

SUSTAINABLE DEVELOPEMENT ACTIONS IN 2 MINUTES



waste POSITIVE IMPACT
COMMITMENT **territory**
integration PARTNERSHIP
CONTINUITY **disability**

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EDITORIAL

As Paris prepares its bid to host the 2024 Olympic Games, a project squarely-focused on sustainability, we are pleased to present our third CSR report. It shows that we are completely committed to the sustainable development approach of this bid, in which we are partners. Through our involvement, we also advocate the responsible business values supported by our two shareholders, VINCI and Bouygues, which are both groups that demonstrate with every passing year their growing commitment to an innovative sustainable development strategy.

In 2015 and 2016, Consortium Stade de France's sustainable development initiatives pursued and remained true to commitments we made in 2008: continuity in terms of the waste action plan, continuity in taking diversity (and particularly disability) into account, continuity in our support for associations, continuity in terms of responsible purchasing, continuity in our relationships with our neighbours and continuity in our involvement in the local community.

The Consortium is aware of the important role that it can play in social terms and of the positive influence it can have locally. Our work is carried out in a locality with which we have real links and a genuine closeness. The consistency of our initia-

tives was just recognised during the 15th Mosaïque de Talents awards ceremony organised by Plaine Commune: the Consortium received a special award highlighting its attachment to the community and its long-standing commitment to sustainability, as well as its work each year with schools in the community.

This involvement is also a pragmatic one. We prioritise initiatives that have a direct and palpable impact. And it is with all our employees that we will build and move forward. We would hereby like to thank them for their civic-minded commitment and their active participation, which are the essential core of any responsible company.

You will read several interviews in this report, which put a human face on our initiatives. We have highlighted three partnerships in particular: firstly with S3G, our security providers; also with the association Proxité; and finally, a more recent one with the lycée Jacques Brel in La Courneuve. We would like to thank them for their contribution.

Among the other perspectives, highlights and key figures that can be found throughout this report, you will come across several stakeholders who support us and contribute to making society more committed. We hope you enjoy this report and that you will enjoy finding out about or following our various stories as much as we enjoy creating them.



Alexandra Boutelier
Deputy Director-General



Henry de La Monneraye
Deputy Director-General

THE SUSTAINABLE DEVELOPMENT APPROACH OF THE CONSORTIUM STADE DE FRANCE

The Consortium Stade de France formalised its development roadmap in 2009 and began progressively implementing it via successive action plans organised along three lines:

A COMPETITIVE AND SUSTAINABLE COMPANY

- Employability, equality of opportunity (diversity policy) and **employee** well-being
- Commitment to **disability** (associative support, employee awareness-raising and support)
- **Internal awareness-raising** and training about sustainable development
- Responsible **purchasing** policy and work with the protected sector

AN OPEN AND COMMITTED STADIUM:

- Building **accessibility**, special provisions for welcoming people with disabilities
- Participation in the economic and social development of the **local area** and support for local associations to help integration
- Dialogue with **local residents** associations, annual local residents party, conferences
- Reduction of the **environmental impact** of the Stade: improvement of energy efficiency, reduction in water use, limiting the impact of construction work

JOINT RESPONSIBILITY FOR EVENTS

- Working with **service providers** and customers to lessen the impact of events
- **Waste** management: system of refundable cups, sorting and recovery of waste, recycling and reuse of special waste
- Measuring user satisfaction among **customers** at the Stadium via post-event questionnaires and the holding of the annual Stade de France user advisory committee meeting

Our stakeholders

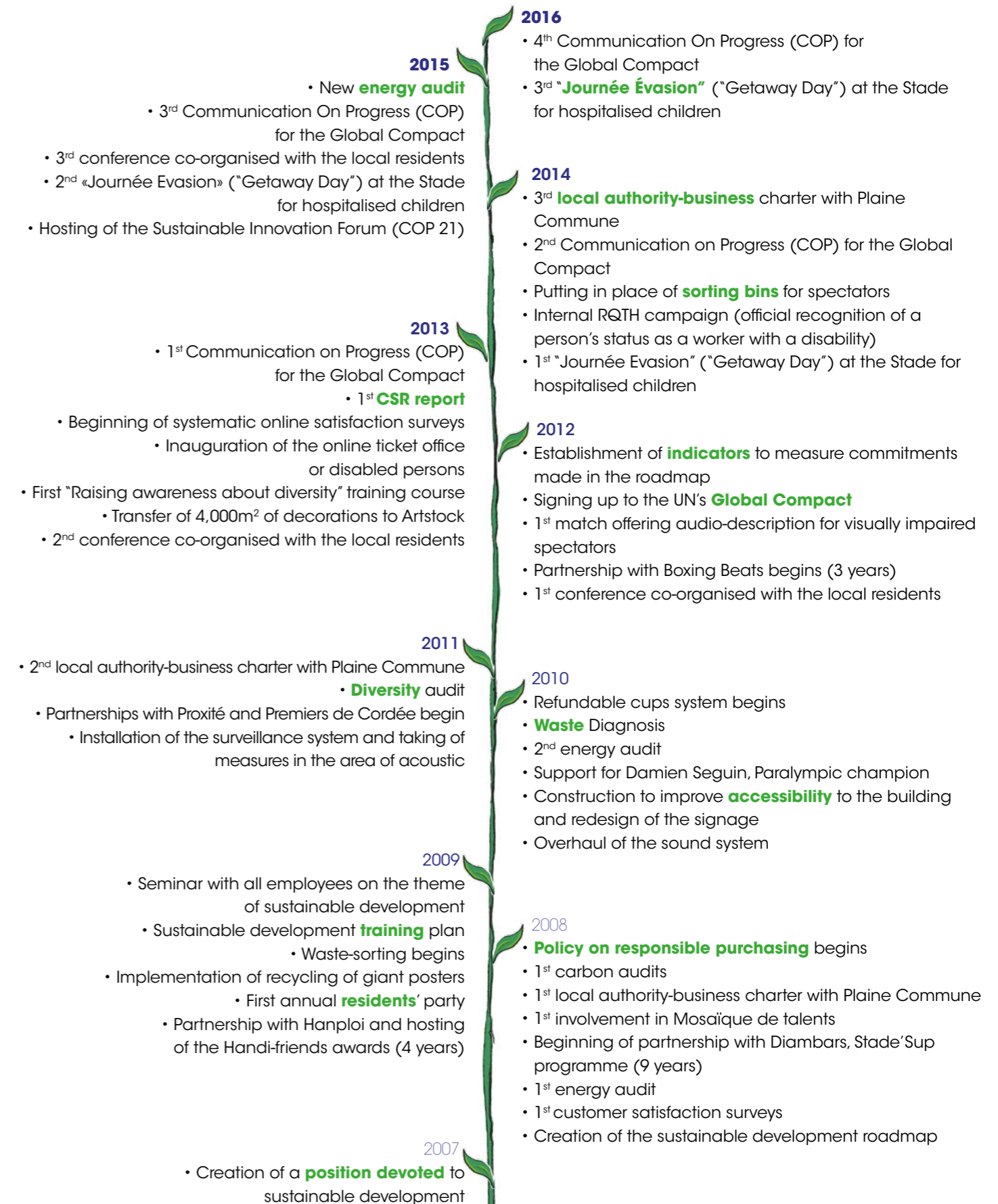


Network France
WE SUPPORT

The Consortium Stade de France has also been an active member of the UN Global Compact since 2012.

In compliance with article L225 of the Grenelle II environmental initiative, we report **environmental and social indicators** to VINCI each year.

TIMELINE



RESPONSIBLE PURCHASING APPROACH

The Consortium sub-contracts a large portion of its work. As a result, the purchasing department has been focused since 2008 on increasing the emphasis on CSR in its choice of service providers. **Henceforth, companies responding to calls for tender are being asked to respond to a questionnaire focused on the practices pertaining to sustainable development associated with their business that they have actually adopted.**

Thus, for instance, in the area of printing, the questions mainly deal with their environmental approach, while in the area of event safety they concentrate on best social and societal practice (training and integration). Once the service provider has been chosen, these themes are taken up again in the form of binding clauses in the contract. For

visits, a commitment was required regarding the accommodation of people with disabilities. **Clauses dealing with waste** also continue to be inserted systematically into contracts as they come up for renewal.

The aim of the current approach is also to get sponsors, who work with these service providers year round, more involved. The creation of questionnaires also sometimes gives rise to ideas for improving the company's internal practices. For example, **the Information Services department** carried out a self-assessment based on a questionnaire that had been created in preparation for a call for tenders for the transfer of the messaging software. This led to **an action plan and increased employee awareness** about good use of office equipment and Web browsing.

