



# CONSORTIUM STADE DE FRANCE

**CSR REPORT** 2017 - 2018





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## EDITORIAL



At a time when the ecological awareness of our fellow citizens is increasing, when initiatives to reduce plastic and waste are growing ever more numerous in the world of events, we are pleased to present our new CSR report for 2017 and 2018.

The major event of this period was undoubtedly the signing of the Environmentally Friendly Charter for Sports Facilities Managers on 11 June 2018, a charter initiated and supported by the Ministry of Sports and the WWF. In line with the organisers of major sporting events and alongside, in particular, the other major French stadiums, we are proud to have played an active part in drawing up this Charter.

Logically, and in the interests of benefiting from the momentum generated by this work, our action plan is now based on the 15 commitments of the Charter and, of course, on the associated objectives. Nevertheless, we are continuing to follow up on past initiatives and we are pursuing the implementation of our major priorities, which are commitment to our community, openness to diversity and environmental impact. On this last theme, our efforts remain focused mainly on improving waste recovery. We would like to take this opportunity to express our special thanks to Citeo, which has supported us for two years in our plastic bottle recycling project.

True to our principle of wanting to make this report a living and substantive account of our efforts, you will find personal contributions from no fewer than twenty individuals in these pages. You should take the time to read them, as they are interesting, rich and sometimes surprising. We would like to offer our sincerest thanks to all those people with whom we have the pleasure of working and helping to move things forward. Above all, we are particularly proud of our employees who are fully involved and without whom we would not be able to achieve the same degree of success with our projects.

**Alexandra Boutelier**  
*Director General*

**Henry de La Monneraye**  
*Deputy Director General*

# THE SUSTAINABLE DEVELOPMENT APPROACH OF THE CONSORTIUM STADE DE FRANCE

**THE CONSORTIUM STADE DE FRANCE LAUNCHED ITS DEVELOPMENT ROADMAP IN 2009 AND BEGAN PROGRESSIVELY IMPLEMENTING IT BY MEANS OF A SERIES OF ACTION PLANS:**

## **BEING A KEY PLAYER WITH A POSITIVE IMPACT IN ITS COMMUNITY**

- Participation in the **economic and social development** of the Plaine Commune community
- Dialogue and organising events with **local residents**
- Work with **local contractors**
- Support for **local associations**

## **MAKING STADE DE FRANCE A TOOL FOR INTEGRATION**

- Work with **schools** in deprived areas
- Integration of **sick children** through sport
- Work with **Integration** and **Adapted** Businesses
- Hosting of young **trainees** from REP (Priority Education Network) areas

## **ENSURING ACCESSIBILITY FOR ALL**

- **Construction work** to further improve the accessibility of the building
- **Personalised welcome** for people with reduced mobility at all events
- **Diversity** and anti-discrimination policy within the company
- **Raising employee awareness** about **disability**



## **REDUCING NEGATIVE IMPACTS ON THE ENVIRONMENT**

- **Action plans** for reducing and recycling **waste** from events
- Proactive approach for the **reuse and recycling** of extra waste
- **Responsible purchasing policy**
- Redistribution of **unsold food** items and donation of bottle caps by our beverage service provider

## **BEING AT THE FOREFRONT OF SUSTAINABLE DEVELOPMENT AWARENESS**

- Raising awareness among our **employees** and service providers
- Communication on our **social networks** and our website
- Raising awareness among **spectators** about waste sorting



# TIMELINE





# THE ENVIRONMENTALLY FRIENDLY CHARTER FOR SPORTS FACILITIES MANAGERS

« As managers of major sports facilities, we are committed to doing everything possible to achieve the following 15 objectives with regard to operations our facilities are in charge of during the hosting of sports events. These commitments are part of a continuous improvement approach and are scheduled to be reached by 2020. A second series of extended commitments for the period up to 2024 will then be considered. »

