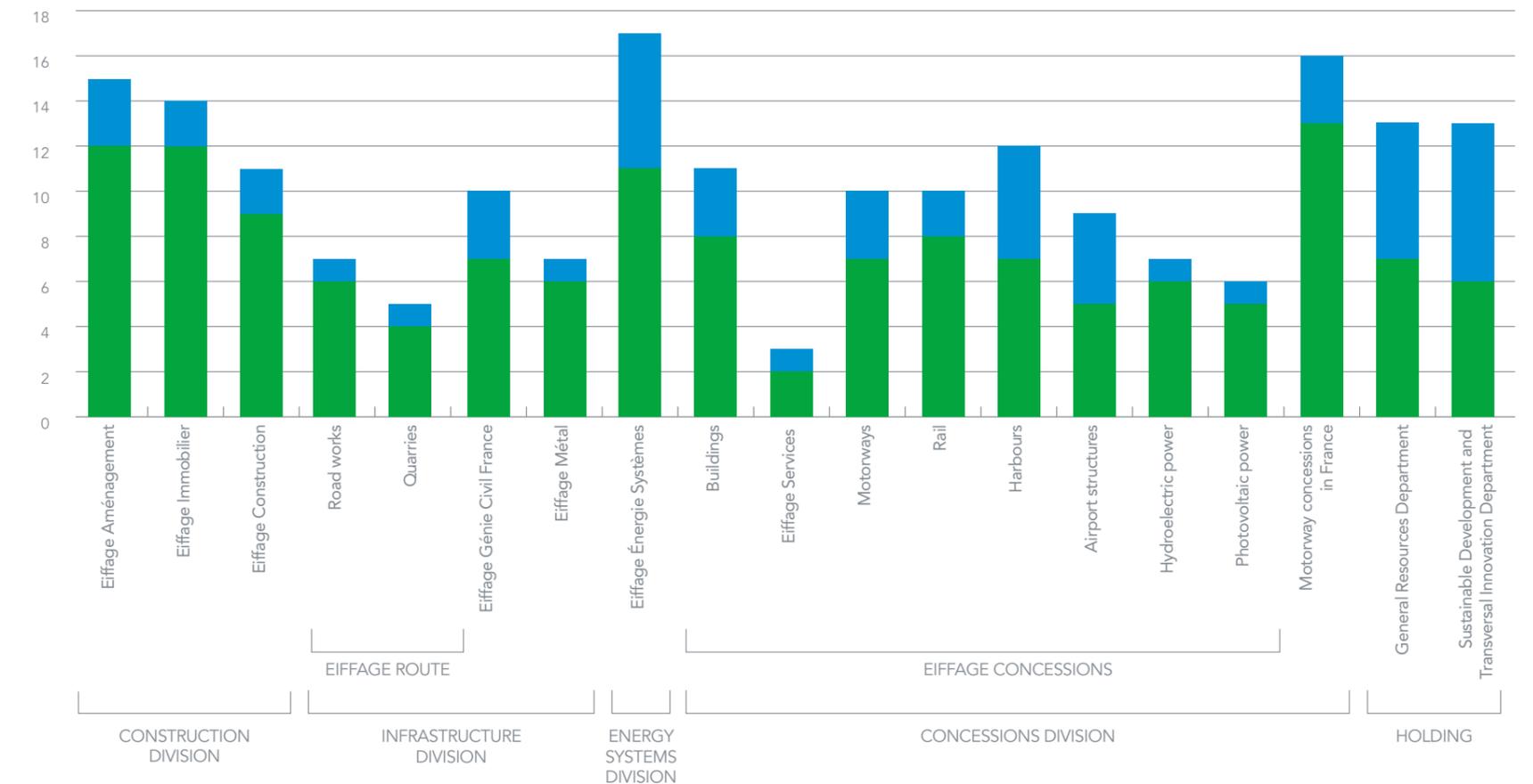
**ZNLT**  
Zero net land take

# Breakdown of actions according to business lines

Eiffage's new biodiversity action plan includes 186 actions, of which 70% are core business actions and 30% are voluntary actions relating to training, awareness-raising or research.

The Construction, Infrastructure and Energy Systems divisions have committed to 30, 29 and 17 actions, respectively, with Eiffage

Construction grouping actions across its various business lines. The Concessions Division has 84, including 16 for motorway concessions in France, reflecting the considerable responsibility and scope for action associated with our project management activities. Holding support services has 26 actions.





Action plan

# Construction Division

As a builder, developer and planner of the city of the future, the Construction Division uses its expertise to support the ecological transition of cities and regions. It provides its customers, both private-sector project owners and public-sector contracting authorities, with innovative low-carbon products and solutions that integrate nature into urban environments.

## Impact of the Division's activities and cross-functional actions taken

The activities of the Construction Division exert great pressure on all factors contributing to the erosion of biodiversity, particularly on change in use of land and overexploitation of natural resources. The construction, property development and urban development business lines all face a number of similar challenges, requiring cross-functional actions in addition to those specific to each activity.

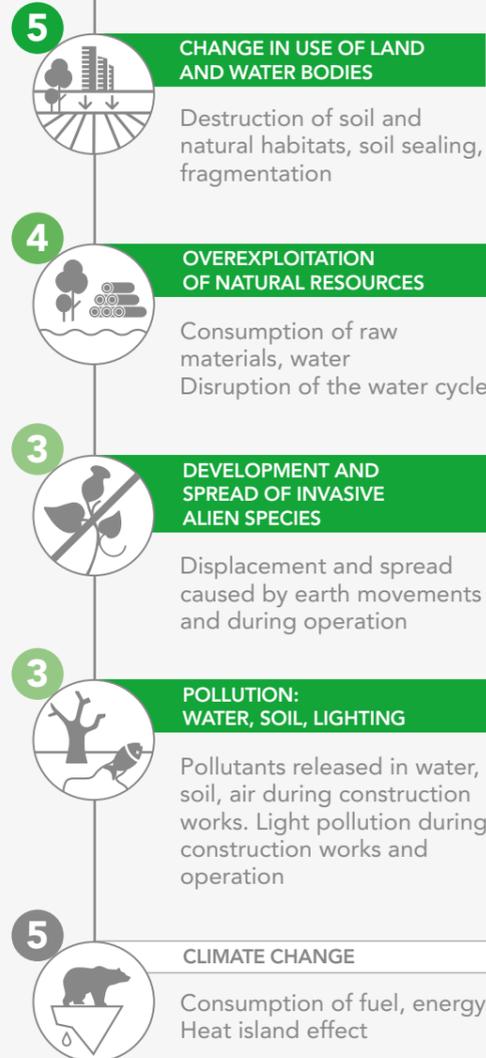
In order to reduce the Division's environmental impact, the action plan is based on a better understanding of the biodiversity of our sites. Through this plan, our goals are to mitigate the impact on habitats and the species that depend on them, designing projects that use less water and promote biodiversity, and ensuring a sustainable supply of timber. A major awareness-raising and training programme has been developed and deployed to achieve these objectives.



Our construction business lines are facing increasingly demanding climate and biodiversity challenges. Thinking about how to integrate our buildings into their surroundings, by restricting land cover change, facilitating water infiltration, bringing nature back into the city and restoring ecological connectivity, will result in a greener, more resilient urban environment that makes for a more pleasant place to live.

**Olivier Genis**  
Chairman, Eiffage Construction

### Impact of activities on the five erosion factors



EROSION FACTOR	OBJECTIVE	ACTION			STRATEGY
		EIFFAGE AMÉNAGEMENT	EIFFAGE IMMOBILIER	EIFFAGE CONSTRUCTION	
Change in use of land and water bodies	<b>Improve knowledge of site biodiversity</b>	- Carry out a rapid ecological assessment prior to approvals committee meetings for all projects where systematic impact assessments are not required.	- Carry out a rapid ecological assessment prior to approvals committee meetings for all projects where systematic impact assessments are not required (excluding land acquired from Eiffage Aménagement) with FA ≥ 5,000 m² in 2022, ≥ 2,000 m² in 2023 and no threshold limit as from 2024.	- Carry out a rapid ecological assessment, performed by an ecologist or using a digital app, on design-build projects with FA ≥ 10,000 m².	1
	<b>Create a set of landscaping specifications</b>	- Insert a biodiversity annex in landscape architects' contracts and include an ecologist in the design phase of all projects to supervise and monitor their work.	- For all projects, insert a biodiversity annex in landscape architects' contracts.	- Add a biodiversity landscaping annex in contracts for all projects.	2
	<b>Make local authorities and future residents aware of the site's ecological challenges and how to manage green spaces ecologically</b>	- Implement the BiodiverCity Ready® label for all compatible development projects. - Implement a specific biodiversity action for each development project. - Require property developers to be responsible for managing green spaces for two years after handover. - Organise awareness-raising meetings for owners' associations/managers on completion of projects.	- Implement the BiodiverCity® label in at least one project per property management team. - Organise awareness-raising meetings for owners' associations/managers of green spaces on completion of projects.		2
Overexploitation of natural resources	<b>Improve the reclamation of earth excavated on or off site</b>	- Carry out an agropedological assessment for all development projects and for all property projects covering an area of 1 ha or more.		- Strike a balance between cut and fill.	3
	<b>Use wood from sustainably managed forests</b>	- All urban architectural, landscaping and environmental specifications will require FSC or PEFC certification for products and materials made from wood or wood derivatives (from 2024).	- Achieve 100% FSC- or PEFC-certified products for floor, wall & ceiling coverings, interior joinery and supplied furniture made of wood or wood derivatives, as specified by Purchasing Department.	- 100% of wood purchased to be PEFC- or FSC-certified for specified materials (from 2024).	1
Development and spread of invasive alien species	<b>Identify and restrict the proliferation and spread of IAS on and off our sites</b>	- Identify and locate IAS on all projects and implement appropriate management procedures.		- Comply with IAS management procedures on all projects.	1
	<b>Reduce light pollution associated with our projects</b>	- Carry out a 'local dark corridor' study for all projects.	- Adapt exterior lighting by directing the beam downwards and limiting the colour temperature to 3,000 Kelvin for all projects.	- Perform an exterior lighting benchmark to mitigate light pollution and use this lighting on our equipment storage facilities and industrial sites.	1
Pollution: water, soil, lighting					
Climate change					

## Eiffage Aménagement and Eiffage Immobilier: specific actions taken

As project owners, Eiffage Aménagement and Eiffage Immobilier have more hands-on responsibility for their environmental impact, and in particular for managing biodiversity offsetting where there is a high level of impact. However, their activities also give them more leeway in specifying the project and its location, and proposing a design that reduces the impact on open land or land that has high ecological or agronomic value.



