CSR AT SNCF: ILLUSTRATED FACTS & FIGURES

SOCIETAL CHALLENGES AND COMMITMENTS
SNCF GROUP TODAY
(2013 DATA)

TODAY, SNCF’S CORPORATE SOCIAL RESPONSIBILITY AFFECTS...

10 million passengers carried every day
250,000 staff worldwide
€12bn in procurements

SNCF GROUP’S BUSINESSES

Turnover of €32.2bn

Urban and regional passenger transport
Freight transport
Long-distance passenger transport
Network management, operation and maintenance
Station management

SNCF’S TURNOVER OUTSIDE FRANCE
BY GEOGRAPHICAL AREA (ALL BUSINESS UNITS)

Europe
Asia, Oceania
Americas
Africa, Middle East

€5.3bn
€1.1bn
€1bn
€0.2bn
SNCF’s Corporate Social Responsibility policy has four parts. It contributes to the economic, environmental and societal success of the “Excellence 2020” strategic vision.

**GOVERNING BODIES**
- Executive Board
- Board of Directors and Committee for Socio-Economic Balance
- Corporate Ethics Committee

**ASSESSMENT BODIES**
- Non-financial ratings agencies (Vigeo, EcoVadis, Ethibel)
- Statutory auditors

**STAKEHOLDERS**
- Customers
- Employees and social partners
- Suppliers
- Public authorities
- Associations / NGOs
- Local government
- Shareholders
- Trade bodies
- Academia

**CSR POLICY: KEY PLAYERS**
- Sustainable Development Networks in each business unit and subsidiary: CSR, environment, societal concerns, responsible procurement, human resources, corporate ethics, etc.
- Employees, managers, staff representatives

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*Corporate Social Responsibility (CSR) means the implementation of sustainable-development principles by companies.*
COLLECTIVELY IDENTIFYING PRIORITY CHALLENGES

In 2014, SNCF conducted a consultation amongst its stakeholders. The purpose was to identify the CSR challenges arising from its business which SNCF needs to meet as a priority.

SNCF works and interacts with a wide array of stakeholders: customers, staff, shareholders, public authorities, local government, suppliers and many more. This dialogue is facilitated by an array of complementary actions on various fronts: surveys, barometers, working groups, framework agreements, meetings, research chairs, etc.

In 2014, SNCF is going a step further. To better understand our stakeholders’ needs, we have held meetings to identify and rank challenges by order of priority.

The work proceeded in three stages. An initial ranking was produced by SNCF’s CSR, Strategy and Human Resources divisions, based on the associated risks and opportunities, and on the headway made by the Group on each subject. Subsequent interviews collected stakeholders’ views. We also compared and contrasted the company’s perception with that of our stakeholders, enabling SNCF to perform a “materiality test” for our CSR challenges.

The outcome was that amongst the issues addressed by SNCF, safety, customer satisfaction, and energy and CO2 emissions-related issues are considered priorities both by the Group and by stakeholders.

Stakeholders consulted
- SNCF staff
- Customers (consumer, passenger and shipper associations)
- Representatives of Passenger Transport Executives (Regions, national Passenger Transport Executive Network)
- Réseau Ferré de France (French rail infrastructure manager)
- Shareholders and government bodies (French Shareholder Executive, Ministry of Ecology, Sustainable Development and Energy, Directorate-General for Infrastructure, Transport and the Sea, Environment and Sustainable Development Agency)
- Trade bodies (French Union of Transport and Logistics Companies, French Union of Public Transport)
- Civil society partners and players (Alstom, Foundation for Nature and the Environment, Nicolas Hulot Foundation, National Federation of Social Reintegration and Support Associations)
CSR POLICY: 4 CHALLENGES

Any high-performance mobility system needs to be designed and operated in the long-term interests of its customers: a value-creating system which limits pollution, offers its staff fulfilling employment, generates economic growth and strengthens the social fabric of the regions.

CHALLENGE 1
ENABLE SUSTAINABLE MOBILITY FOR ALL

CHALLENGE 2
LIGHTEN THE BURDEN ON THE ENVIRONMENT

CHALLENGE 3
UPDATE OUR SOCIAL COMPACT

CHALLENGE 4
CONTRIBUTE TO REGIONAL DEVELOPMENT
ENABLE SUSTAINABLE MOBILITY FOR ALL

Sustainable mobility is giving rise to ever-greater expectations. SNCF’s priorities are to ensure safety for all and boost customer satisfaction.

The target is for customer satisfaction levels to be as high amongst everyday travellers as they are amongst TGV customers.