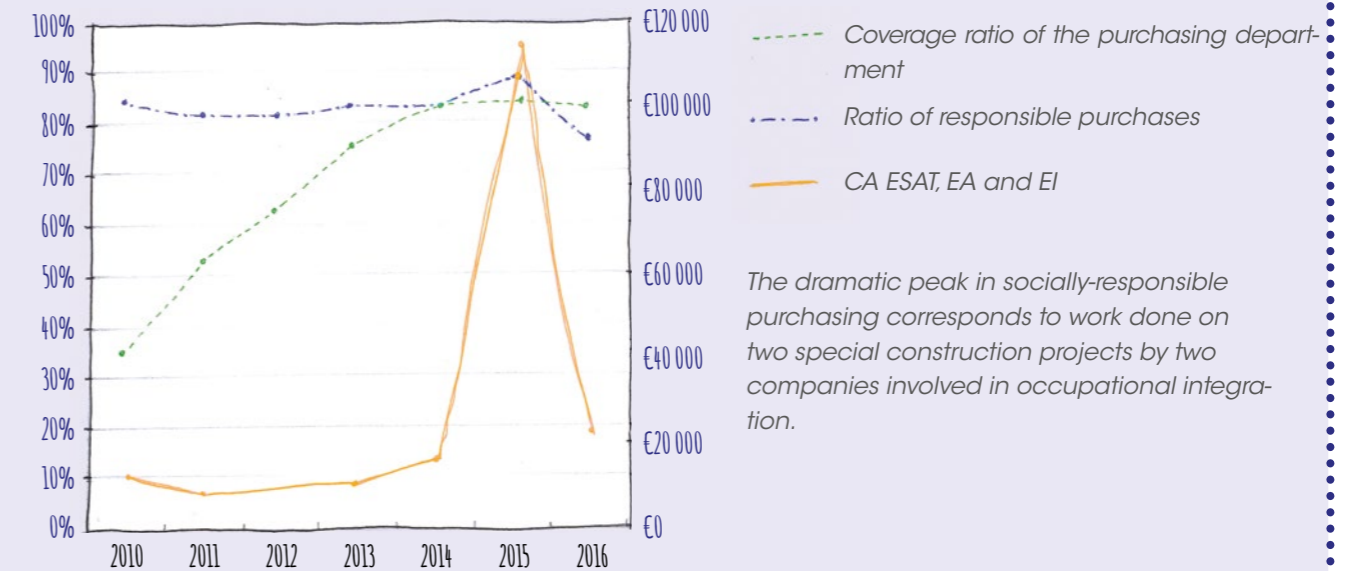
Socially responsible purchasing:

The Consortium also works with **service providers in the protected sector**. In 2015 and 2016, the Stade de France worked with:

- **EIREL (company involved in occupational integration)** for a section of the renovation project in the players' zone and a section of the toilets renovation project in 2015
- **Fastroad (adapted business)** for the shuttle bringing employees to public transport on a daily basis
- **Ecocup (company involved in occupational integration)** for the washing of the refundable cups; they also use the services of an ESAT (support and work assistance organisation for the disabled)
- **APF (adapted business)** for the entering of data from forecast sheets filled out by clients in our boxes



Consortium Stade de France and sustainable purchases



The dramatic peak in socially-responsible purchasing corresponds to work done on two special construction projects by two companies involved in occupational integration.



Testimonies



The testimony of Michel Sid, sales representative for Print and Display France (PND)

"In 2008, we responded to a call for tenders from the Consortium to be approved as a large format printer*. We were really confident because we had already been working with the CSDF for a long time on an occasional basis and we had a good relationship.

Unfortunately, we were not chosen! First of all, they pointed out that our black brochure, although really beautiful, created a rather negative impression in environmental terms. Then, upon examination, **our offering was one of the worst in terms of its stance with regard to sustainable development.**

At the time, I had no idea what QSE** was. I felt really frustrated because, as a sales representative, there was not much I could do. So, I went to see my boss (Thierry Deparrois) who understood immediately that we needed to react and **he launched an initiative**, beginning with hygiene, safety, access for the disabled and proper waste management in our Vitry-sur-Seine works.

Then, we leant structure to our approach by obtaining Imprim'vert and FSC/PEFC certifications. In parallel, we began **a process of continuous improvement** and obtained our first ISO 14001 certification in 2012. This certification has since been progressively extended to all our factories. We were one of the first large format printers to obtain it. All our staff were introduced to sustainable development and trained in continuous improvement.

That 2008 failure was an opportunity for all of us to get better, and we were finally approved by the Stade in 2016!"



Stéphane Menveux, Purchasing Manager at the CSDF Consortium, echoes this account:

"Yes, we did not approve PND in 2008, specifically because of a stance on the environment that we found a little underdeveloped compared to our level of requirements. At that time, we shared our analysis frankly with them. In 2016, there was convincing evidence that they had made **a real and successful commitment**, which contributed to PND being approved at the Stade de France for large format printing jobs.

As we do in all markets, we are committed to emphasising this theme when it comes to our approvals, and **we like to do what we can to support our suppliers in their efforts in this area.**

* Promotional posters **Quality, Safety, Environment

S3G: A SERVICE PROVIDER EXCEPTIONAL FOR THEIR SOCIAL COMMITMENT



Interview • Abdelkrim Hamdoun,
administrative manager at S3G and GEST'N SPORT, security companies

S3G is a security company, which was created at the same time as construction began on the Stade de France in 1992. Gest'n SPORT, owned by the same shareholders, is involved in the events sector. Together, the two companies employ 180 people on full-time contracts, 40 of whom are employed permanently on the Stade de France site.

What is your role during major events at the Stade de France?

Our company has a number of responsibilities during events, among others welcoming people in the stands (i.e. stewards) and in the VIP spaces, as well as securing the pitch. We also have response teams. All told, we can have up to 500 people employed at a match or a concert. They are part-time workers: we do not wish to use temporary agency workers to provide additional staffing at events. The part-timers who work with us do so on a **regular basis**: some of them have done so since 1998! At the beginning, most of them were jobseekers living close to the Stade, and they had been sent to us by the employment centre.

You have always made a point of recruiting and being involved locally.

That's right. From its creation, S3G has been **committed to recruiting locally** with the employment centre and the local towns: Saint-Denis, of course, but also Epinay, Villetaneuse, Noisy-le-Sec, Aubervilliers, Pierrefitte and Stains. In addition, we work with associations of mothers from the Francs-Moisins estate, who take care of the maintenance of the stewards' uniforms. They are a group of women who decided to



*« The partnership with
the Consortium allowed
us to create a training
centre located »*

create an association providing services to individuals and companies. In parallel, and with the support of the Stade, we organise visits for the local schools. Certain young people living less than a kilometre away from the Stade had never set foot in it! **The idea is to let these people make the Stade their own.** We also help out a boxing club in Saint-Denis by helping them finance their annual gala.



Your company also does a lot of work in the area of occupational integration.

Yes, 10% to 15% of our part-time staff have **integration contracts**. One of our young people, for instance, was suggested to us by the prefect for equality of opportunity in the Greater Paris region (Ile-de-France). We are putting him back on the road to work as part of the "Second Chance" programme, in cooperation with the employment centre. To handle these integration contracts, **we sign tripartite agreements with the towns and training centres**. The town selects the young people wishing to train in the security sector, a training centre organises the sessions and we are involved in recruiting and finding job placements, as long as they obtain the necessary skills.

You also have quite a number of partnerships.

That's right. With the local mission for employment and occupational integration in Colombes, as well as the one in Paris, and, since 2016, we are signatories to the local authority-business charter with Plaine Commune. Through these various partnerships, we support young (and not so young) people with different types of **patronage**. For instance, we help them write their CV and prepare for job interviews. They are not all people wishing to become security professionals. There is a real sustainability in what we do, for we have been doing all of this since 1997.

What does your relationship with the Consortium Stade de France consist of?

First of all, we are a service provider to the Consortium and, as such, we are subject to regular calls for tender. On each occasion, we respond to a responsible purchasing questionnaire.

In parallel, we established, from the outset, a genuinely **reciprocal partnership**. This allows us to undertake a wide range of initiatives, such as taking on young people who are looking for work placements. More recently, a new agreement has allowed us to create a training centre located on the sixth floor of the building. The Consortium really helps us because they allow us use a room and carry out technical visits on the site of the Stade. This help is a **real boost, in terms of image**, for our training centre. In addition, we are more competitive in terms of costs and we are thus able to set up financing for future trainees. In 2016, among others, we had 17 trainees financed by the employment centre and 14 trained for free.