Biodiversity issues are routinely factored into the planning and development process. This includes conducting preliminary assessments, taking protective measures and promoting the re-introduction of biodiversity into new areas under development.

**Nicolas Gravit**  
Director, Eiffage Aménagement



By carrying out a rapid ecological assessment of all Eiffage Immobilier's operations, we will be able to incorporate biodiversity into the design of our projects, taking a forward-looking, well-reasoned, structured and cost-effective approach. It's a real paradigm shift and a great opportunity for us to stand out from the crowd.

**Emilie Boutounet**  
Head of Environmental Regulation and Biodiversity, Eiffage Immobilier

EROSION FACTOR	OBJECTIVE	ACTION		STRATEGY
		EIFFAGE AMÉNAGEMENT	EIFFAGE IMMOBILIER	
	<b>Restrict land cover change in our projects</b>	- In urban renewal projects, restrict the amount of land cover change compared with the original situation in 70% of projects. - In urban expansion projects, limit the rate of land cover change to a maximum of 60% for all projects by keeping property development programmes compact and implementing innovative solutions.	- Reduce the amount of land cover change compared with the original situation in 30% of property development projects in 2023, and 50% from 2025.	2
		- Measure the percentage of existing open land retained for the project and set a target for this indicator from 2024.		
	<b>Improve the ecological potential of our project sites</b>	- Measure the BAF pre- and post-project and improve the site's BAF in 70% of urban renewal projects and in 50% of Eiffage Immobilier projects, excluding land acquired from Eiffage Aménagement.		2
		- Choose drought-resistant species that require little watering for all projects and install a rainwater harvesting system to water green spaces in 50% of projects.		
	<b>Design neighbourhoods /projects that use less water to manage green spaces</b>	- Choose drought-resistant species that require little watering for all projects and install a rainwater harvesting system to water green spaces in 50% of projects.		2
	<b>Experiment with phytoextraction and gentle remediation</b>	- Carry out at least one experiment ahead of development projects, on sites that are already secured and have polluted land.		2 *
ALL	<b>Provide training in environmental regulations</b>	- Create an in-house training programme and train all Eiffage Aménagement employees, Eiffage Immobilier property developers and Eiffage Immobilier directors to be able to identify and comply with the environmental regulations that apply to projects in their specific areas.		4
		- Train Eiffage Aménagement and Eiffage Immobilier programme managers and directors in the ecological design of a property development project or neighbourhood.		
ALL	<b>Provide training in the implementation of biodiversity-related measures following the rapid assessment</b>	- Create an in-house training programme and train all Eiffage Aménagement employees, Eiffage Immobilier property developers and Eiffage Immobilier directors to be able to identify and comply with the environmental regulations that apply to projects in their specific areas.		4
		- Train Eiffage Aménagement and Eiffage Immobilier programme managers and directors in the ecological design of a property development project or neighbourhood.		

## Eiffage Construction: specific actions taken

Typically acting as a general contractor on behalf of its customers, Eiffage Construction must manage the environmental impact of the projects it undertakes, including regulatory issues relating to protected species and wetlands, and reducing the risk of environmental pollution and the risk of proliferation of invasive alien species.



Protecting the natural world has become a key challenge for Eiffage Construction. Training courses in the junior programme for our new recruits will include 'Differentiating with sustainable development' and 'Worksites and the environment' to enable our employees to learn best practices.

**Corinne Quelquejeu**  
Deputy Quality & Environment Director, Eiffage Construction

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
<b>Incorporate biodiversity into our sites</b>	- Evaluate the ecological potential (rapid assessment) of all our equipment storage facilities and industrialised solutions sites. - Set up protected areas for biodiversity on sites with potential.	2	
<b>Before work starts, issue reminders about environmental regulations</b>	- Complete the environmental section of the Go-No Go sheet and the environmental data sheet of the sales document. - Carry out essential QE checks on preparatory operations before work starts.	4	
<b>Train employees in environmental issues</b>	- At the end of the junior programme, the 'Differentiating with sustainable development' or 'Worksites and the environment' training course should be taken by all target employees (costing and other studies, calculations, business developers).	4	



Danone's IN'CUBE Research and Innovation Centre, Gif-sur-Yvette © Eiffage / Christophe Valtin



## Action plan

# Infrastructure Division

The Infrastructure Division has all the requisite skills to design, build and service onshore and offshore infrastructure through its three business lines: Eiffage Route (roads), Eiffage Génie Civil (civil engineering) and Eiffage Métal (metallic construction).

Eiffage Route works right across the French road network, on both new-build and renovation projects, and has expertise in urban development. The company operates a large number of quarries throughout France and also produces materials.

Eiffage Génie Civil not only designs and builds engineering structures but is also involved in their upkeep and maintenance. The company

specialises in industrial civil engineering, transport infrastructure, water and waste treatment plants, power generation and transmission equipment and hydraulic structures.

As both a designer and an all-round contractor, Eiffage Métal builds engineering structures, shells and façades for buildings, as well as delivering solutions for industry, particularly in the nuclear, oil services and offshore wind sectors.



For several years now, it has been Eiffage Route's philosophy to make biodiversity and protection of the natural world an integral part of how we operate and redevelop aggregate quarries. We are extending this approach to all our industrial, construction and traffic services activities.

**Bruno Cahen**

CEO, Eiffage Route



The construction industry is a key player in the ecological transition. As well as reducing our greenhouse gas emissions, we need to put biodiversity protection right at the heart of our projects. I am proud to share our commitments with you, as they will have an impact on our approach from the tendering stage right through to handover.

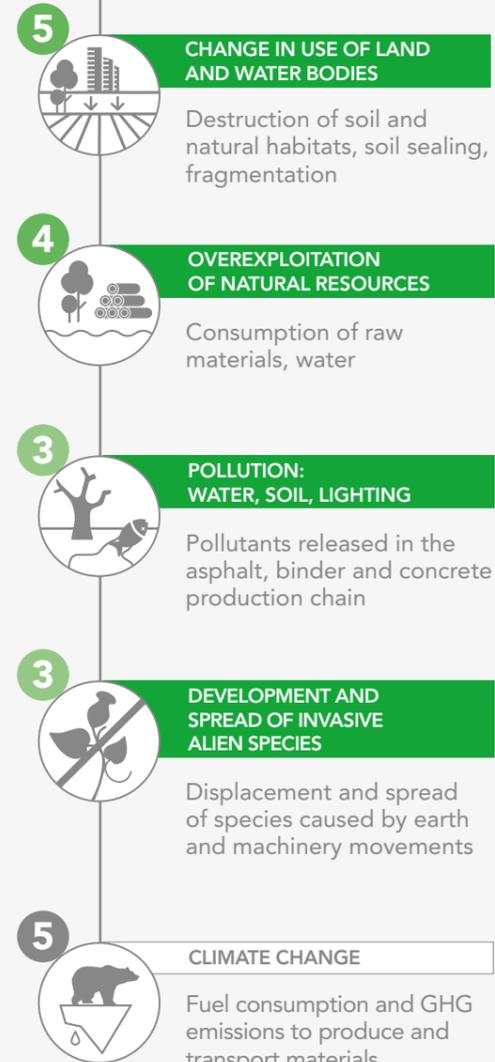
**Guillaume Sauvé**

Chairman, Eiffage Génie Civil and Eiffage Métal



Piste cyclable Bioklair (Bioklair cycle path), Île de Ré © Mehdi Mellouk

## Impact of activities on the five erosion factors



## Eiffage Route: impact of activities and actions taken

### Road works

Eiffage Route's biodiversity action plan seeks to address the pressure from land-use change by ensuring that biodiversity issues are addressed at the earliest stage of construction projects and by systematically specifying biodiversity-friendly landscaping for our sites.

To expand our ecological engineering activities, the action plan requires each regional office to contribute to restoring ecological connectivity and demonstrating Eiffage's expertise in unsealing and reversal of land take. The number of sites certified to provide ecological engineering services will also need to increase.

Lastly, these actions are supported by training and awareness-raising on biodiversity issues for all management teams.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Ensure that biodiversity issues are addressed at the earliest stage of construction projects</b>	- Address biodiversity issues and risks in all construction projects by completing Go-No Go sheets and conducting risk assessments.	<b>1</b>
	<b>Contribute to preserving and improving ecological connectivity</b>	- Restore ecological connectivity or create biodiversity-friendly zones in each region.	<b>2</b>
	<b>Highlight our expertise in land unsealing and reversal of land take</b>	- Set up a demonstrator project at showcase agencies in each region.	<b>4</b>
	<b>Improve biodiversity potential on our industrial sites</b>	- In 2023, identify industrial sites with biodiversity potential with a view to making improvements.	<b>4</b>
	<b>Promote local biodiversity on our sites</b>	- Systematically include biodiversity-friendly landscaping in construction or extension projects at our sites.	<b>2</b>
ALL	<b>Expand our ecological engineering activities</b>	- Increase ecological engineering revenues.	<b>3</b>
	<b>Train employee</b>	- In 2023, make all management teams aware of the strain our business lines place on biodiversity and the basic rules to be implemented at our worksites.	<b>4</b>

## Impact of activities on the five erosion factors

**5** CHANGE IN USE OF LAND AND WATER BODIES

Destruction of natural habitats, land clearing, disturbance of species, loss of quality of stored topsoil

**5** OVEREXPLOITATION OF NATURAL RESOURCES

Water consumption and aggregate extraction and production

**3** DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES

Creation of habitats (bare soil, body of water), displacement and spread caused by earth movements

**2** POLLUTION: WATER, SOIL, LIGHTING

Pollutants released in water, soil and air, dust emission, noise and light pollution

**4** CLIMATE CHANGE

Water and fuel consumption

## Quarries

The biodiversity action plan for quarries builds on the measures taken over the past 10 years and more to reduce our environmental impact before, during and after the operational phase.