- ▶ Minimum of 50% **environmentally responsible food**
- ▶ At least 80% of journeys made using active **mobility**, public transport or carpooling
- ▶ 80% of purchases incorporating “**responsible purchasing**” selection criteria
- ▶ 15% less **waste** and 40% of waste reused, recycled or recovered, and 60% of food waste processed as biowaste
- ▶ 1 programme to promote **biodiversity**
- ▶ 100% of **energy** and **water** consumption managed and optimized; 25% **renewable** or reused **energy**
- ▶ 100% of the events and services offered providing equivalent quality of welcome for people with **disabilities**
- ▶ 1 programme promoting access to **disadvantaged groups**
- ▶ 1 “environmentally friendly” **innovation** tested
- ▶ 1 programme based on **social commitment**
- ▶ 1 programme promoting identification of and dialogue with **community** stakeholders
- ▶ At least 1 commitment with a **charity organisation**
- ▶ At least 1 initiative promoting **equal opportunities** and the fight against discrimination
- ▶ 1 facility **responsible management** action plan
- ▶ 1 programme to **raise awareness** about environmental friendliness

*Details of our commitment monitoring can be found in the table of indicators on pages 28 to 30.*



**55 ORGANISERS  
AND SPORTS FEDERATIONS**

**16 SPORTS  
FACILITIES MANAGERS**

**ON 11 JUNE 2018, THE CONSORTIUM STADE DE FRANCE SIGNED THE ENVIRONMENTALLY FRIENDLY CHARTER FOR SPORTS FACILITIES MANAGERS ALONGSIDE OTHER STADIA SUCH AS THE PARC DES PRINCES, THE ORANGE VÉLODROME AND THE GROUPAMA STADIUM (LYON).**

***Amandine Singla, Head of the Sport and Sustainable Development Mission at the French Ministry of Sports, explains this charter for us.***

### ***What was the genesis of this charter ?***

It came out of a discussion initiated by the Ministry of Sports and emerged from a working group of organisers of major international sporting events. This took place as a follow-up to the Euro 2016 football tournament, but also the French Open, the Tour de France and Formula E.

A number of major sporting events wanted to come together to discuss the idea of **building a common tool based on 15 issues**, with **quantified objectives**. The intention was to move away from mere declarations of intent. All these key players thus wanted to set themselves a challenge over three years and be supported by the WWF because there was a need for expertise on environmental issues. The charter was thus co-constructed. In 2017, **21 major sporting events**, including the 2024 Olympic bid committee, signed up. This document also appealed sports federations, which decided to take part in this initiative, as they considered that it would be just as worthwhile to develop these commitments on a national or even a regional level.

### ***How did you go about approaching sports facilities managers ?***

It soon dawned on us that an event is not organised in a vacuum; the boundaries between an organiser and a sports facilities manager are quite porous. We thought it might be interesting to work with managers as well and to **adapt this tool to their work**. We have therefore launched this **new charter**, which is in fact a variation on the



previous one, with 12 common issues and others that are new because sports facilities have their own specific characteristics. Unlike an event, they operate continuously throughout the year. Beyond the charter itself, there is a **process of network coordination** and tool building for accelerating the transition of the sport sector and raising awareness among partners and stakeholders.

### ***What has been the impact of Paris 2024 ?***

This charter was also designed with the aim of creating a dynamic French sports ecosystem. The prospect of hosting the Olympic Games in 2024 is a **tremendous accelerator** in many areas, in particular the environment, and in terms of how we can organise sporting events taking into account the **goal of carbon neutrality**. This interaction between organisers and facilities managers makes it possible to **capitalise** on everything that has already been undertaken by the various players and possibly to **test solutions** that might then be implemented at the Olympic Games. The OCOG (Organising Committee of the Olympic Games) is a stakeholder and signatory of this charter.