« This approach to partnering is clearly part of the genetic make-up of the Consortium. It is not merely something they are required to do. One of the successes of this work with the CSDF in the area of local integration is measurable by a simple criterion: there is never any graffiti on the building. This shows that the local community has really taken ownership of the Stade. »

Abdelkrim Hamdoun



MOBILITY, WELL-BEING IN THE WORKPLACE AND EMPLOYEE INVOLVEMENT

Personalised support for employees in order to enhance their **employability** (training, mobility, validation of skills, professional assessment, etc.) is a major priority for the Consortium's HR department. Thus, in addition to their scheduled annual professional interview, those employees wishing to discuss their **professional development plan** are received by the HR department and receive individual counselling.

In addition, in 2015 and 2016, despite the major decrease in obligatory contributions (corporate training plan) following the reform of professional training, **the Consortium voluntarily maintained** its investment at the same level as the two previous years. In terms of mobility, employees also have the opportunity to explore mobility within the Consortium or with shareholding groups, depending on their professional plan and the recruitment opportunities. **Specific feedback** is also offered to help **those on short-term contracts**.

The Consortium also allowed suspended contract leave in order to allow employees **to gain experience working on special events outside the Stade de France** (during Euro 2016, in particular.)

The company also takes concrete measures to ensure their well-being and to guarantee **a good work/life balance**. In addition, in 2015 and 2016 there were several social get-togethers.

- **the traditional get-together for the galette des rois** (kings' cake) in January and the summer **barbecue** at pitchside,
- **introduction to shooting at the GIGN** (French police special intervention unit) centre in 2015 and **a self-defence demonstration** by GIGN instructors and Pascal Gentil, former tae kwon do bronze medalist, in 2016, on the initiative of the Stade de France Safety and Security Department,
- **get-togethers with two patrons of the Premiers de Cordée association**: Nathalie Péchalat in 2015 and Stéphane Houdet (tennis gold medalist at the Rio Paralympic Games) in 2016,
- **several "themed get-togethers"**: presentations of the Modern Pentathlon by Valentin Prades, competitor at the Rio Olympic Games, information sessions ("What is a connected stadium?", "What is COP 21?"), as well as "Euro 2016 feedback at the Parc des Princes"

and an awareness-raising session on first aid techniques given by the Red Cross,

- during Euro 2016, **internal forecasting pool** on the French team's matches and **a table football tournament**.

The well-being of employees and their pride at being part of the company is also reflected in the **high rate of their involvement in volunteering initiatives that are part of the CSDF's partnerships** with the associations Proximité (individual mentoring of young people in difficulty) and Premiers de Cordée (volunteering to allow children in the Robert Debré hospital in Paris to play sports). Also of note is the **high level of participation** by employees, both individually and as teams, in the **sports activities** offered by the Works Council and the Consortium Employee Sports Association. On 10 September 2015, 23 employees were part of the CSDF team in the B2Run race (the companies' run).

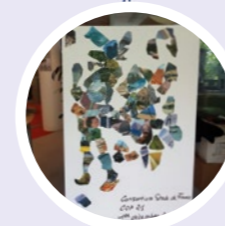
Raising employee awareness about sustainable development

The Consortium is continuing the programme of employee awareness-raising with regard to sustainable development that was initiated in 2009, in particular through internal communications: articles in the employee newsletter and news about sustainable development on the screens inside the offices and in the sustainable development area (news and information about sustainable development, recycling area).



February 2015: **participatory workshop** on the 2015 CSR report

June 2015: as part of the European Week of Sustainable Development, holding of **a photo competition** on the theme: "Sustainable Development, the Stade and You". 13 projects by 25 employees were in competition. The winning photos dealt with recycling and disability.

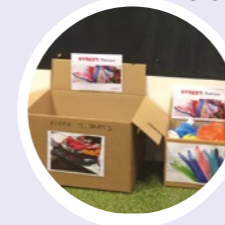


December 2015: **Presentation of the COP 21** by the association "La Paume de terre" and creation of **a collective artwork** related to global warming (playful approach via a tablecloth map of the world). More than 70 employees brought their little piece of the map in order to create a big work of collage.



December 2015: **training** for approximately 20 employees from different departments introducing them to **the regulatory framework with regard to waste management** as well as the practical aspects of this complex issue at the Stade de France.

June 2016: as part of the European Week of Sustainable Development, presentation of the "Handicube", which raises awareness about **disability in the workplace**



November 2016 : as part of the European Week for Waste Reduction, **recycling** of quantities of plastic bags, bottle tops and old T-shirts for the "Street Mamies" project in Saint-Denis; **competition based on recycling symbols** and information about recycling in sport.

Zoom

Support for the "Street Mamies" project run by the association Déchets d'Art

"Street Mamies" is a participatory project run by the association Déchets d'Art aimed at creating greater social cohesion, and it is aimed at older and isolated people. It is composed of two workshops, one in Sevran and the other in Saint-Denis. Using recycled materials (bottle tops, plastic bags, etc.), those involved make works for installation in public spaces. The aims are:

- Developing social cohesion via artistic activity, with an emphasis on generational mixing.
- Creating an initiative that involves a poetic reappropriation of public space.
- Raising awareness about sustainable development and waste sorting through artistic reuse of these materials

As part of the European Week for Waste Reduction in November 2016, Consortium employees were encouraged to bring in bottle tops, plastic bags and old T-shirts in support of the Saint-Denis workshop. This was a major success and, thanks to this collection, several woven objects and other types of work were created. Due to employee interest, the initiative was maintained throughout the year.



THE COMPANY AND ITS LOCAL COMMUNITY

FOR A POSITIVE SOCIAL IMPACT

By its very existence and the work it does, the Stade de France creates employment in the local community, whether directly or indirectly. Direct employment is created with the service providers that are on site year round and at all events: these are the providers of maintenance, cleaning, catering and safety-security services. In the latter sector, for instance, **40%-50% of the employees reside in the Seine-Saint-Denis area.** As for indirect employment, these jobs are particularly related to tourism, in the largest sense of the word: spectators, visitors, convention attendees.

But, beyond the figures, the Consortium is a business that is really invested in its local community, striving to work closely alongside efforts to promote the economic and social development of the locality. It is thus involved via a number of programmes.

► Local authority-business charter with Plaine Commune:



Renewed continuously since 2008, this charter commits the Consortium to working in concrete ways to **combine economic and local development, as well as to the promotion of equality of opportunity.**

► Work with vocational secondary schools and Mosaïque de Talents:

Each year, the Consortium invites a vocational **secondary school** to work on a practical issue and thus to engage in a **professional simulation.** The chosen project then competes in the Mosaïque de Talents initiative, involving about ten secondary schools and approximately 200 students. The awards ceremony each year, with local personalities in attendance, is always a major occasion, offering a showcase of local skills. The Consortium Stade de France is one of the two most loyal supporters of this initiative.

► The employment forums in Plaine Commune:

The Consortium's HR department participates as a matter of course in this **employment forum**, which is organised twice a year by one of the towns that are part of the Regional Public Authority (Etablissement Public Territorial).

► Payment of the apprenticeship tax:

Whenever possible, the company pays a large portion of its apprenticeship tax **to schools in Seine-Saint-Denis.** Thus, in 2016, 59% of the amount remaining to be distributed (after taxes and charges) was given to schools in the Seine-Saint-Denis department (lycée Suger de Saint-Denis and lycée Jacques Brel de La Courneuve).

► The HR Department Club of Plaine Commune:

The object of this club is to contribute to dialogue and sharing of experiences and **good practice** among signatory companies to the local authority-business charter. The CSDF is a highly-active member of this club.

► The partnership with ProXité :

This association offers individual mentoring by volunteers belonging to the working population to **youth from troubled districts in Seine-Saint-Denis.** Each mentor is tasked with helping a young adult by guiding them in their career plan. Since 2011, 18 employees have mentored 21 young adults as part of this Proximité partnership.

► Diambars Stade Sup project:

The Diambars association helps young people in the Ile-de-France (Greater Paris region) who are experiencing difficulties at school through knowledge sharing. **Its philosophy is to turn sport into a factor in integration and education.** Since 2008, the "Stade Sup" programme has been working toward making this aim a reality. Throughout the year, the Stade de France—forerunner and "pilot" site for this approach—has been making its facilities available for free so that students can get to achieve their goals and meet professionals. In particular, the Stade has welcomed young people from Saint-Denis, Aubervilliers, Epinay and Villetaneuse.

42%

Between July 2015 and June 2016, 42% of the staff working for our reception, maintenance, cleaning, catering and security service providers were residents of the Seine-Saint-Denis department.

33%

Over the 2015/2016 season, 33% of contracts for reception, maintenance, cleaning, catering, security, as well as sales and customer service for events were with people residing in the Seine-Saint-Denis department.