As change in use is one of the main pressure factors, the actions set out include developing habitats that support biodiversity at the site rehabilitation stage, improving the ecological potential of areas that are unworkable and expanding ecological engineering activities to restore ecosystems.

Last but not least, these actions are complemented by a major training and awareness-raising programme on how to protect biodiversity on a day-to-day basis.



Understanding and knowledge are essential if we are to act effectively, so Eiffage Route will be stepping up its efforts to raise awareness of the ecological transition and biodiversity among all its managers in 2023. Specific action plans will follow.

**Laure Martin**

Environmental Manager, Performance, Quality, Environment and CSR Department, Eiffage Route

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Preserve habitats that support biodiversity when rehabilitating our sites</b>	- Assess the ecological status of all sites with biodiversity issues before redevelopment so that, if necessary, we can adapt the conditions for rehabilitating our sites in a way that is compatible with how they will be used in the future.	<b>1</b>
	<b>Improve the biodiversity potential of areas that are unworkable</b>	- Increase environmental diversity and improve conditions for biodiversity in 10 areas that are unworkable with a view to increasing the number or quantity of individual members of the species found there.	<b>2</b>
	<b>Maintain and increase the biodiversity potential of redeveloped land</b>	- Increase and maintain the number of species and habitats present on redeveloped land under our control.	<b>2</b>
ALL	<b>Develop our ecological engineering work</b>	- Develop ecological engineering expertise specific to quarrying, with at least one ecological engineering expert in each region.	<b>3</b>
	<b>Promote upskilling</b>	- Train all managers in biodiversity issues and how to protect it in their everyday work.	<b>4</b>



Bocahut quarry © Eiffage / Karine Warny



Allier valley, A79 © Eiffage / Hervé Piraud

## Impact of activities on the five erosion factors

- 4** **CHANGE IN USE OF LAND AND WATER BODIES**  
 Destruction of soil and natural terrestrial and aquatic habitats, disturbance of species
- 4** **OVEREXPLOITATION OF NATURAL RESOURCES**  
 Consumption of raw materials and water for construction works (concreting, etc.)
- 4** **POLLUTION: WATER, SOIL, LIGHTING**  
 Pollutants released in water, soil, air, etc.
- 3** **DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**  
 Displacement and spread of species caused by earth and machinery movements
- 3** **CLIMATE CHANGE**  
 Fuel consumption and GHG emissions to produce and transport materials

## Eiffage Génie Civil France: impact of activities and actions taken

Eiffage Génie Civil's biodiversity action plan mainly comprises measures to avoid and reduce stress on nature by checking biodiversity issues at the tendering stage, providing operational support for worksites on managing invasive alien species, ensuring that our warning plan and specific environmental procedures are continuously improved, managing and treating water using customised solutions, and recovering waste.

The expansion of our ecological engineering activities includes systematically proposing ecological engineering alternatives and voluntary measures to protect biodiversity in major projects.

Finally, these actions are supplemented by a comprehensive training and awareness-raising programme involving the development of new tools.



Building on the measures we have been taking for the past few years to protect biodiversity, we have made 10 commitments ranked according to their impact and the ability of each of our operational departments to implement them across all our business lines. I firmly believe that we will achieve these OBJECTIVES.

### Philippe Denier

Head of Performance Department, Eiffage Génie Civil / Technical Resources Operational Management

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Check biodiversity issues</b>	- By the end of 2023, starting at the tendering stage, systematically introduce an environmental assessment table that includes the issues and associated biodiversity requirements.	1
	<b>Implement voluntary actions to protect biodiversity</b>	- Starting in 2023, submit at least one voluntary measure with ecological added value or one option benefiting biodiversity for 75% of projects costing > €150m.	2
	<b>Expand our core business to include ecological engineering</b>	- Starting in 2023, propose an ecological engineering alternative in 75% of projects costing > €150m. - Keep up our certifications. - Train employees in ecological engineering.	3
	<b>Improve water management</b>	- Starting in 2023, provide customised water treatment solutions (over and above those normally used) in 75% of projects costing > €150m.	1
	<b>Improve IAS management</b>	- Systematically enlist the services of an in-house expert (e.g. qualified environmental manager) or an approved service provider (ecologist, consultancy, etc.) to assist operational staff in dealing with IAS where they are found in significant quantities.	1
ALL	<b>Recover waste</b>	- Recover (repurpose, reuse, recycle) our waste by gradually increasing the recovery rate.	1
	<b>Keep improving our environmental procedures</b>	- In addition to standards and regulatory requirements, draw up operational documents to ensure that, by the end of 2025, all worksites have a warning plan and a specific procedure covering the following areas: control and discharge of site water, refuelling and servicing of machinery, and management of excavated material and IAS.	1
	<b>Provide biodiversity training</b>	- Identify and monitor a target percentage of environmental experts, works supervisors and works directors who are aware of the issues and have received training. - Run 10% of environmental emergency simulations on the subject of biodiversity.	4
	<b>Roll out new tools</b>	- Develop a biodiversity manual, Les Indispensables, and distribute it to all environmental managers. - Prepare fact sheets on specific topics and increase online views.	4
	<b>Raise awareness of biodiversity</b>	- Hold an annual biodiversity day and organise a clean-up day by the end of 2025.	4

\*

## Impact of activities on the five erosion factors

**4 OVEREXPLOITATION OF NATURAL RESOURCES**  
Consumption of water and minerals to produce our raw materials

**4 POLLUTION: WATER, SOIL, LIGHTING**  
Pollutants released in the production chain for steel, paint on site

**3 CHANGE IN USE OF LAND AND WATER BODIES**  
Destruction of natural habitats to produce raw materials

**1 DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**  
Infrequent earth movements

**5 CLIMATE CHANGE**  
Emissions during production and transportation of materials (steel fabrication)

## Eiffage Métal: impact of activities and actions taken

Eiffage Métal's Biodiversity Action Plan has been developed in response to pressure due to overexploitation of natural resources, pollution risks posed by the use of non eco-friendly products and pressures caused by changes in use of land associated with production facilities.

Construction works per se represent an extremely limited impact. Actions are therefore focused on reducing demand for new resources, replacing high-impact products with more eco-friendly alternatives, seeking to reduce the impact of our sites on natural habitats and creating protected areas for biodiversity.



At Eiffage Métal, we are aware of our major impacts and we are committed to promoting a circular economy and optimising material use with a view to reducing ore extraction. As part of our underlying campaign to protect local biodiversity, Eiffage Métal also undertakes to restrict land cover change in industrial areas.

**Jean-Baptiste Leglene**  
QPSE (Quality, Performance, Safety & Environment) Director, Eiffage Métal

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Reuse existing metal structures</b>	- Promote the circular economy and establish partnerships and production based on reusing metal structures.	1
	<b>Optimise industrial processes to reduce waste in metal cutting operations</b>	- Measure material waste rates and set targets to reduce wastage.	1
	<b>Optimise welding material</b>	- Measure material consumption surpluses to set targets to reduce wastage.	1
	<b>Replace high-impact products with more eco-friendly alternatives</b>	- Set targets (specific figures) to be achieved and use as many eco-friendly products as possible.	1
	<b>Improve awareness of biodiversity during works on our sites</b>	- Conduct environmental impact assessments for all internal projects involving land cover change and promote awareness among site managers.	1
	<b>Limit land cover change during works on our sites</b>	- Include alternatives requiring less land cover change in specifications and provide systems for water infiltration on sites as soon as possible.	1
	<b>Improve the environmental status of sites and facilities</b>	- Improve at least one area per major site and turn it into a protected area for biodiversity (or safe haven).	2





## Action plan

# Energy Systems Division

At Eiffage Énergie Systèmes, we design, build, operate and maintain systems and equipment in the electrical, industrial, climate and energy engineering sectors. We offer customised products and services for the industrial, infrastructure and network markets, local authorities and municipalities, and the services sector.



In terms of accepting environmental responsibility and standing out from our competitors, it is now essential that we understand the impact of our activities on the natural world at the earliest possible stage, putting forward innovative, eco-friendly solutions. This can only be achieved by upskilling across the board.

**Ludovic Duplan**  
Chief Executive Officer, Eiffage Énergie Systèmes

## Impact of activities & cross-functional actions taken

Six of all Eiffage Énergie Systèmes' activities have been identified as having a major impact on the natural environment: network operations, hydroelectric power, work involving rail infrastructure, photovoltaic power, data centres and public lighting.