***« We have relied quite heavily on the CSR approach adopted by Stade de France for a number of years now. Stade de France is a genuine partner, with whom we are able to share best practices. »***



## **Maël Besson, Head of Sport at WWF explains the NGO's support role.**

### **What has the role of the WWF been with regard to the Charter?**

WWF has played the role of a **partner** that is in a position to question projects and provide **expertise** on what is conceivable and acceptable, or not, in terms of environmental issues. It was necessary to propose targets that were both **credible and bold**, and that would progress over time.

For the signatories, this is a **voluntary approach, with an obligation to provide resources** rather than results. Our role is thus not a supervisory one. However, it is clear that this initiative has generated a positive momentum in the sense that it has brought everyone together around common targets, with **efforts focused on the same goals**. It is one of the few subjects for which everyone (private companies and community groups, local authorities and government) is committed to the same objectives.

### **Why and how is the WWF involved in sport ?**

Sport is a **great tool for culturally and constructively influencing** positive change in society. Also, when several players, including the Stade de France, make a commitment in the area of food, this inevitably prompts caterers to make their offers greener. We can counter rampant climate change and biodiversity loss by creating a **climate of commitment and initiatives** at all levels of society.

Sport can help us to accelerate this dynamic. For the WWF, it is also a way of reaching audiences that are not among its usual constituency. Sport has the **power to make things appealing**.

### **How does the WWF see the role of Paris 2024 in improving the environmental friendliness of sporting events ?**

It's an extraordinary event. We were a partner of the bid committee, with the aim of not focusing on the question "Should the Olympic Games be organised?", but rather "if they are held, how can they be organised so that they **respect the environment**, and also in the service of which social project should they be put?" The question is how this event can drive a **green transition in sport**.

It is still early days for us, but I hope that we will be able to help build the legacy of the Olympic Games by taking into account environmental issues. This involves the internal organisation of the event but also the **legacy** that we wish to leave behind. This legacy is being built right now.

**" Sport is a great tool for culturally and constructively influencing positive change in society. "**





## INTERNAL MOBILISATION OF CONSORTIUM EMPLOYEES

**Many employees identify with to the Consortium's CSR values and have no hesitation in getting personally involved in the initiatives undertaken by the company.**

Each year, around twenty employees come to **accompany sick** children during visits to the Stade on the "Journée Evasion" ("Getaway Day") or to volunteer **a few hours once a month** by visiting the Robert Debré paediatric hospital.

With regard to the environment, highly motivated employees were present twice in 2018 to act as **recycling ambassadors** with external staff working in the Stade de France to prepare events.

Many of them also take time out to talk about what they do to the **young trainees** who come to discover the world of business.

Finally, **the collections of games, toys and soft toys** organised during the 2017 and 2018 holiday periods were very successful, with hundreds of items collected. Thanks to the partnership with the Premiers de Cordée association, these items went to **the children at the Jean-Verdier hospital in Bondy (93).**

***" The children were often surprised, they did not expect to get a gift or a toy, most of them said it's not that bad to be ill after all because you get presents ! "***

**Dr Mathieu Pellon**, a paediatric pulmonologist who spearheaded this initiative, explains what has become of these many recovered toys :


" At the Jean-Verdier de Bondy Hospital we serve some rather vulnerable populations: any donations that can make things more pleasant for a few families are always welcome. In December, a few toys and soft toys were handed out every day during **consultations**, in outpatient clinics and in the emergency room. The slightly larger toys, such as construction games, were made available in the **waiting rooms**.

This initiative has made it possible to **enhance children's trust in the medical profession**, to show that we are not only people who wear white coats, provide treatment and carry out invasive examinations that hurt; we are also part of their surroundings and we get to offer gifts to congratulate them. It creates a much more **family** atmosphere, and the impression that we are all working together to overcome their disease. As a result, children have more confidence in us and they **accept the treatment more**.


Of course, we kept some for the 24th and 25th of December so that they could be handed out in wrapping paper to the **children who were in hospital** on those days. All the staff played along: nurses, educational staff, doctors. And I felt like Santa ! Thanks again ! "



**premiers  
de cordée**

A portrait of Isabelle, a woman with dark hair, smiling. The background shows an outdoor setting with some structures.