% of satisfied Transilien customers (normal and disrupted situations)

<table>
<thead>
<tr>
<th>Year</th>
<th>72%</th>
<th>69.4%</th>
<th>75%</th>
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</thead>
<tbody>
<tr>
<td>2012</td>
<td></td>
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<tr>
<td>2013</td>
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<td>Objective 2020</td>
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SAFETY
SNCF has introduced the “Vigirail” programme to improve the safety of railway operations. Preventive action is also underway to combat risky and antisocial behaviour.

- €410m on boosting track monitoring and maintenance between 2014 and 2017 via the “Vigirail” programme
- 500 sets of points replaced every year
- Outreach work raises awareness of railway risks and “good manners onboard” amongst 270,000 young people yearly

CUSTOMER SATISFACTION
SNCF strives daily to satisfy all its customers, passengers, shippers, and local authorities. The Group endeavours to make transport increasingly accessible and reliable.

- 15,500 trains daily
- 30,000 km of track maintained and monitored 24/7
- Over 370 stations offering “Accès +” services for passengers with reduced mobility
- 15% of TGV tickets below €30
- 10 million passengers carried every day
- 800 sites served by freight trains
CHALLENGE 1

ENABLE SUSTAINABLE MOBILITY FOR ALL

Whether passenger or freight, SNCF tailors its products to changing customer needs. The Group develops solutions to facilitate intermodal transport and promote new forms of mobility.

DOOR-TO-DOOR
SNCF offers door-to-door mobility, combining different transport modes and operators, fixed prices and multimodal information. It is a priority in the “Excellence 2020” strategic vision.

SNCF is a partner in Écomobilité Ventures, a European investment fund which invests €25m each year in support of innovative SMEs in the mobility sector.

NEW FORMS OF MOBILITY
SNCF encourages its customers to use low-impact modes of transport as a complement to rail services, and is developing innovative solutions through the SPOTLAB programme.

SNCF supports the “Vies Mobiles” Forum, a research and discussion forum exploring future mobility: www.forumviesmobiles.org

OVER 2,300 STATIONS WITH BICYCLE PARKING FACILITIES
15 TGV STATIONS OFFERING THE “DOOR-TO-DOOR” SERVICE ON DEPARTURE OR ARRIVAL IN 2013 (CHAUFFEUR-DRIVEN VEHICLE OR TAXI)
10 SNCF REGIONS COVERED BY A CAR-SHARING SERVICE FOR PASSENGERS
17,000 BICYCLES ON OFFER IN 8 CITIES THROUGH KEOLIS BIKE-SHARE SCHEMES, AND 175 CYCLE HIRE FIRMS RECOMMENDED BY SNCF
6 CITIES OFFERING KEOLIS CAR-PoolING SCHEMES
850-METRE LONG TRAINS CARRYING SEMI-TRAILERS BETWEEN PERPIGNAN AND LUXEMBOURG

OFFER INNOVATIVE, HIGH-PERFORMANCE FREIGHT TRANSPORT SOLUTIONS.

Total tonnes of CO2 avoided through use of “rolling roads” (in 000s)

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<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>Objective 2020</th>
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<tr>
<td></td>
<td>50</td>
<td>109</td>
<td>1000</td>
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</table>

100 NEW MULTIMODAL HUBS BY 2020

850-METRE LONG TRAINS CARRYING SEMI-TRAILERS BETWEEN PERPIGNAN AND LUXEMBOURG

SNCF supports the “Vies Mobiles” Forum, a research and discussion forum exploring future mobility: www.forumviesmobiles.org
SOCIETAL CHALLENGES AND COMMITMENTS

CHALLENGE 2

LIGHTEN THE BURDEN ON THE ENVIRONMENT

SNCF has an active policy of improving its energy-efficiency and reducing its greenhouse-gas emissions.

Improve our global energy efficiency and reduce by 20 % our energy consumption used for train traction and property (2022 vs. 2012).

![Energy usage chart]

Energy used for train traction in Tonnes of Oil Equivalent (000s):

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<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>Objective 2022</th>
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<tr>
<td></td>
<td>783</td>
<td>781</td>
<td>665</td>
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80 % of SNCF’s energy use is on traction

3,000 trains will be equipped with energy meters by 2020 in order to enhance energy efficiency programs

2 million tonnes of CO2 emitted by fleet as a whole (trains, metro, trams, buses, HGVs)

Rail represents 10 % of passenger and freight traffic but is only responsible for 1 % of transport emissions

68 % of Geodis HGVs are Euro 5-compliant

ENERGY

SNCF is one of France’s biggest energy users. In order to cope with rising energy prices, the Group has made reducing its energy consumption one of the priorities of the “Excellence 2020” strategic vision.