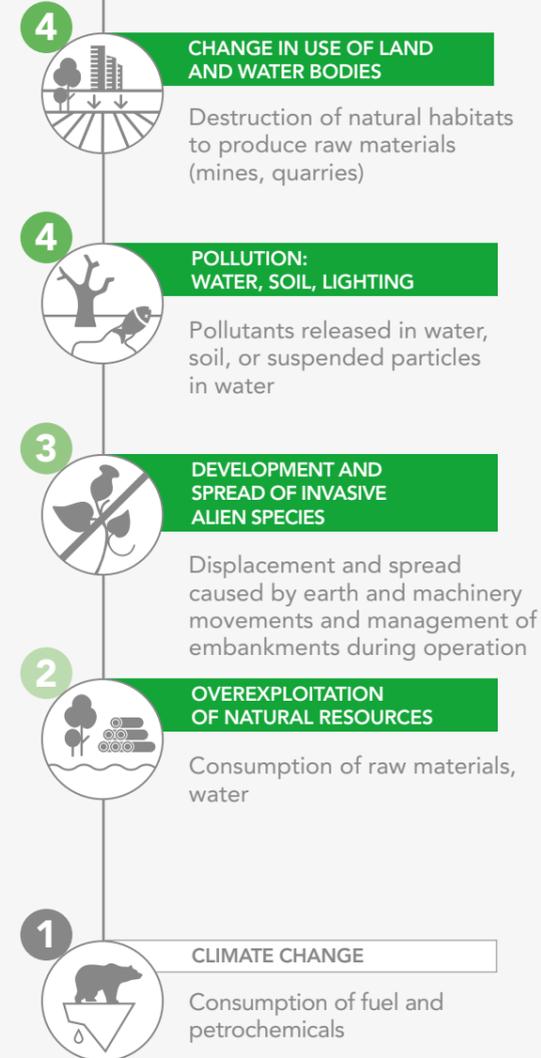
Eiffage Énergie Systèmes' biodiversity plan can be broken down into cross-functional actions

and specific actions relating to activities with a high environmental impact.

Cross-functional actions are particularly concerned with training and making sales staff, managers and customers aware of the issues; as well as managing invasive alien species.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
ALL	<b>Limit chemical pollution</b>	- Increase use of eco-friendly alternatives to consumables.	4
	<b>Reseed bare soil after earthworks</b>	- Create trial beds to reseed bare soil with seed mixes to encourage biodiversity and restrict the spread of invasive alien species.	2
	<b>Raise awareness among sales staff</b>	- Make all sales staff aware of environmental issues associated with the six activities identified as being high ecological impact areas.	4
	<b>Define environmental ambitions for data centres</b>	- Systematically define environmental ambitions, particularly with regard to biodiversity, for data centre contracts signed on a co-contracting basis.	4
	<b>Train managers</b>	- vide training for managers (agency directors, etc.) on environmental issues including biodiversity.	4

## Impact of activities on the five erosion factors



## Specific actions taken

### Hydroelectric power

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
4	<b>Rewilding embankments to add ecological value</b>	- When reinstating embankments, encourage landowners to consider rewilding in all projects where this is possible, working alongside Eiffage Concessions.	2
	<b>Encourage the return of biodiversity on project sites</b>	- Work with Eiffage Concessions to consider opportunities for restoring biodiversity on project sites. - Introduce one voluntary measure to promote aquatic biodiversity or, alternatively, one measure to encourage terrestrial biodiversity across all projects.	2
3	<b>Reduce the risk of water pollution</b>	- Use plant-based oils in all turbines across all new sites if this is compatible with how they operate and covered by warranties.	1
	<b>Recover and recycle plastic waste</b>	- Conduct at least one trial to recover, sort and recycle plastic waste carried by watercourses.	4
2	<b>Assess cleaning frequency</b>	- Work alongside customers to assess the benefits for river ecosystems of desilting more frequently.	4
	<b>Manage IAS risks during operation</b>	- Work alongside Eiffage Concessions on all new sites to provide operations managers with information on invasive alien species (IAS) that are most likely to be present and make all operating crews aware of the problem.	1



When drawing up the biodiversity action plan for Eiffage Énergie Systèmes, we realised that many of our staff already have high expectations in this area and are genuinely enthusiastic about meeting existing commitments.

**Igor Lage-Ryk**  
Quality & Environment Manager, Eiffage Énergie Systèmes

## Impact of activities on the five erosion factors

- 4** **DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**

Displacement and spread caused by earth and machinery movements
- 3** **CHANGE IN USE OF LAND AND WATER BODIES**

Destruction of natural habitats to produce raw materials (mines, quarries)
- 3** **OVEREXPLOITATION OF NATURAL RESOURCES**

Consumption of raw materials, water
- 2** **POLLUTION: WATER, SOIL, LIGHTING**

Pollutants released in water, soil
- 2** **CLIMATE CHANGE**

Fuel and energy consumption

## Rail transport infrastructure

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Add ecological value to our rail projects</b>	- Add ecological value for customers by submitting projects to the divisional risk committee and managing biodiversity impacts in the construction phase.	<b>2</b>



Brittany-Pays de la Loire high-speed rail line © Eiffage / Gaël Arnaud

## Impact of activities on the five erosion factors

- 5** **CHANGE IN USE OF LAND AND WATER BODIES**

Destruction of natural habitats to produce raw materials (mines, quarries)
- 4** **OVEREXPLOITATION OF NATURAL RESOURCES**

Consumption of raw materials (mines) and water
- 3** **DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**

Displacement and spread caused by earth and machinery movements
- 2** **POLLUTION: WATER, SOIL, LIGHTING**

Pollutants released in water and soil to manufacture panels. Production of electrical and electronic equipment waste
- 2** **CLIMATE CHANGE**

Energy consumption to manufacture and transport panels, fuel consumption

## Photovoltaic power

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Reduce ecological impact and provide ecological added value</b>	- Offer customers ecological added value for 50% of projects submitted to the divisional risk committee and monitor biodiversity risks in the construction phase.	<b>2</b>



Photovoltaic power plant © Eiffage / SO Dupont Renoux

### Impact of activities on the five erosion factors

- 5** **POLLUTION: WATER, SOIL, LIGHTING**  
 Pollutants released in water, soil, production of electrical and electronic equipment waste. Light pollution from lighting.
- 4** **OVEREXPLOITATION OF NATURAL RESOURCES**  
 Consumption of raw materials (mines) and water
- 2** **CHANGE IN USE OF LAND AND WATER BODIES**  
 Destruction of natural habitats to produce raw materials (mines, quarries)
- 2** **DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**  
 Displacement and spread caused by earth and machinery movements
- 4** **CLIMATE CHANGE**  
 Energy consumption to manufacture and transport posts, fuel consumption and GHG emissions from machinery, energy consumption for lighting

### Public lighting

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Set up dark corridors</b>	- Carry out a dark corridor survey and put forward solutions to restrict light pollution in an ambitious percentage of energy performance contracts - exact figure to be defined by the end of 2023.	<b>1</b>
	<b>Focus on biodiversity in environmental assessments</b>	- Carry out an environmental risk assessment for at least one project each year and for each regional office involved in public lighting activities.	<b>1</b>
<b>ALL</b>	<b>Raise customer awareness of biodiversity</b>	- Make all our customers aware of biodiversity issues associated with public lighting when responding to calls to tender.	<b>4</b>



Public lighting in the La Joliette district in Marseille © Eiffage / Hervé Fabre

### Impact of activities on the five erosion factors

- 5** **OVEREXPLOITATION OF NATURAL RESOURCES**  
 Consumption of raw materials (mines) and water
- 4** **CHANGE IN USE OF LAND AND WATER BODIES**  
 Destruction of natural habitats to produce raw materials (mines, quarries)
- 4** **POLLUTION: WATER, SOIL, LIGHTING**  
 Pollutants released in water, soil, dust emissions
- 2** **DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**  
 Displacement and spread caused by earth and machinery movements
- 5** **CLIMATE CHANGE**  
 Fuel consumption, GHG emissions from machinery

### Networks

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Focus on biodiversity in environmental assessments</b>	- Carry out an environmental risk assessment for at least one project each year and for each regional office involved in network activities.	<b>1</b>



Broadband rollout, Cantal © Eiffage / Pierre Soissons

Action plan

# Concessions Division

The Concessions Division consists of Eiffage Concessions, a key player in the partnership and concessions market in France and globally, as well as French motorway concessions such as APRR, AREA, Alienor, ALIAE, etc. As the project owner in these business areas, Eiffage has greater leeway to reduce the impact on the natural environment by taking action both at an early stage and during operation.

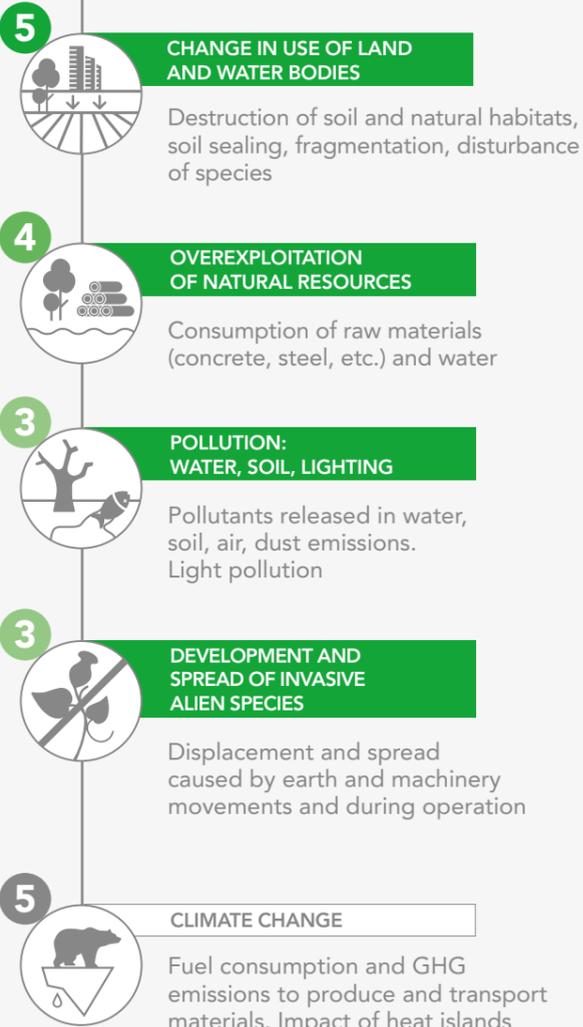
The teams who are responsible for concessions use the combined expertise within the Eiffage Group to put a complete package to their partners: from financing the project through design and construction, right up to repairs, upkeep and maintenance. They may also assume responsibility for the operations side under certain circumstances.