Isabelle

A portrait of Suzie, a young woman with brown hair, smiling. The background shows an outdoor setting with some structures.

Suzie

A portrait of Caroline, a woman with blonde hair, smiling. The background shows an outdoor setting with some structures.

Caroline

A portrait of Walter, a man with short grey hair, smiling. He is wearing a blue scarf. The background shows an outdoor setting with some structures.

Walter

## COMMITTED EMPLOYEES

### **Isabelle** recycling ambassador

" It's just about talking to the people working in the stadium. To be honest, the reception we received was extremely positive. I was expecting there to be more resistance. But actually people just need to be given a little bit of guidance. The key is to say, 'If you are going to do it, this how it should be done.' It's just about developing good habits.

*I think it only takes very little for people to change their attitude.* What I do at home, I do at my workplace. It is also up to us, as employees, to set an example, but without lecturing.

If everyone were to do something on their own small scale, we would see some very big changes on a global scale. "

### **Suzanne** volunteer on the "Journée Evasion" (Getaway Day) - welcoming Year 10 trainees

" For me, taking part in the "Getaway Day" is very important, as I'm first and foremost a mum. Some of these children only come out of hospital on this day. *Sharing these moments, seeing the happiness in their eyes is worth all the gold in the world.*

I also welcome Year 10 trainees because this work placement is supposed to show adolescents the various jobs available: this is important for their futures and the choices they will make. So, I consider it only natural to take a little time to explain my work to them.

*These two initiatives are complementary, they affect our children and hence everybody's future. "*

### **Caroline** recycling ambassador

" The Stade de France is the nation's stadium and must be exemplary and beyond reproach in this area. In terms of waste sorting, the Stade de France was one of the first sites to take matters into its own hands 10 years ago and the effort must continue and be improved upon going forward.

This experience on the ground has made me realise that there is still a long way to go and, on a personal level, it has been a *rewarding and ecologically useful commitment.* "

### **Walter** welcoming trainees - volunteer on the "Journée Evasion" ("Getaway Day") - recycling ambassador

" I welcome Year 10 trainees once or twice a year. *I think it is important to devote a little time to these young people,* to introduce them to a job, so that they can get to see as much as possible and perhaps maybe even spark a vocation. This does not cause me to fall behind in my work because I plan for it!

What are the values that guide me in these three initiatives? *Investment, commitment and support.* "





**Nadia**

**Nadia initiator  
of best practices - recycling  
ambassador**

" As part of my general services role, I had the idea of removing the plastic spoons used for coffee and replacing them with reusable stainless steel spoons. I was also able to provide associations with a large stock of office supplies and items that we did not need.

As someone who is already very aware of environmental problems and concerned about the future of our children, I try to do everything I can to **make my contribution on this worrisome issue.** "



**Stéphane**

**Stéphane volunteer on the "Journée Evasion" ("Getaway Day") - recycling ambassador**

" I've been volunteering on "Getaway Day" ever since the first event. As a father, I am naturally concerned about this subject and for this reason I am committed to welcoming these sick children, and to helping them discover and share the magic of the Stade de France. Every year, I am struck by the same images of children having fun and enjoying a break from their daily lives. Hosting the "Journée Evasion" ("Getaway Day") **means offering sick children with an enchanting break from their everyday routine.** They will remember "following in the footsteps" of athletes they see on TV during matches at the stadium. **The Stade de France really conveys this energy.** I am proud that my company has pursued this initiative.

I have also been a recycling ambassador: these 2 initiatives promote involvement in **a caring society that is respectful of its resources.** "



**Benoît**

**Benoît Proximité  
mentor**

" Since November 2016, I have been sponsoring Rudy, a young man from Saint-Denis who is now 24 years old. When I met him he lacked bearings and his friends and family were unable to provide him with the support he needed. He was an intelligent, sensitive and shy boy who just needed to be shown trust and given guidance.