CLIMATE

SNCF carries out research in order to adjust its organisational structure and business to climate change.

CO2

Transport represents a quarter of all CO2 emissions in France, 90 % of which are from road transport. For SNCF, the task is to reduce energy use and offer door-to-door solutions which use individual road vehicles as little as possible.

The target by 2020 is to reduce greenhouse-gas emissions from freight trains by 30 % (in tonne.km) and from passenger services by 40 % (in passenger.km) compared to 1990 levels.
LIGHTEN THE BURDEN ON THE ENVIRONMENT

SNCF reduces the environmental impact of all its divisions and business units via its Environmental Management System (EMS). This brings benefits for the environment and for the company’s overall performance.

**Objective**

100% of company sites are to have an EMS by 2016, in order to control environmental impact and reduce risk.

Share of sites with an EMS (excluding subsidiaries)

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<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>Objective 2016</th>
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<tr>
<td></td>
<td>27%</td>
<td>36%</td>
<td>100%</td>
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**SNCF Group**

- Uses 8.5 million m³ of water every year
- Almost 80% of passenger trains are low-noise
- 100% of industrial sites are certified to ISO 14 001 (excluding subsidiaries)
- 400 employees receive training in environmental protection every year
- €400m of “end-of-life” materials to be sold by 2017

**WATER**

SNCF continues striving to better control waste, and limits the amount of water used to maintain and clean trains, buses and HGVs.

**NOISE**

For many years, SNCF’s ongoing efforts to reduce and limit noise (passing trains, night-time track maintenance, station sound-proofing) have been helping improve peace and quiet for local residents.

**THE CIRCULAR ECONOMY**

SNCF’s circular economy policy aims to reduce the Group’s use of raw materials. Action is underway in the spheres of waste management and eco-friendly train design.

**ENVIRONMENTAL MANAGEMENT**

This enables us to understand, measure and improve the environmental performance of our sites, from separating and recycling waste to eco-friendly business behaviour.
UPDATE OUR SOCIAL COMPACT

Business and human performance depend on employee satisfaction, support for managers, and good industrial relations within the Group.

EMPLOYABILITY
SNCF oversees its employees’ career progression in the shape of appraisals and training, enabling them to remain up to speed with professional and market developments.

QUALITY OF LIFE AT WORK
The “Better quality of life at work” programme and the SNCF Quality of Life Observatory aim to reconcile employees’ desires with the company’s performance targets.

DIVERSITY
SNCF aims to build a diverse workforce by collectively taking account of individual differences.

Prioritise recruitment of disabled staff.

| Disabled employees recruited (total since 2012, excluding subsidiaries) |
|-------------------------|-------------------------|-------------------------|
| 2012 | 2013 | Objective 2015 |
| 152 | 253 | 500 |

5.8 % of company wage bill to be spent on training
6,000 work/study apprenticeships per year
10 multi-annual collective agreements signed in 2011 and 2012
Almost 80 % of industrial-relations negotiations result in a strike being avoided
Over 40 % of Group employees are aged 45 or over
22 % of Group employees are female
CONTRIBUTE TO REGIONAL DEVELOPMENT

CSR at SNCF also encompasses assisting disadvantaged groups in society, supporting employment and social cohesion in all the regions in which the Group operates.

- **53 in-station homeless assistance & advisory centres**
- **Almost 20% of recruitments from disadvantaged areas**
- **2,600 people helped back to work since 2008 through various schemes**
- **600 jobs to be created with the support of SNCF Development**
- **€50m of socially-responsible purchasing in 2017 (excluding subsidiaries)**
- **50 SNCF and Keolis Multiservice Information and Mediation Points (PIMMS) in deprived and rural areas**

SUPPORT FOR THE DISADVANTAGED

Combating exclusion, encouraging socially-responsible purchasing, and running back-to-work and community service schemes are making civic-mindedness one of SNCF Group’s core concerns.

- The SNCF Foundation funds various charities to help young people realise their potential: fondation-sncf.org.
- The Geodis Foundation supports the integration of disabled people into mainstream society: fondationgeodis.org.

CONTRIBUTION TO LOCAL ECONOMIES

Buying local wherever possible, offering SMEs easier access to SNCF tenders, supporting social mediation via social mediators onboard trains and Multiservice Information and Mediation Points, and boosting entrepreneurship, especially in priority areas - all these schemes bolster SNCF’s contribution to regional development.

Buy more from local SMEs.

Proportion of products bought from SMEs (excluding subsidiaries)

- **22%** in 2012
- **22%** in 2013
- **30%** Objective 2017