## Eiffage Concessions

Eiffage Concessions' biodiversity action plan backs up the environmental requirements already enshrined in individual projects and takes the company's role as project owner to an even higher level in respect of change management.

With a total of 68 actions, this detailed action plan seeks to address the specific issues associated with the various types of concessions: the aim is to ensure that temporary construction rights-of-way have zero impact on sensitive habitats in the case of motorway concessions, limit the noise impact on aquatic mammals in the case of harbour concessions, introduce voluntary measures to promote biodiversity in the case of photovoltaic projects covering more than 10 ha, etc.

### Impact of activities on the five erosion factors



The projects covered by Eiffage Concessions are unique on two fronts. On the one hand, they tend to be long-term, with contracts extending over several decades. Then again, their very size and the fact that they are commissioned by public authorities also means they tend to be landmark projects.

This is a double-edged sword which further increases potential impacts on the environment and biodiversity. It also has a knock-on effect on the number of actions we need to take to protect against such impacts. As a long-term stakeholder, it is our responsibility to make sure that social and environmental issues are at the heart of all our undertakings and to set an example for others to follow.

**Cécile Cambier**  
Concessions Director

## Cross-functional actions taken

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
ALL	Improve impact awareness	- Draw up an inventory of environmental impact types (impact on natural, agricultural or forestry habitats, wetlands, etc.) for all concessions projects by the end of 2025.	4
	Make the most of in-house knowledge	- Set up a cross-functional working group to research alternatives to phytosanitary products or for managing IAS.	4
	Training on environmental issues	- Provide environmental and mitigation hierarchy training for all project sponsors.	4

## Specific actions taken

### Buildings

Building concessions involve not only refurbishing or building public facilities from scratch, but also operating such structures, and may entail a considerable degree of land cover change.

ALL	Improve understanding of the ecological status of sites and mitigation hierarchy approach	- In new projects where impact assessments are not required, routinely carry out a rapid assessment as soon as the call to tender phase is launched. - Use an ecological consultancy to prevent/reduce the impact on the natural environment in the design and construction phases and be prepared to justify this aspect to design committees.	1
	Restrict land cover change	- In new projects, calculate the overall land cover change and BAF; this is the responsibility of the Concessions project manager. - Assess projects to restrict land cover change from the design phase onwards.	2
	Provide landscaping with the emphasis on environmental benefits	- In new projects, provide landscaping with the emphasis on environmental benefits. Landscapers should work alongside ecologists throughout.	2
ALL	Ensure that buildings can be reused rather than demolished or rebuilt	- During initial commercial negotiations for new projects, ask the public entity to examine the potential for a change in use and development of the building, including extensions (statutory requirement under the French Climate and Resilience Act).	1
	Promote reuse and recycling of waste	- In new projects, ask the customer to carry out a PEMW survey for all projects covering an area of more than 1,000 m <sup>2</sup> , assess the conclusions of the PEMW survey and define recycling requirements for site waste.	1
	Reduce pressure on drinking water resources and impacts on the water cycle	- In new projects, request a specific analysis with a view to reducing pressure on drinking water resources and impacts on the water cycle (groundwater recharge).	1
ALL	Reduce light pollution	- Limit light pollution in new projects according to use.	1
	Make bioclimatic design a key element of architectural projects	- In all projects, consider incorporating cool islands and bioclimatic design for submission to the block plan approval committee.	2
	Incorporate sustainable development in the decision-making process	- Include environmental requirements in risk committees, kick-off meetings and design committees.	4
ALL	Raise awareness among project teams	- Arrange a meeting to make the project team aware of environmental issues on site for all projects.	4

### Impact of activities on the five erosion factors

- 2** OVEREXPLOITATION OF NATURAL RESOURCES  
Water consumption for upkeep and repairs, and by users
- 1** POLLUTION: WATER, SOIL, LIGHTING  
Light pollution, production of waste by users
- 0,5** CHANGE IN USE OF LAND AND WATER BODIES  
Disturbance of species when managing green spaces
- 0,5** DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES  
Development in managed green spaces
- 2** CLIMATE CHANGE  
Fuel consumption for maintenance, refrigerant leaks, energy consumption by users

### Eiffage Services

Eiffage Services is responsible for operating and maintaining buildings in concessions (educational establishments, swimming pools, prisons, police stations, etc.). Limited pressures are associated with these activities.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Reduce light pollution</b>	- When refurbishing car park lighting installations, always consider putting forward lighting solutions that have less impact on local fauna.	<b>1</b>
	<b>Improve the procurement process in matters relating to protecting biodiversity</b>	- For all new projects, ensure that environmental requirements are transferred from the construction phase to the operating phase. - Check that requirements are implemented correctly on sites that are already in operation.	<b>1</b>
ALL	<b>Make operating teams aware of biodiversity issues when managing green spaces</b>	- Raise awareness of environmental issues among all operating teams responsible for managing green spaces as part of their contractual scope.	<b>4</b> *



Eurasport, Lille © Eiffage / Adrien Daste

### Impact of activities on the five erosion factors

- 5** CHANGE IN USE OF LAND AND WATER BODIES  
Destruction of soil and natural habitats, soil sealing, fragmentation, disturbance of species
- 4** OVEREXPLOITATION OF NATURAL RESOURCES  
Consumption of raw materials (soil, aggregates, etc.) and water
- 3** DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES  
Displacement and spread caused by earth and machinery movements and vehicular traffic
- 3** POLLUTION: WATER, SOIL, LIGHTING  
Pollutants released in water, soil, air, dust emission Noise and light pollution and waste production
- 3** CLIMATE CHANGE  
Fuel consumption and GHG emissions to produce and transport materials. Customer vehicle emissions

### Motorways

Motorway contracts cover the construction or refurbishment of motorways and as such have a significant footprint, using correspondingly large quantities of materials. By being involved at the start of such projects, we can drive the crucial need for environmental protection and ensure this remains in place until the operating phase.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Include 'Sensitive biodiversity habitat' as a selection criterion for construction site rights-of-way</b>	- The aim is to ensure that temporary construction site rights-of-way have zero impact on sensitive habitats from a biodiversity viewpoint (habitats with high to very high risks). 5% of rights-of-way may be permitted in sensitive habitats per project, but this will need to be justified accordingly.	<b>1</b>
	<b>Reduce overall land cover change</b>	- Minimise land cover change across all projects by putting forward solutions to reduce the need for such changes (designer/builder to submit suggestions to the project owner).	<b>1</b>
	<b>Expand our core business to include ecological engineering</b>	- From the design phase onwards, consider what will happen to construction site rights-of-way once works are completed to avoid establishing new sensitive species.	<b>1</b>
	<b>Turn biodiversity corridors or reservoirs into safe havens</b>	- Suggest voluntary measures to turn biodiversity corridors or reservoirs into safe havens above and beyond the land set aside for compensatory mitigation and the state-approved area.	<b>2</b>
	<b>Ecological management of motorway service areas</b>	- Provide landscaping with the emphasis on ecological benefits and investigate the provision of cool islands on all service and rest areas along with any buildings required to operate the motorway.	<b>2</b>
	<b>Monitor biodiversity of green areas and adapt management practices</b>	- Monitor development of biodiversity on green areas and adapt management practices in all new projects accordingly.	<b>4</b>
	<b>Waste recycling during the operating phase</b>	- Increase the amount of operating waste recycled in new projects.	<b>1</b>
	<b>Develop a tool to increase the value of structures forming part of the Eiffage Concessions portfolio</b>	- Develop a tool incorporating ecological criteria (to protect or restore the natural world) when selecting major upkeep and repair works to be carried out in connection with concessions.	<b>4</b>
	<b>Encourage partnerships with local ecological restoration projects</b>	- Use local ecological restoration partnerships. - Draw up a list of local partnerships involved in the various projects.	<b>3</b>

## Impact of activities on the five erosion factors

### 4 CHANGE IN USE OF LAND AND WATER BODIES

Destruction of habitats in wasteland and woodland, disturbance of species, soil sealing, fragmentation

### 4 POLLUTION: WATER, SOIL, LIGHTING

Pollutants released in water, soil (risk associated with pollution due to ballast and sleepers), noise pollution

### 3 OVEREXPLOITATION OF NATURAL RESOURCES

Consumption of raw materials (ballast, steel) and water

### 2 DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES

Displacement and spread caused by earth and machinery movements in wasteland areas during works and maintenance phases

### 2 CLIMATE CHANGE

Fuel consumption and GHG emissions to produce and transport materials (steel)

## Rail sector

Rail contracts are concerned with refurbishing, recommissioning and operating railway lines. These activities may impact wasteland offering a wealth of biodiversity and pose a high pollution risk due to the products used to treat the wooden sleepers.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Greater understanding of the environmental status of sites</b>	- Carry out an environmental assessment (rapid or more extensive depending on the issues in question) for all projects where the customer has not carried out their own investigations.	1
	<b>Restrict the impact of construction site rights-of-way on sensitive ecological habitats</b>	- The aim is for temporary construction site rights-of-way to have zero impact on sensitive habitats with high to very high biodiversity risks. 5% of rights-of-way may be permitted in sensitive habitats per project, but this needs to be justified accordingly.	1
	<b>Reduce the overall land cover change associated with projects</b>	- Calculate land cover change, optimise the overall balance and provide at least one solution to restrict land cover change on all projects and construction sites.	1
	<b>Make use of ecological engineering in sensitive areas</b>	- In projects in sensitive areas or in the vicinity of watercourses, introduce rewilding using plants. - Make the most of the ecological engineering solutions used.	2
	<b>Improve ecological transparency of infrastructure undergoing refurbishment</b>	- Improve the ecological transparency of at least one existing hydraulic structure per refurbishment project.	3
	<b>Limit pollution caused by maintenance vehicles</b>	- Train staff how to limit pollution due to oil from maintenance vehicle hoses and how to use anti-pollution kits.	1
	<b>Experiment with alternative solutions to phytosanitary products</b>	- Experiment with at least one alternative to phytosanitary products or for managing IAS on all projects.	4
	<b>Encourage material reuse during construction and operation</b>	- Set up at least five partnerships specialising in reusing materials and investigate potential treatments for ballast and sleepers.	1
	<b>Monitor environmental measures and IAS</b>	- In new projects, ensure that a qualified individual carries out annual checks on the effectiveness of the environmental measures taken, monitoring the potential development of any IAS and species that might cause damage.	1



By talking to site operations managers, we have gained a better understanding of the most significant impacts on site, allowing us to set targeted and pragmatic objectives for each type of structure used in our concessions. This will enable us to monitor our actions and measure them over time. This pragmatic, cross-functional and voluntary approach provides an opportunity to define a quality standard unique to Eiffage Concessions, which goes beyond the regulatory requirements and demonstrates that we have deliberately chosen to play a proactive part in the ecological transition.