Interview • Stéphane Desvergnès, coordinator at the lycée Jacques Brel de la Courneuve

Stéphane Desvergnès talks about the partnership between the school and the Consortium Stade de France, which began in 2013.

Could you tell us about the context of this partnership?

It is part of the Plaine Commune local authority-business charter, to which the school is a signatory. We thus have relations with a number of businesses with a view to improving the poor level of knowledge the students have about the world of work. Our objectives are to **professionalise the BTS** and anything that can provide help from the outside is welcome.

How did your first encounter with the CSDF come about?

Six years ago, we created a communications week at our school. **This is a real challenge that we lay down to the students in conjunction with local businesses, who give them a real brief.** In 2013, the CSDF invited us to work on an internal communications campaign dealing with the recognition of the status of disabled worker within the company. The chosen team had its contribution implemented by the Consortium. What is great is that **the Consortium was really serious about their involvement:** they insisted that the teams responding to the consultation attend the meetings where the project's scope was defined.

Since then, this initiative has been renewed every year.

Correct. That now brings to 4 the number of internal or external communications projects we have worked on for the Stade. Each time, the Consortium receives us as if we were an agency. **The students are really put in the position of professionals.** As with a consultation, you often have to work fast: 15 days in general. We see that **our young people are capable of ma-**

king coherent proposals, with practical solutions. The CSDF takes the good ideas and adapts them. What is interesting for the CSDF, I think, is that the students are very creative. They are less tuned into customer "psychology" than an agency, but they are less restrained. In addition, each one of the workshops has also got involved in the initiative Mosaïque de Talents: the project selected by the Consortium then competes alongside other vocational secondary schools.

And for the students, what added value do they get out of this?

They conclude that **the Stade de France takes an interest in them**, which is crucial. The prestige of the name boosts their interest. They are consulted, they are reached out to like professionals, and that is really motivating and fuels their creativity. This is important since these students, because of where they live, **tend to have doubts about their own worth** and the attitude of the business world to them. There is a lot of adrenaline involved; it's their project and they are really motivated. What's more, on a strictly professional level, it is a good way for them to understand what sort of relationship there is between an advertiser and their agency.

And what do you get from it?

It's really positive. **This type of partnership is extremely precious.** It allows us to bridge the gap between our teaching, which is necessarily theoretical, and the reality of the profession. For us as instructors, it also helps us develop and, in particular, not remain in our comfort zone, focusing on theory.



Interview • Suzanne Delourme, safety officer and her mentee Sabrina Mansour, 26 years old

Since 2011, the Consortium has been supporting the association PROXIMITÉ, the aim being to support the orientation of young people living in Seine-Saint-Denis, both in their choice of training options and their access to employment. On a volunteer basis, employees wishing to get involved in the programme do so during working hours. Since the beginning of the partnership, 18 employees have been involved in supporting 21 local young adults.

Sabrina, how did you end up at Proximité?

When I signed up at the Mission Locale occupational integration offices in La Courneuve, my adviser talked to me about an association that could support me and **help me develop my professional network**, which happens to be in the area of digital publishing. That's how I came across Proximité. My challenge was how to get in contact with professionals active in the sector of interest to me. In addition, I needed to get a foothold in the business world because I had no practical knowledge of the print and Web publishing business—nor was I aware of what opportunities were out there. The idea was to find out what I could expect so as not to be faced with a brick wall.

Suzanne, how did you meet Sabrina?

It was the Saint-Denis branch of the association that suggested I mentor Sabrina. At the time, I was sharing mentoring duties with a colleague in the communications department. One of the priorities at Proximité is clearly identifying the needs of each party. It took several months **to find someone with a profile for which we would have something to offer.**

How is mentoring organised?

Suzanne : We talk as often as possible, meeting in person once a month in the Consortium's offices. When it is not possible to do so, when I have a lot of events or Sabrina has training commitments, we talk on the telephone or by email.

Sabrina : Suzanne is **really supportive**, both professionally and personally speaking. She is available to listen, and **she acts both as coach and adviser**. For example, I call her to get advice when I'm preparing for an interview, when I need emotional support, or help choosing what training course to do, etc.

Sabrina, how does this mentoring role help you in your professional life?

Thanks to this mentoring, it is true that I have at last found my way and I've begun to build the network I was lacking and that I need to make progress. I'm really happy because, through taking a series of training courses, **I've been able to achieve my goals** and obtain a professional certificate that is A-Level equivalent (niveau bac). Now, I'm going to sign up for a web developer and multimedia professional degree at the Université de Gennevilliers. Another possibility would be applying for admission to the Female Ambition course ("Ambition féminine") at the Web@cadémie*, in partnership with the computer science college Epitech, in order to obtain a degree in computer science, programming and social networks. Suzanne is helping me find a host company since these two courses are both work-linked, alternating between study and on-the-job training. Getting this opportunity after so many struggles is such a huge motivator!

And you, Suzanne ?

I have also learned many things and I'm happy to see Sabrina move ahead. **It's gratifying and encouraging** to watch the progress she has made and to know that she has found her path. At this stage, our relationship goes beyond the strictly professional boundaries of a mentoring relationship.

« Mentoring with Proximité is an original experience, based on human values that the Consortium shares. As a mentor, I'm proud to be able to say to myself that I have contributed to the social and professional success of young people—especially since most of them come from backgrounds where they do not necessarily receive all the tools to be able to easily begin their working life. »

Suzanne Delourme

**the Web@cadémie is a free course aimed at young girls and boys with a passion for computer science, but who have dropped out of school*



Testimony



Matthieu Lantier, director of Proximité

*Devoted to helping young people succeed and born in Saint-Denis, Proximité has been receiving support for 5 years from the Consortium Stade de France. **Its firm attachment to the Saint-Denis community, its length and its multi-faceted character all make this partnership an exceptional one.***

We have benefited from the involvement of over twenty Consortium employees in mentoring young people in our association, producing some marvellous relationships and significant outcomes.

Beyond the mentoring programme, the Stade has opened its doors, allowed access to its different departments and invited 200 young people and their mentors to come and enjoy events together. For many young people, it was an opportunity to get to know a place that is so emblematic of their community, but also to get a clearer idea of how it works.

*Finally, as a partner, the Consortium has always been sensitive to our needs, interested in our projects and eager to create links between Proximité and the other associations it supports. **Our development in Saint-Denis owes a lot to this vote of confidence they have repeatedly made over the past 5 years!***





RELATIONS WITH THE LOCAL RESIDENTS

Dialogue with the associations representing the local residents around the Stade de France takes the form of **daily discussions**, access to an events hotline, resident feedback regarding all events and regular meetings between resident associations and the Consortium's Managing Director to talk about their concerns regarding events and other matters.

Residents are also invited each year to the **Advisory Committee**, which includes representatives from the government (the Ministry of Sport and the Ministry of Finance), the Saint-Denis and Plaine Commune town halls, the Seine-Saint-Denis prefecture, the police, fire brigade, events organisers (French Rugby Federation, French Football Federation, etc.).

As in previous years, relations with residents in 2015 and 2016 involved **two annual get-togethers** at the Stade: the General Assembly of the Union of Stade de France Residents Associations (10 February 2015 and 11 February 2016) and the residents party (12 July 2015 and 9 October 2016).

The General Assembly takes place in the Stade's auditorium in the presence of a number of local representatives: elected officials, the prefecture, business leaders, etc.

As for **the residents' party**, it is an occasion for the local residents to enjoy a number of activities both on and around the pitch in the Stade: football, bouncy castles, assault courses, but also creative workshops for kids and visits behind the scenes at the Stade. Snacks and entertainment are provided by the Consortium, while the organisation of the event is handled by the association Les Parrains du

Stade de France (Mentors of the Stade de France). In 2016, because of Euro 2016, the event took place in October in the Chorum Lounge. Besides the usual entertainments, the Académie Fratellini (demonstrations and initiations into the arts of the circus) were in attendance, along with the association Premiers de Cordée (wheelchair basketball), and they were both a big success.

During this period, a third get-together was organised: **a new conference** co-organised by Consortium Stade de France and the Union.

(see insert)

"Sporting Events in All Shapes and Sizes" was the third conference organised in the auditorium by the Stade de France residents.



Victoria Chabran, president of the Union of Stade de France Residents Associations reflects on this debate, which was open to all:



*"On 16 October 2015, Consortium Stade de France and the Union of Stade de France Residents Associations co-organised a round table under this heading. It brought together a historian, a sociologist, a cardiologist, a top-flight athlete and a supporter. **The discussion was rich and varied**, and here is a very brief overview.*

The distinction between sports and competition needs to be made. Competition was something that, at its beginnings, was the preserve of the aristocracy and the upper middle class (middle of the 19th century). The working classes, women and the disabled were excluded. It was only in the 1980s that sports began to be a factor in social integration. The desire to constantly push one's limits in high-level competition can produce trauma and lead to a drift toward the scourge of doping. Likewise, the impact of money is huge. Finally, the role of supporters also has limits in terms of encouraging one's side and exerting pressure on the opponent.

***Thanks to everyone for helping to make this event a success**, and we hope to see you in October 2017 for the next round table."*

The Stade de France mentors

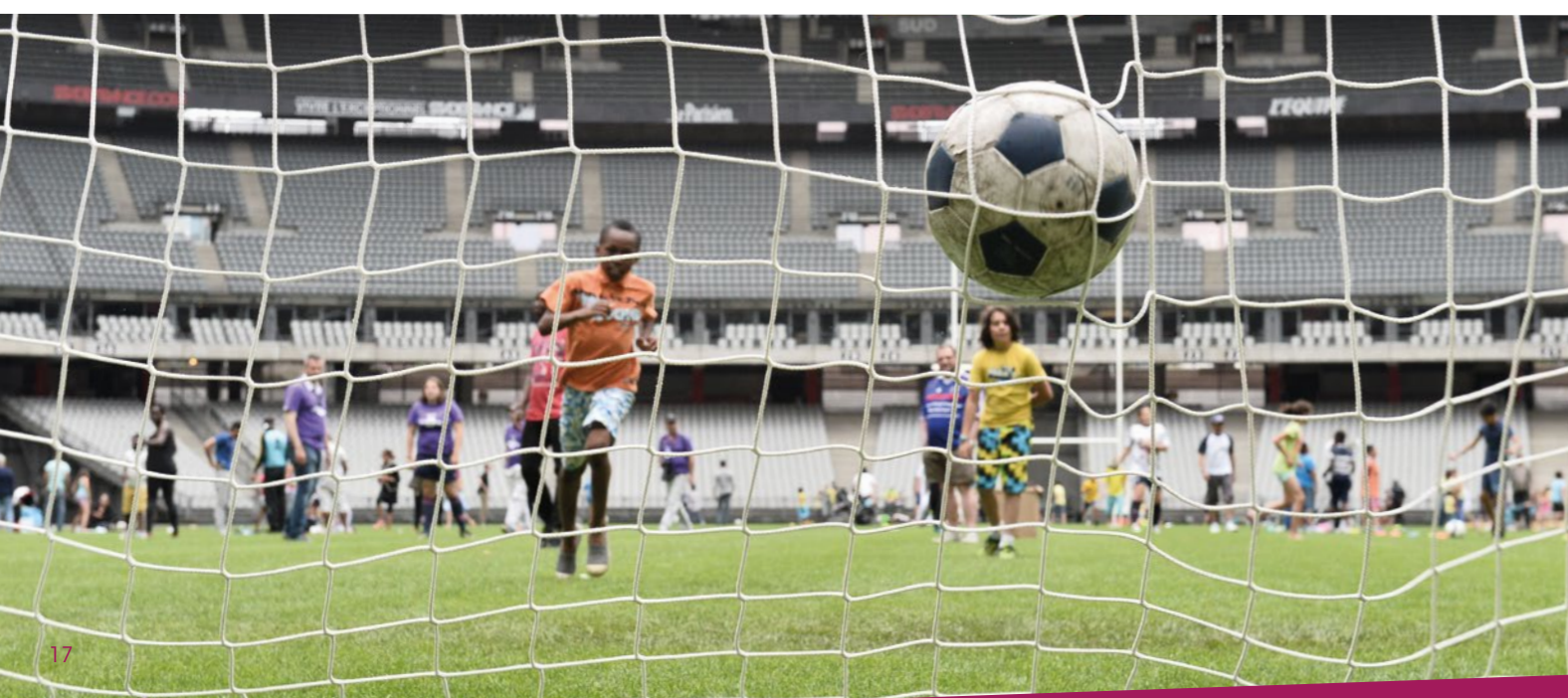


Introduced by **Olivier Cruchot, president of the association**.



Active before the stadium was even built, these mentors came together in 1998 to form the association Les Parrains du Stade de France (Mentors of the Stade de France). The names of these 800 past mentors are etched into one of the Stade's pediments. This group brings together **"everyone drawn to the life, development, activities and memory of the Stade de France"**. It currently has about 100 members who meet each year at the Stade for their general assembly on the day of a match.

The association co-organises the residents' party and is responsible for organising fun workshops. *"The challenge each time is to get about 50 people involved, all of them volunteers. Over the years, we have managed to put together a hard core of loyal participants we call the "mentors team". While striving to remain as professional as possible, this highly-committed team is all about giving to others while having a good time. **The atmosphere is friendly and generous and we are all happy to be involved.**"*



DIVERSITY, DISABILITY AND INTEGRATION VIA SPORT

For almost ten years, the Consortium Stade de France has been particularly focused on the subject of diversity in business. As part of this theme, disability and integration through sport have a special place. The Stade also continues to make special provisions for the welcome of event attendees with disabilities.

RAISING AWARENESS INTERNALLY ABOUT DIVERSITY AND DISABILITY

The Consortium's HR department is fully committed to **promoting equal opportunities and the fight against all forms of discrimination**. Each year, during their annual interview, employees are asked if they have heard about diversity within the company in order to measure their consciousness of the issue and to further the programme of awareness-raising.

In 2015 and 2016, follow-up diversity awareness reminders were sent to employees who said during their interviews that they had not heard anything about diversity within the company, as well as to

new employees. Thus, we feel that most employees have been made aware of this issue. Over these two years, awareness-raising initiatives regarding disability became more focused and centred on **the partnership with Premiers de Cordée**. The variety of initiatives on offer allowed those interested to get involved.

- **"Sport in hospital"**: volunteer involvement by our employees, alongside top-flight sportspeople, in monthly sports activities for **young patients at the Robert Debré paediatric hospital** in Paris (19th arrondissement). Children, whatever their illness, are thus enabled to leave their rooms and spend the evening doing some sport.
- **"Journée Evasion"** ("Getaway Day"): approximately ten employees volunteer each year to help organise the event on D-Day.

- Experimenting with **"Handicube"**: Handicube, which was made available to employees for half a day, contains glasses, headsets and braces permitting the simulation of physical disabilities. Employees were encouraged to try these devices out, and even to work with them for at least 30 minutes, which allowed them **to become aware of what a disability can entail in the workplace**.
- **Stéphane Houdet's visit**: this multi-medal winning Olympian, patron of the association Premiers de Cordée and number 2 wheelchair tennis player in the world came to meet the employees. The employees learned **how disabled sports allowed him to bounce back after an accident**.

As a reminder, from 2006 to 2014, the main initiatives were:

- The partnership with the Hanploi website and the hosting of Handi-friends awards.
- The naming and training of a "diversity" adviser: this person has both an awareness-raising and a monitoring role.
- Support for the disabled sailor Damien Seguin, with employment involvement.
- Beginning of the partnership with Premiers de Cordée in 2011.
- Hiring of a wheelchair-using employee with prior adaptive measures.
- Carrying out of a diversity audit in 2012.
- An awareness-raising initiative about diversity and stereotypes for all employees in 2013.
- An internal communications campaign about RQTH (official recognition of a person's status as a worker with a disability), which led, among other things, to modifications being made to the workstations of two employees.

EVENTS WITH PREMIERS DE CORDÉE

« Journée Evasion » ("Getaway Day"): an event for taking one's mind off things.

2015 and 2016 saw the second and third instalments of this day devoted to sick children in hospitals, clinics, medical education centres and other associations. On each occasion, **1,000-1,500 kids and their parents** were introduced to a wide range of sports (basketball, rugby, boxing, judo, tennis, athletics, golf, dance, etc.) under the supervision of educators and **top-flight sportspeople**. A number of champions, such as Nathalie Péchalat, Maxime Médard, Muriel Hurtis, Tatiana Golovin, footballers Franck Leboeuf and Robert Pirès, as well as dancers from the TV show "Dancing With the Stars", were present to talk with them and sign autographs. **Visits behind the scenes** at the Stade were also organised. As in the first year of the event, the kids emerged starry-eyed.

"When you look at them, when you see the twinkle in their eyes and their lovely smiles, when they take off the mask, you see the same little girls we were when we started out fencing. [...] We were there to show these kids a good time and instil a few very simple values. The fact they are disabled doesn't make much of a difference."