**Calypso Leroy**

Technical Department, Eiffage Concessions



Brittany-Pays de la Loire high-speed rail line © Eiffage / Gaël Arnaud



Marina Baie des Anges, Villeneuve Loubet © Eiffage / Inui

### Impact of activities on the five erosion factors

- 5** **POLLUTION: WATER, SOIL, LIGHTING**  
 Release of chemical pollutants (careening, unloading, fuel), noise pollution, waste production, discharge of urban wastewater
- 4** **CHANGE IN USE OF LAND AND WATER BODIES**  
 Destruction of soil and natural habitats, soil sealing, disturbance of land and marine species
- 3** **DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**  
 Displacement and spread caused by earth and machinery movements
- 2** **OVEREXPLOITATION OF NATURAL RESOURCES**  
 Consumption of raw materials (concrete, steel, etc.), water and food in the catering sector
- 1** **CLIMATE CHANGE**  
 Fuel consumption and GHG emissions to produce and transport materials. Emissions from customers' boats

### Harbours

Harbour activities cover new builds or refurbishment and operation of marinas, all of which place considerable pressure on the interface between terrestrial and aquatic habitats due to destruction of these habitats, the resulting pollution and an increased risk of the spread of invasive alien species.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Limit the noise impact on aquatic mammals</b>	- In new projects in the marine environment, consult experts to assess the risk of noise pollution for aquatic mammals. - If there is found to be a risk, apply preventive measures above and beyond the regulatory requirements.	<b>1</b>
	<b>Introduce systems for ecological certification</b>	- Certify all new harbours in concessions as 'Clean harbours/active biodiversity harbours'.	<b>1</b>
	<b>Limit pollution risks associated with shipwrecked vessels</b>	- In all our harbours, initiate discussions with harbour authorities to speed up the removal of shipwrecked vessels.	<b>1</b>
	<b>Collect waste from urban sewage outlets</b>	- In all new harbours in concessions, suggest that major sewage outlets should be equipped with drainage nets to reduce waste washed out to sea.	<b>3</b>
	<b>Make sure that the necessary skills are on hand when working in sensitive habitats</b>	- When calling for bids for new projects in sensitive habitats, insist on ecological engineering qualifications from the FNTP (National Federation of Public Works) or the Kalisterre certification issued by the Public Works Agency in France.	<b>4</b>
	<b>Improve how operating waste is managed and sorted</b>	- Reduce the annual volume of operating waste dumped in waste skips and set up partnerships with a number of eco-companies.	<b>4</b>
	<b>Raise awareness among staff and harbour users of the need to protect the marine ecosystem</b>	- In all operating harbours, provide environmental training for all permanent staff, all seasonal staff and all new marina users. - Run open days to raise awareness. - Provide a free test kit containing eco-friendly products to those signing up for a place.	<b>4</b>
	<b>Restrict land cover changes in harbours</b>	- Calculate the overall land cover change and BAF for all projects. - Assess projects to restrict land cover change from the design phase onwards.	<b>1</b>
	<b>Encourage the development of aquatic biodiversity in harbours</b>	- Introduce voluntary measures to promote biodiversity across all our harbours.	<b>2</b>
	<b>Set up a collaborative programme covering marine species</b>	- Work alongside local schools or research institutes with a view to drawing up a participatory science programme to improve understanding of local marine species.	<b>4</b> *
	<b>Include ecological quality requirements in our catering contracts</b>	- In our new contracts with catering services, draw up a specification covering sustainable food (including vegetarian options, organic and local products, etc.) and waste management.	<b>4</b>
	<b>Raise awareness among project teams</b>	- Set up an awareness meeting for the project team covering all projects in the development phase and currently being launched.	<b>4</b>
<b>ALL</b>			

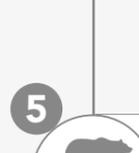
### Impact of activities on the five erosion factors

- 

**4 POLLUTION: WATER, SOIL, LIGHTING**  
Pollutants released in water, soil, air. Noise and light pollution, waste production
- 

**4 CHANGE IN USE OF LAND AND WATER BODIES**  
Soil sealing, restricted habitat diversity, species sampling for security
- 

**2 OVEREXPLOITATION OF NATURAL RESOURCES**  
Consumption of raw materials (concrete, steel, etc.), water and food in the catering sector
- 

**1 DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**  
Displacement and spread caused by earth and machinery movements
- 

**5 CLIMATE CHANGE**  
Fuel consumption and GHG emissions to produce and transport materials. Consumption by the airport terminal and aircraft

### Airport structures

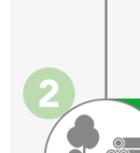
Eiffage's airport activities involve refurbishment, bringing infrastructure up to the latest standards and operating facilities, often linked to an increase in traffic levels, resulting in greater pressure on climate change and pollution.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Reduce light pollution</b>	- In new projects, incorporate light zoning in the design phase to make it easier to switch lights off.	<b>1</b>
	<b>Green spaces with high ecological value</b>	- In new projects, introduce a differentiated management approach to promote biodiversity, particularly pollinating insects, on at least 75% of green spaces and provide eco-friendly landscaping adjacent to towns.	<b>2</b>
	<b>Reverse land take</b>	- In new projects, assess the potential for reversing land take and set ambitious objectives for using more permeable surfaces or reversing land take as part of a viable, balanced economic approach with the emphasis on biodiversity. Any gap between the stated objective and what is possible must be justified.	<b>3</b>
	<b>Improve understanding of ecological issues and raise awareness</b>	- In new projects, carry out a 'Participatory ecological inventory' exercise with volunteer airport staff and set up a biodiversity education campaign aimed at users or the general public.	<b>4</b> *
	<b>Encourage water infiltration</b>	- In new projects, systematically study and set up a system for managing rainwater and greywater on site as soon as this is appropriate and technically feasible.	<b>1</b>
	<b>Save drinking water resources</b>	- In new projects, investigate and set up systems for reusing rainwater or greywater on site.	<b>1</b>
	<b>Increase plastic recycling</b>	- In new projects, make sorting waste easier from the design phase onwards by providing liquid bins before security checks. - Carry out feasibility studies for existing operational airports.	<b>1</b>
	<b>Reduce consumption of plastic bottles</b>	- In new projects, provide visible water fountains in accessible locations and study the feasibility of providing reusable cups as part of a deposit return scheme. - Study the feasibility of providing reusable cups for existing operational airports.	<b>1</b>
	<b>Help commercial outlets to change the way they operate</b>	- In new projects, raise awareness among 20% of operators and temporary occupancy permit holders in the public domain at least once a year. - Include ambitious environmental requirements in all new contracts for shops and restaurants.	<b>4</b>
<b>ALL</b>			<b>4</b>

### Impact of activities on the five erosion factors

- 

**4 CHANGE IN USE OF LAND AND WATER BODIES**  
Clearing, disturbance to species in buildings, changes to the aquatic ecosystem in the dam area
- 

**3 DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**  
Displacement and spread caused by earth and machinery movements and management of embankments during operation
- 

**2 OVEREXPLOITATION OF NATURAL RESOURCES**  
Consumption of raw materials (concrete, steel, etc.) and water
- 

**1 POLLUTION: WATER, SOIL, LIGHTING**  
Pollutants released in water, discharge of suspended particles (during works and cleaning)
- 

**1 CLIMATE CHANGE**  
Fuel consumption

### Hydroelectric power

Hydroelectric contracts cover the refurbishment, restoration and operation of power plants. During the relevant works, the surrounding areas and embankments may need to be cleared and equipment buildings refurbished, which may have an impact on species.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Greater understanding of initial ecological status</b>	- Carry out environmental assessments before starting work on new projects that do not require environmental authorisation.	<b>1</b>
	<b>Limit the ecological impact of the construction phase</b>	- In new projects, set objectives to limit the land cover change area and the impact of construction site plans under the design-build contract.	<b>1</b>
	<b>Rewilding of embankments adjacent to the project</b>	- When restoring embankments, discuss the prospect of rewilding with the owner.	<b>2</b>
	<b>Restore biodiversity on rights-of-way</b>	- In new projects, consider opportunities for restoring biodiversity on rights-of-way and take at least one voluntary measure to promote aquatic or at least terrestrial biodiversity.	<b>2</b>
	<b>Introduce ecological surveys for structures to demonstrate transparency</b>	- Conduct ecological assessments on all new sites > 1 MW and initiate an ecological monitoring survey if high risks are identified in order to check the functionality of the structures.	<b>2</b>
	<b>Stipulate specific skills when working in aquatic environments</b>	- For all new calls to tender launched, insist on ecological engineering qualifications from the FNTF (National Federation of Public Works) or the Kalisterre certification issued by the Public Works Agency when restoring embankments.	<b>4</b>
	<b>Accelerate action if invasive alien species are found to be present</b>	- On all new sites, raise awareness among operations managers by providing details of the IAS that are most likely to be found on site.	<b>1</b>

## Impact of activities on the five erosion factors

- 4** **CHANGE IN USE OF LAND AND WATER BODIES**  
 Destruction of natural or forest habitats to produce raw materials and construct the power plant
- 4** **OVEREXPLOITATION OF NATURAL RESOURCES**  
 Consumption of raw materials (rare earth elements, copper, concrete, steel, etc.)
- 2** **POLLUTION: WATER, SOIL, LIGHTING**  
 Pollutants released in water, soil to produce the panels. Glare from solar panels can impact birds
- 2** **DEVELOPMENT AND SPREAD OF INVASIVE ALIEN SPECIES**  
 Displacement and spread caused by earth and machinery movements and during operation
- 1** **CLIMATE CHANGE**  
 Fuel consumption and GHG emissions to produce and transport panels

## Photovoltaic power

Ground-mounted photovoltaic parks take up a lot of space in natural, agricultural and forestry areas. However, it is still possible to ensure that these structures encourage local biodiversity.