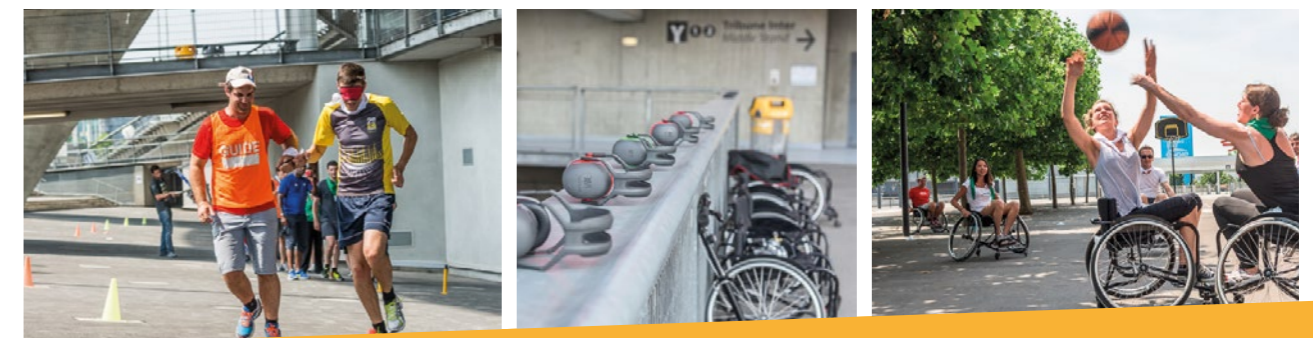
*Ysaora Thibus, French fencing champion
(Le Parisien, 5 May 2016)*

premiers de cordée
le sport comme dynamique de partage



The "Disabled Sports and Business" seminar

Premiers de Cordée also offers seminars in the Stade for companies wishing to **raise their employees' awareness about disability or simply bond their teams together**. Prepared by top-flight sportspeople alongside consultants, this programme offers the opportunity to play a number of disabled sports: blind soccer, wheelchair basketball, and athletics for the blind. There is also an option to visit the stadium in a wheelchair. In 2015 and 2016, about 200 senior managers from big business benefited from this workshop.



ACCESSIBILITY FOR PEOPLE WITH A DISABILITY STILL A PRIORITY

The accommodation of people with disabilities and the quality of services delivered are the focus of several teams and service providers at the Stade de France (ticketing, car parks, safety-security, logistics, etc.). Upon arrival, people with reduced mobility-whether old, the victims of an accident or in a wheelchair-immediately benefit from **adapted and reserved parking spaces**. They then receive **special attention** once inside the Stade, whichever entrance they take, and,

if necessary, they are provided with wheelchairs. **Priority lifts**, staffed by operators, allow them to reach their seats unhindered, whether they are located on the platforms designed for wheelchairs or in the stands. On average, there are sixteen staff per event giving individual attention to 75 to 90 people.

Support for people with reduced mobility



2461

people with reduced mobility benefited from individual support during events

16

staff per event, on average, devoted to providing an individual welcome

80

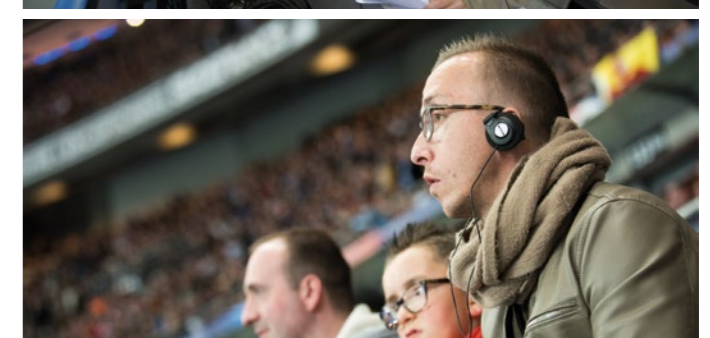
people, on average, assisted per event

in 2015 and 2016

PROVISIONS FOR THE PARTIALLY-SIGHTED AND THE BLIND

Following the installation in 2012 of 2 transmitters on the roof of the Stade, organisers of sports events can now use them to provide a specific service for the partially-sighted and the blind. It is now possible **to listen, using headphones, to a pair of commentators**: one, a sportsperson, describes the match; the other, referred to as an "oralisateur", describes the Stade and the atmosphere in the stands.

In 2015 and 2016, this service was provided for about 30 people by **the French Rugby Federation (FFR)** at all their matches in partnership with the French Federation of the Blind. **The French Football Federation (FFF)** also gradually made this service available at all its matches and, since 2016, it is also offered by the Stade's ticket office for matches featuring the French national football team. Thus, henceforth, any partially-sighted or blind person booking a ticket on stade-france.com can request access to this service in order to benefit from this commentary.



Zoom



Support for the disabled via the association Les Bouchons d'Amour

For security reasons, bottle tops from plastic bottles larger than 0.5 litre are removed at the security checkpoints at the Stade. Due to a number of organisational constraints, it is impossible to collect these bottle tops for the benefit of an association.

In order to compensate for this, the Consortium has committed since 2010 **to making an annual donation** to the association Les Bouchons d'Amour, thus allowing them to finance the purchase of medical equipment for the disabled. 2/3 of this donation goes to Seine-Saint-Denis.

In 2015, the donation allowed an inhabitant of Pantin to get a new wheelchair. Thanks to the 2016 donation, a person with reduced mobility from Noisy-le-Sec was able to have his car adapted in order to enable him to go to work independently.



ENVIRONMENTAL INITIATIVES

Aware of the environmental impact of the events its hosts, the Stade de France attempts to reduce the negative effects of its activities. One approach involves working with service providers. Over the 2015-2016 period, there have also been a number of initiatives to improve waste recovery.

TAKING ACCOUNT OF THE ENVIRONMENT IN CONTRACTS WITH OUR SERVICE PROVIDERS

It is in particular through working and talking with service providers that the Consortium attempts to reduce the environmental impact of its activities. In 2015 and 2016 this included the following:

- systematic inclusion in the specifications of calls for tender (as well as in new contracts with chosen service providers) of **clauses concerning waste**.
- change in terms of the documents requested during calls for tender for construction in the Stade: **new, more pragmatic responsible purchasing questionnaire** and new, stringent **"Clean Worksite Charter"**. For minor renovation works, a list of security and environmental specifications has been included in all orders for finishing work.
- in all calls for tender for the listing of **printers**, commitments from all

selected service providers that they will only use **FSC-certified paper and vegetal inks** and that no isopropyl alcohol will be utilised. This concerns all print jobs, from VIP invitation cards to posters advertising events at the Stade.

- continuing work with our provider of **floral decorations**: visit to his **eco-designed workshop** and intensification of work with him on **reporting**, which was then included in the new contract.



Testimony

The new "Clean Worksite Charter":

As part of its responsible purchasing policy, the Consortium carried out a review of its "Clean Worksite Charter". This charter must be signed by every service provider undertaking works on the site. The service provider makes four commitments:

1. To deal with waste appropriately
2. To limit noise and other nuisances
3. To limit pollution
4. To use more environmentally friendly materials



Anne Prévost, Process and Works Management Manager, explains the thinking behind this initiative:

*"It is important for us to support **an environmentally-friendly approach** among service providers and **the men working on our worksites** so that, in the future, it becomes something automatic. We already had a Clean Worksite Charter, which allowed us, from the outset, to grapple with the topic. After a few years of **feedback**, we decided to review the Charter in order to make it easier to implement for the companies working with us.*

*Our strength is that our approach is very open: it is a wish list, a series of possible approaches. **The companies come along with their solutions**. On our side, it is easier to monitor the Charter: at the kick-off meeting, we set out what will be included in the reporting. There are then follow-ups at certain meetings, depending on the stage of the work. **There is major focus on waste** (trying to reduce it, finding out what becomes of it, how much of it is retreated): this is important for future generations. Our aim is to raise awareness so that this approach becomes standard practice on worksites beyond the confines of the Stade."*

ENERGY

The Consortium Stade de France had an **energy audit** carried out in 2015. Among the recommendations made, those concerning the building management system are going to be included in the overhaul of these systems. This **automated system** allows for the improvement of the building's energy performance by making **energy saving** thanks to the regulation of heating and cooling, as well as the control and programming of lighting.

During the same period, **188 waterless urinals** were installed, which accounts for 38% of the urinals in the Stade. Savings in water use by this change are estimated at 300,000 litres per year.