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Greater understanding of initial environmental status</b>	- Carry out a preliminary survey of environmental issues for all projects in natural habitats where impact assessments are not required (< 1 MW). - Provide support during the development phase to apply the mitigation hierarchy approach in all projects where the preliminary survey has identified issues.	<b>1</b>
	<b>Introduce voluntary biodiversity measures</b>	- Introduce at least one voluntary measure to promote biodiversity above and beyond regulatory requirements for all projects covering more than 10 ha.	<b>2</b>
	<b>Combat vegetation loss in agricultural environments</b>	- Consider planting mixed hedges and shrubs with a view to ensuring biodiversity on all projects covering more than 10 ha in agricultural environments in keeping with site requirements.	<b>2</b>
	<b>Promote landscape resilience</b>	- Design agrivoltaic projects as tools to adapt crops to climate change and monitor the number of hectares involved.	<b>3</b>
	<b>Ensure continuity of environmental actions over time</b>	- Include a specific section describing environmental issues and actions in contractual documents and meetings, from the design phase through construction and ultimately to operation, for all projects requiring impact assessments or where ecological consultancy firms are involved.	<b>4</b>
<b>ALL</b>	<b>Encourage Volterres green electricity producers/suppliers to complete an environmental quality assessment checklist for projects</b>	- Include environmental criteria in the customer web platform to select the most eco-friendly suppliers.	<b>4</b>



Agrivoltaicse © Sun'R

## Motorway concessions in France

An ambitious action plan has been drawn up for activities associated with motorway concessions in France to address the major issues surrounding biodiversity and the ecological transition in four key areas: new developments, upkeep and repair work, maintenance of standard sections of motorway and maintenance of service areas.

Reducing pressure on water resources in service areas or managing the spread of invasive species are major issues for the areas through which our motorways run.

Whether we are developing new projects or maintaining existing roads, the challenges we face include making surfaces more permeable, rewilding degraded habitats and protecting species in the vicinity of or on these engineering structures.

Last but not least, the biodiversity action plan contains actions based on our acquired knowledge of the interactions between motorway habitats and animal and plant species.



Eiffage's motorway concessions in France have been committed to protecting biodiversity for some years now. This new action plan forms part of our corporate strategy and will enable us to strengthen our commitments in terms of environmental assessments and turning natural spaces into safe havens.

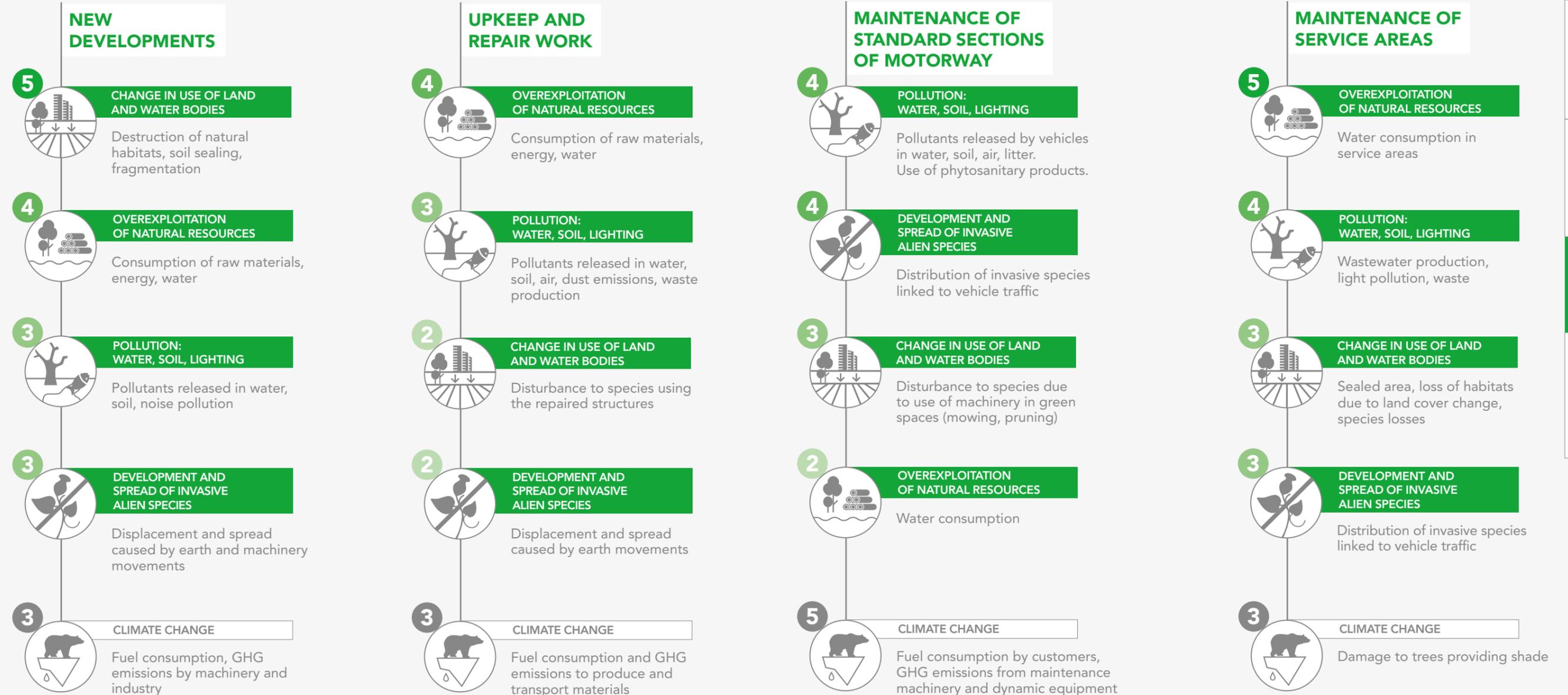
**Philippe Nourry**  
Chairman, Motorway Concessions in France



A79 motorway © Eiffage

## Impact of activities on the five erosion factors

Impact assessments were carried out for the four key areas covered by motorway concessions in France. However, the actions are grouped together in a single action plan.



# Actions taken

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Turn biodiversity corridors or reservoirs into safe havens</b>	- In 70% of new developments, turn biodiversity corridors or protected areas into safe havens above and beyond regulatory requirements.	1
	<b>Seek to reduce land cover change</b>	- Set a target for reversing land take and assess the total surface area involved for 60% of repair and upkeep work by 2025.	1
	<b>In projects on our sites, emphasise 'sensitive biodiversity habitats' as a criterion</b>	- When developing man-made installations (especially photovoltaic plants and charging facilities for electric vehicles) on our sites, routinely carry out a rapid biodiversity assessment and incorporate its recommendations.	1
	<b>Avoid and reduce the impact of construction work on wildlife living, nesting or reproducing on structures</b>	- When work is to be carried out on structures covered by investment plans extending over many years which may pose ecological risks, carry out a preliminary ecological assessment.	1
	<b>Use ecological engineering and landscaping to make sustainable biodiversity the rule</b>	- Include a programme for maintaining and monitoring plants on projects over and above the three contracted years. - Use the 'Végétal local' (locally grown) label in 30% of maintenance operations. - Plant 20 ha of tree species that are adapted to the soil and climate conditions by 2024 and assess the services provided.	2
	<b>Maintain botanical inventories and adapt management practices accordingly</b>	- Maintain botanical inventories for standard sections of motorway and define changes in management practice to improve how ecosystems function.	2
	<b>Maintain green spaces on service areas using differentiated management plans to cover customer requirements and operational needs and protect habitats</b>	- Introduce differentiated management plans for green spaces across all service areas by 2024.	3
	<b>Increase awareness of and improve the biodiversity potential of operating sites</b>	- Survey sealed and unsealed land on operating sites. - Provide added biodiversity value on 10% of sites.	4
	<b>Provide biodiversity, water and educational value on 'model service areas'</b>	- Roll out a development and educational programme across 15% of service areas and communicate our aims to employees and customers.	4



APRR motorway network © Eiffage

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY	
	<b>Reduce drinking water consumption</b>	- Roll out a drinking water policy for operation/maintenance work along with the smart meter programme and target sites where reducing water consumption is a priority.	1	
	<b>Emphasise the environmental performance aspect of construction works</b>	- Projects include ambitious environmental requirements in companies' tender documents.	4	
	<b>Find a better way of recycling customer waste on service areas</b>	- Increase the material recycling rate for customer waste on service areas to 55%.	1	
		<b>Reduce the impact of night lighting on the lifecycle of animal species that are sensitive to day/night changes</b>	- Reduce lighting on all sensitive sites by 2025. - Impose an ecological transition specification for lighting when renewing subconcessions.	1
		<b>Prevent pollution in vulnerable habitats over and above the regulatory requirements</b>	- Draw up a minimum programme for analysing water discharges in water bodies that are not covered by water laws and apply this to 50% of vulnerable areas in 2024 and 100% in 2025.	3
	<b>Play an active part in local restoration projects</b>	- Develop 20 partnerships and regional synergies and identify work and development opportunities.	3	
		<b>Combat the spread of invasive plant species (or IAS)</b>	- Experiment with two new solutions to combat IAS.	4



Different mowing routines on green spaces and monitoring the condition of woodland areas have an important part to play in protecting biodiversity in the face of climate change.