Zoom



The Sustainable Innovation Forum

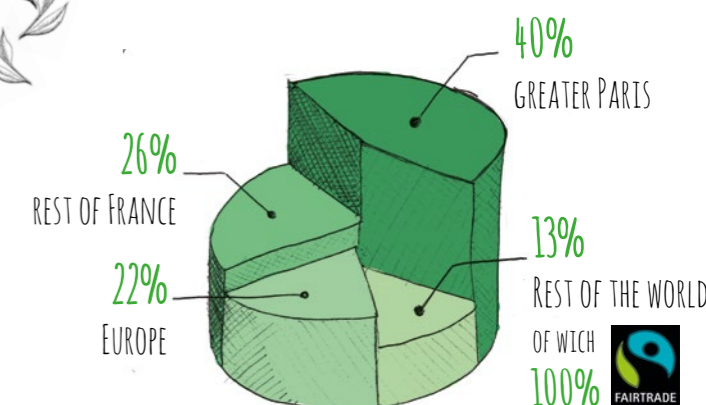
As part of COP21, on 7 and 8 December 2015 the Consortium hosted an event devoted to **business innovation in the fight against global warming**: the Sustainable Innovation Forum. One afternoon was specifically dedicated to round tables on the role of sport in the fight against climate change, with contributions from Thierry Braillard, secretary of State for sport, as well as representatives from Euro 2016, Roland Garros, the Green Sports Alliance, etc.

In order to reduce its carbon impact, the event organiser requested that the Consortium provide an environmentally-responsible reception:

- the reception was organised by Té Traiteur, a provider particularly committed to sustainable development and notable for their **social integration initiative**.
- over the two days, Té Traiteur offered seasonal, certified products (mainly organic), made with locally-sourced ingredients. **The drinks were organic and Fairtrade certified**. Most of the tableware was reusable.
- for this event, Té Traiteur teamed up with Yann Artus-Bertrand's Fondation Good Planet in order to use produce that was otherwise going to waste: "ugly" or almost expired fruit and vegetables. Thanks to these efforts, the lunch reception was transformed into a **"rescued lunch"**.



Source of floral decorations



2015 and 2016

WASTE TREATMENT AND MANAGEMENT

The beginning of the 2015-2016 period saw a **new waste-collection service** being chosen for the Stade. Henceforth, waste that cannot be sorted and thus recycled is incinerated at the **waste-to-energy plant** at Argenteuil. This facility provides light for 130,000 people and heat for 11,500 people annually. The new contract also enables **better reporting** and thus better waste-monitoring.

In parallel, an **internal training session** was organised for about 20 employees from different departments in order to explain the **new regulatory framework for waste**

management as well as the practical issues involved in this complex aspect of the Stade's operations.

Over this period, in addition to the usual waste, large volumes of extra waste were produced due to construction and work to prepare the Stade for Euro 2016. Many areas had to be emptied in order to host the competition. As far as possible, **materials were handed over to be recycled or reused**. Thus, 32 tonnes of furniture was recycled via the eco-organisation Valdelia: specifically, the furniture from the newsroom, all the furniture in the press box, 50 office chairs, etc. Furniture that was in good repair was set aside to be donated to associations. The kitchen equipment from the former restaurant "Le 98" was salvaged by a catering professional.

In addition, as part of the Stade's connectivity project, the screens in the VIP zones had to be replaced. Since they were in perfect working order, these **206 flat screens** were all donated, mainly to the **charity Emmaüs**.

Finally, merchandising items that could no longer be sold (T-shirts, balls, rugs, etc.) are gradually being distributed to the Consortium's various partner associations, to local school fairs and other local associations, or to Consortium employees as part of internal competitions.

REDISTRIBUTION OF UNSOLD FOODSTUFFS



The catering provider for the public (refreshment stalls in the Stade) has continued its partnership with the association le Chaînon Manquant. Thus, the day after each event, volunteers from the association come and **pick up the unsold sandwiches** that have not been removed from the preparation area, this in order to maintain the cold chain. They are immediately redistributed, along with the sweet snacks (muffins, doughnuts, etc.), **to refuges and social cafeterias** in Paris and Saint-Denis (such as Aurore, les Restos du Cœur, etc.) For reasons of hygiene, the petits fours and uneaten meals in the VIP zones cannot be redistributed.

15 857

PRODUCTS REDISTRIBUTED

=

5 363

MEALS DISTRIBUTED

=

2,431

TONNES OF WASTE AVOIDED

2015 and 2016

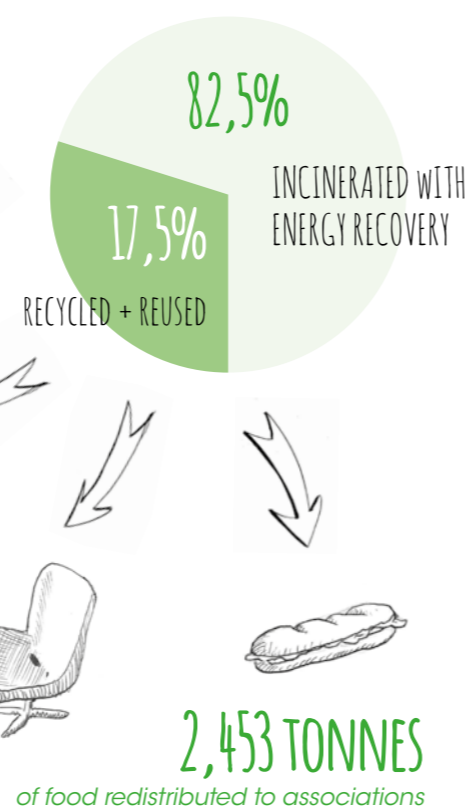
Recovery of waste

55,5 TONNES
of bottles and glass recycled into glass

32 TONNES
of paper and cardboard recycled into paper



32 TONNES
of furniture dismantled and recycled



2015 and 2016

Zoom

Coca-Cola: a partner committed to recycling

As part of the partnership with Coca-Cola, all the panels on level 1 that were once devoted to the history of sport were replaced by Coca-Cola Recycling for the France-Germany match on 13 November 2015. The 56 panels now **promote the sorting and recycling** of plastic bottles, thus echoing the installation of sorting bins for the public. There are also messages displayed on the screens of the refreshment stands encouraging spectators to sort their waste.



26

THE CONSORTIUM STADE DE FRANCE’S SUSTAINABLE DEVELOPMENT INDICATORS

Sustainable development indicators were established in 2012 for monitoring purposes and these figures have been recorded since 2010. Both quantitative and qualitative figures covering the past three years of operation can be found there. With a few exceptions, these indicators have remained unchanged since 2010.

SOCIAL INDICATORS

Definition of the indicator	2014	2015	2016*
Food redistribution: quantity of food products redistributed (number)	4 854	8 221	7 636
Associations in Seine-Saint-Denis or whose supported activities take place in Seine-St-Denis supported by the CSDF over the year	Diambars Proxité Premiers de Cordée Boxing Beats	Diambars Proxité Premiers de Cordée	Diambars Proxité Premiers de Cordée
Average number of reception staff and team leaders devoted to welcoming and assisting people with disabilities per event.	16,8	17	15
Average number of people with reduced mobility (with or without a wheelchair) per event benefiting from specific assistance	82	88	75
Share of amounts given to schools in the Seine-Saint-Denis department out of the total apprenticeship tax for redistribution by the CSDF (after taxes and charges)	0% due to the reform of the distribution of the apprenticeship tax and the employment of 4 apprentices	0% due to the reform of the distribution of the apprenticeship tax and the employment of 4 apprentices	59% Suger (Saint-Denis) and Jacques Brel (La Courneuve) secondary schools
	Season 2014/2015	Season 2015/2016	Season 2016/2017
Number of people residing in the Seine-Saint-Denis department employed by CSDF service providers at events out of the total number of people employed by service providers at events (activities: maintenance, cleaning, reception, pitch maintenance, catering, security)	30%	33%	forthcoming
Number of people residing in the Seine-Saint-Denis department employed by CSDF throughout the year out of the total number of people employed by service providers throughout the year (activities: maintenance, cleaning, reception, pitch maintenance, catering, security)	48%	42%	forthcoming

*Excluding Euro 2016

SOCIAL INDICATORS

Definition of the indicator	2014	2015	2016*
Number of women out of number of CSDF employees (permanent, temporary, suspended contracts, work experience contracts) on 31 December of the reference year	51%	49%	47%
Number of women managers out of number of CSDF managers (permanent, temporary, suspended contracts, work experience contracts) beginning with level VII-431	28%	36%	27%
AGEFIPH calculation of the number of missing units after deductions from the number of beneficiaries to be employed	4,32/8	3,63/7	5,1/7
Number of employees with a disability (permanent, temporary, suspended contracts, work experience contracts) out of total number of CSDF employees on 31 December of the reference year	0,64%	0,66%	0,77%
Average number of training hours per year and per employee in the corporate training plan	13,81h	26,6h	28,4h
Average number of work-placement hours during the year in the areas of prevention-safety-security and sustainable development	595h	450h	751h
Number of employees giving support as part of their efforts to develop mentees' employability	22	11	23
Number of work accidents leading to sick leave > 1 day	2	0	1
Number of work accidents without sick leave	1	1	4
Number of fatal work accidents	0	0	0
Proportion of apprenticeships and professionalization contracts out of the total number of employees	8%	8%	4%
Number of employees involved in mentoring for at least 1 year as part of partnerships developed by the CSDF with associations out of the number of employees (permanent, temporary, suspended contracts, apprenticeships) present on the 31st of the month	12%	14%	18%
Existence (yes / no) of an annual information meeting for all employees	yes	yes	yes

*Excluding Euro 2016

ENVIRONMENTAL INDICATORS

Definition of the indicator	2014	2015	2016 *
Consumption of electricity over the year in terms of the number of spectators present	6,35KWh	10,24KWh	10,97KWh
Consumption of heating oil over the year in terms of the number of spectators present	3,24cl	4,52cl	3,37cl
Consumption of natural gas over the year in terms of the number of spectators present	4,55KWh	8,01KWh	10,53KWh
Consumption of water over the year in terms of the number of spectators present	0,02m³	0,03m³	0,03m³
Annual average in tonnes of plastic waste avoided thanks to the system of refundable cups	3,465	1,945	1,628
Quantity of processed waste (in tonnes) out of the total quantity of retrieved waste (in tonnes)	n/c	100%	100%
Quantity of recycled, re-employed or reused waste (in tonnes) out of the total quantity of retrieved waste (in tonnes)	n/c	20%	14%
Redistribution of unsold foodstuffs : quantity of avoided waste (in tonnes)	0,795 †	1,3 †	1,2 †
Proportion of stems in the floral arrangements sourced in Greater Paris region (Ile-de-France)	not recorded	37%	42,4%
Proportion from the rest of the world (outside France and EU)	not recorded	6,79%	19,45%
Proportion of stems certified Fairtrade out of those from the rest of the world	not recorded	100%	100%
Total number of spectators using public transport (lines B or D of the RER, line 13 of the métro) upon leaving the Stade de France out of the total number of spectators actually present in the Stade in the year of reference	75%	64%	66%

*Excluding Euro 2016

RESPONSIBLE PURCHASING INDICATORS

Definition of the indicator	2014	2015	2016
Responsible* purchasing turnover in the year of reference + turnover of the markets involving responsible purchasing over the previous years and whose contracts were still running in the year of reference out of total turnover processed by the purchasing department <i>*whose call for tenders involved a questionnaire and a sustainable development assessment</i>	83%	87%	76%
Purchasing turnover in the markets processed in the year of reference processed by the purchasing department + turnover in recurrent markets processed previously whose contracts are still running out of total spending	83%	84%	82%
Purchasing turnover with service providers in the protected and adapted sector (ESAT and EA) and in the integration sector (EI)	€18 262	€125 242	€22 795

COMMUNICATIONS AIMED AT EXTERNAL STAKEHOLDERS

Definition of the indicator	2014	2015	2016
List of reports and presentations about the sustainable development initiatives aimed at external stakeholders	- Annual Operating Report (for the State) - Advisory Committee - Monthly report to shareholders - COP Global Compact	- Annual Operating Report (for the State) - Advisory Committee - Monthly report to shareholders - CSR Report - COP Global Compact	- Annual Operating Report (for the State) - Advisory Committee - Monthly report to shareholders - COP Global Compact

SUSTAINABLE DEVELOPEMENT ACTIONS DD DU STADE DE FRANCE

42% OF THE FLOWERS
COME FROM THE GREATER PARIS REGION
(ILE-DE-FRANCE)

ONLY 19% FROM OUTSIDE OF EUROPE

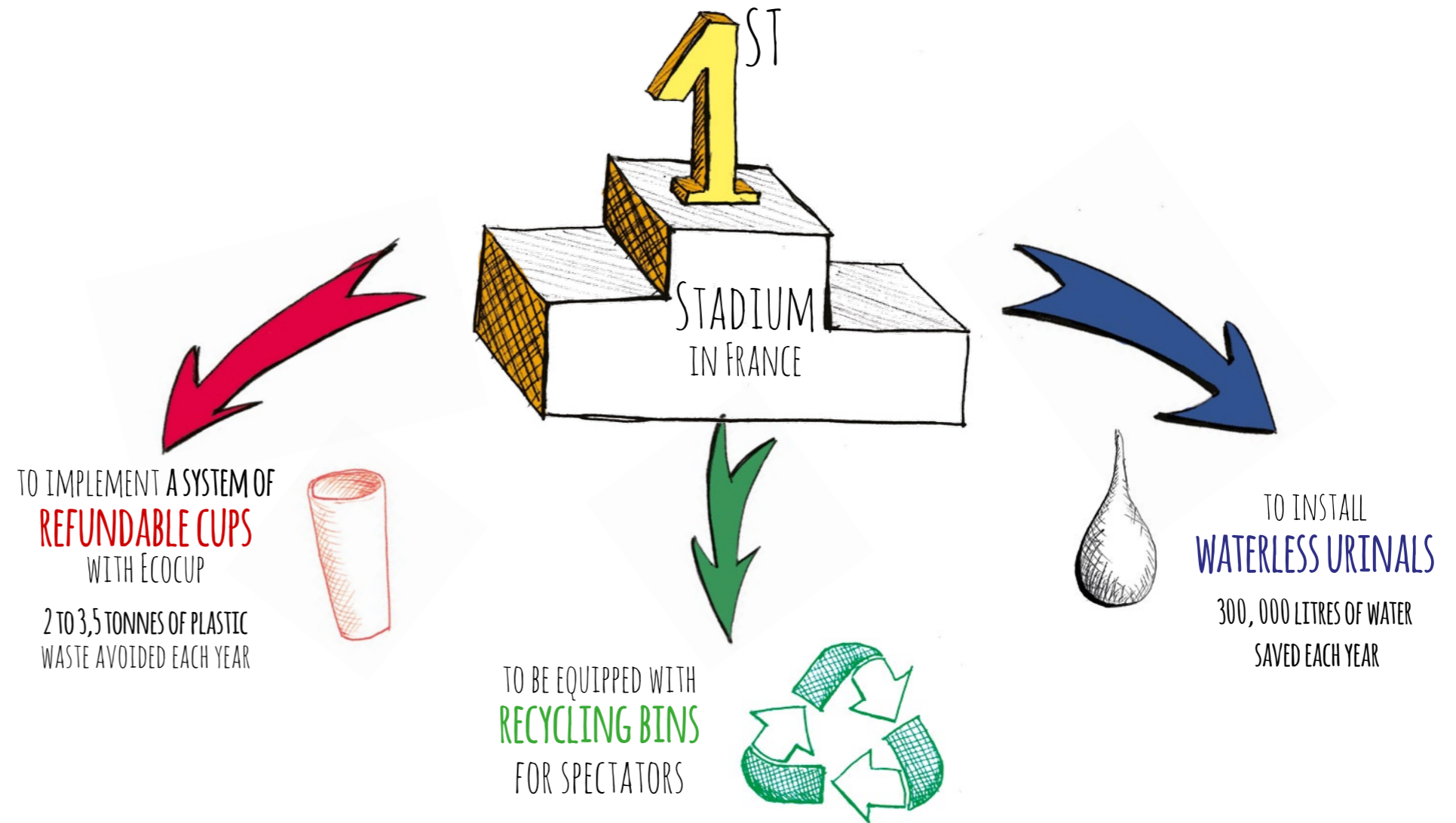
OF WHICH **100%**

HAVE FAIRTRADE CERTIFICATION
(FLORAL DECORATIONS FOR THE VIP AREAS)



8,000 PRODUCTS /YEAR
(SANDWICHES AND DESSERTS)
REDISTRIBUTED TO ASSOCIATIONS

WITH OUR CATERING PARTNER



65% **B D M 13**
OF SPECTATORS TRAVEL TO THE STADE
BY PUBLIC TRANSPORT

MORE THAN
1,500 SICK CHILDREN
WELCOMED EACH YEAR DURING THE
« JOURNÉE EVASION » GETAWAY DAY

THANKS

This report is the fruit of work carried out by very many employees and partners of the Consortium and we would hereby like to thank them. Whether they work at central office, in the commercial department, the department of “organisers, marketing and communications”, or the HR department, they all contribute in their own area to making our operations more environmentally responsible.

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Macary, Zublena et Regembal, Costantini Architectes, ADAGP Paris 2017

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