**Karine Tournet**

Head of Biodiversity, Natural and Man-made Environments for Motorway Network Concessions

Action plan

# Holding company

The Eiffage holding company covers a number of cross-functional departments within the Group. These support functions serve the divisions.

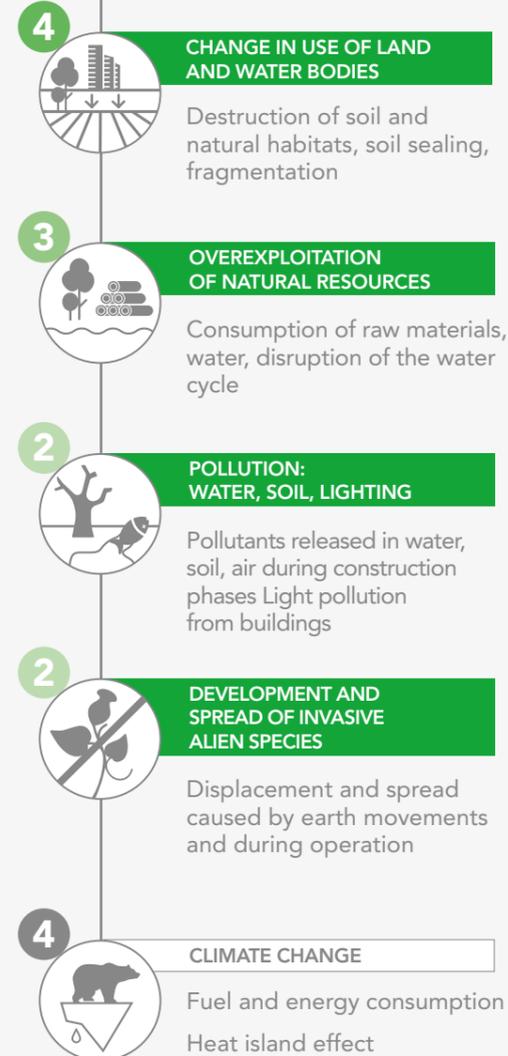
The Real Estate Department is responsible for developing and managing the Group's property assets.

The Sustainable Development and Transversal Innovation Department is responsible for managing the Group's environmental strategies and supports the divisions when working on projects that pose major ecological challenges.



Pierre Berger Campus, Vélizy-Villacoublay © Eiffage

## Impact of activities on the five erosion factors



## Real Estate Department: impact of activities and actions taken

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Manage ecological risks and pursue the Avoid/Reduce approach</b>	- In the case of projects financed by the holding company, ask an ecologist to draw up a risk report and provide support to avoid/reduce impacts if any issues are identified.	1
	<b>Promote ecological transparency on our sites</b>	- Put wildlife-friendly fencing around all new projects and when carrying out refurbishment work on existing sites.	1
	<b>Provide ecological landscaping to promote well-being</b>	- Provide ecological landscaping for green spaces to promote the well-being of employees on all new projects and existing site refurbishments and on at least one existing site per region.	2
	<b>Make sure projects are acceptable from an environmental viewpoint</b>	- Justify the effort spent avoiding and reducing project impacts to the investment committee for all projects financed by the holding company that have a significant residual impact on protected species or wetlands. The committee will decide whether or not the project should go ahead.	1
	<b>Roofs to combine biodiversity and photovoltaic power</b>	- Install a demonstration biosolar roof and carry out feasibility studies for rolling these out to as many sites as possible.	4
	<b>Restrict land cover change</b>	- Measure land cover change and BAF for all new projects and reduce the impact on existing open land in the design phase.	4
	<b>Limit the impact on the natural water cycle</b>	- Maximise rainwater infiltration on site for new and refurbishment projects wherever possible.	1
	<b>Reduce water consumption</b>	- Implement ambitious solutions for reducing drinking water consumption on new sites and those undergoing refurbishment.	1
	<b>Limit consumption of new materials</b>	- Study the circular economy potential for all new projects and recycle materials from demolition work.	4
	<b>Reduce light pollution</b>	- Switch off lights and illuminated signs after 8pm on all sites run by the Group Property Management Department.	1
ALL	<b>Provide training for the Real Estate Department</b>	- Provide biodiversity training for all employees of the General Resources Department.	4
	<b>Monitor the environmental quality of projects in the investment committee</b>	- Put the environment on the agenda of the Group's property investment committee.	4
	<b>Put in place an ambitious environmental policy</b>	- Draw up an 'Eiffage property development' policy to set out the environmental objectives and ambitions for projects funded by the holding company.	4



Eiffage's property assets showcase the Group's achievements to our employees, customers and partners.

All the more reason to set high standards in reducing pressure on the natural world, in both new and existing projects, by reducing our impact on species, soil and the water cycle and by taking actions to promote biodiversity.

**Fabien Avon**

General Resources Director, Eiffage Group

## Sustainable Development and Transversal Innovation Department (SDTID): actions taken

This department manages the Group's environmental strategies, particularly the biodiversity strategy. As such, it has drawn up and coordinated this action plan, based on ground rules set out in advance.



L'appel du macareux (Cry of the puffin) © Pierre Bureau

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
	<b>Carbon offsetting to promote biodiversity</b>	- Forest offsets: all projects where SDTID is the client must lead to supplementary benefits to protect biodiversity; three-quarters of other projects must follow suit. - Pre-select four suitable service providers.	2
	<b>Consolidate operating partnerships to promote biodiversity and the natural world</b>	- Construct protected areas for biodiversity on eight sites and monitor how many of these are supported by our partners during operation.	4 *
	<b>Make the most of in-house knowledge</b>	- Set up an internal working group with project owners "upkeep, maintenance and operation" with the aim of providing feedback on specific topics.	4
	<b>Contribute to research and experiments to reduce impacts on ecosystems</b>	- Make a financial or technical contribution to at least four experimental projects a year. - Monitor the number of experiments on Eiffage sites.	4 *
	<b>Reduce the biodiversity impact of our procurement activities (grey biodiversity)</b>	- Work alongside the Purchasing Department to establish priority materials where grey biodiversity is an issue and challenge one or more suppliers. - Support research into certification for wood and ecosystem services for Eiffage Construction. - Set up a system for ensuring comprehensive traceability labelling for biosourced materials used in construction.	4
	<b>Biodiversity training</b>	- By the end of 2023, work with all divisions to design environmental training courses and information feedback systems to monitor trained employees (Eiffage University, Eiffage Climate School, external training organisations, Bioterre). - Monitor how much new environmental content is produced.	4
	<b>Reduce pressure on water resources</b>	- Set up a digital tool to manage measures to save mains water resources. - Define targets for reducing consumption for each business line. - Investigate the pressure on water resources (mains water, pumping, discharges) associated with each business line.	1

EROSION FACTOR	OBJECTIVE	ACTION	STRATEGY
ALL	<b>Environmental monitoring assistance</b>	- Develop a geographical information system to assist with environmental monitoring (network of Group environmentalists, consultancies working under framework contracts, etc.). - Set up at least one framework contract per region with an environmental consultancy. - Make better use of water and biodiversity indicators in environmental management.	1
	<b>Improve project support</b>	- Increase the support provided to projects in the divisions to incorporate biodiversity. - To reduce pressure on soil, issue an internal guide to combating land cover change and create a soil awareness charter or poster.	2
	<b>Promote expansion of the Group's ecological engineering activities</b>	- Have two market-segment committee meetings and two technical committee meetings in-house every year. - Monitor the number of trained employees. - Provide external reports on four ecological engineering projects every year.	2
	<b>Involve operational staff in Europe and the rest of the world</b>	- Define biodiversity commitments for all European entities and some worldwide entities.	4
	<b>Help ensure that projects are compliant with the European Taxonomy</b>	- Include criteria that might potentially block the rollout of projects relating to the aquatic environments and biodiversity criteria (criteria 3 & 6) of the European Taxonomy in the risk checklist maintained by the Group and divisional risk committees. - Make existing indicators more reliable.	4 *
	<b>Improve the resilience of Eiffage sites to climate change</b>	- Draw up a strategy to make the Group's property and operating sites more resilient. - By the end of 2025, produce a resilience plan for all sites identified as being at risk.	4



As well as coordinating the Group's actions to promote biodiversity, we also take steps to support individual business lines. We assist with complex projects where sensitive environmental issues are at stake and promote the expansion of ecological engineering activities, but we are also keen to investigate ways of reducing the environmental impact of our materials. This support often takes the form of providing tools for use by operational staff, such as environmental management assistance, selecting suitable service providers, drafting reference guides for training purposes, etc.). Training is still a key element in our investment programme.

**Hélène Delmas and Marion Aubrat**

Head of the Ecological Engineering Department and Biodiversity Consultant to the Sustainable Development and Transversal Innovation Department of the Eiffage Group



Floraison d'idées (Where ideas flourish) © Beyekian Serge Philippe

Find out more!

# Available documents

## Publications



EIFFAGE CLIMATE  
REPORT



GUIDES EGF BTP-LPO  
Biodiversity and sites



BOOK  
Vers le génie civil écologique  
(Towards ecological civil  
engineering)



SCIENCE-BASED TARGETS  
FOR NATURE (SBTN)  
Feedback from the 2021 pilot phase



BOOK  
Des villes et des hommes  
(Cities and People)



Check out the Environmental Transition tab on the Eiffage website for more information.

## Notes to page 16

(1) Revue Nature, 2017.

(2) Report from the STOC programme 1989-2019, LPO, NMNH, OFB, 2021

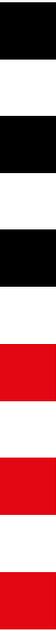
(3) French Committee of the IUCN and the NMNH (PatriNat), 2021

(4) Ramsar Convention.

Cover photo: Renaissance (Rebirth) © Joseph Hattenberger

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The majority of photographs in this report are entries to photography competitions on the theme of biodiversity, open to all employees, which Eiffage has been organising since 2010.



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