It has been **rewarding** over the years to see him succeed in his studies and obtain challenging internships. He is now entering the labour market better equipped and I feel that I have made a modest contribution. We work on a daily basis at the Stade de France, but ultimately remain quite cut off from the city around us. This personal approach is a way for me **to connect with the community.** "



**Carine**

**Carine recycling ambassador**

" I am very concerned about all environmental issues and I wanted to be involved in this project," explains Carine. I feel concerned and I wish to do my bit to help with these issues. It's also great for people to be able to express themselves about their convictions. It obliges us as individuals to reach out to others. It is easy to do something when it comes to an issue of concern to us all. It is easy to implement, easy to see the results; **it is useful, measurable, quantifiable and tangible.** You can change things fast. "

# COMMUNITY COMMITMENT

## LOCAL AUTHORITY-BUSINESS CHARTER

- ◆ Signatory to the Plaine Commune local authority-business charter **since 2008**

- ◆ Charter signed for a further 3 years: **8 March 2018**

- ◆ Active participation in the **Charter HR Department Club**

AGREEMENTS  
with Plaine Commune and  
Saint-Denis

## LOCAL EVENTS

- ◆ District 93 Finals (football) 2017
- ◆ Hosting of the **GIANT SPELLING COMPETITION** ("Dictée Géante"): nearly 1,500 participants in 2018

### ◆ 2017 AND 2018 RACES

- ▶ "La Voie Royale" half-marathon and 10-K race
- ▶ **The Grande Course du Grand Paris Express** [Greater Paris 10-K race]



**1,200 children from Saint-Denis**  
took part in creating a giant  
logo on the pitch  
in **January 2018**

## INTEGRATION AND ASSOCIATIONS

- ◆ Sponsorship of the **PROXITÉ** association **since 2011**
- ◆ Work with the **DÉCHETS D'ART** association

**ProXité**

**déchets d'arts**  
recycler, recréer, réinventer





## SINCE 2008, THE CONSORTIUM HAS BEEN INVOLVED IN THE ECONOMIC ACTION OF THE PLAINE COMMUNE LOCAL AUTHORITY'S ECONOMIC INITIATIVES.

*Interview with Philippe Mouchel,  
Economic Development Director  
of the Regional Public Authority*

*Can you tell us about the Plaine Commune local authority-business charter?*

In 2005, during the economic recovery due in particular to the new business districts, the question arose as to how to develop an approach that would make it possible to **link economic and social development**. This is the purpose of the Charter. It aims to ensure that economic actors can make a **real contribution to the community** in which they are based. It is divided into a series of broad areas: **employment, professional integration, training**, etc. The idea is for each signatory to say, "I will make a commitment to such and such issues and these are the series of measures that I intend to implement", by means of a 3-year undertaking. The charters are signed by the company, the association Plaine Commune Promotion, Plaine Commune local authority and the employment centre.

*What is the involvement of the Consortium Stade de France in this Charter?*

Stade de France got involved in this system in **2008** and has **consistently renewed** its commitments since then. It is particularly involved in local employment, by taking part, among other things, in the employment forums organised by the employment centre twice a year.

As part of this Charter, we have a club of HR Department-CSR Directors Club which consists of those involved discussing human resources subjects with their peers and in which the CSDF is very active. In November 2018, we celebrated the 60th meeting of

the HR Department Club and the Stade de France kindly agreed to host the event on its premises. On this occasion, along with the association Premiers de Cordée, the Stade de France set up **an awareness-raising campaign focused on disability**, a subject that is very close to their hearts.

*In terms of the Charter, could you talk to us about the Mosaïque de Talents awards?*

This initiative involves showcasing the technical and technological programmes offered in secondary schools and University Institutes of Technology (IUT) in the Plaine Commune community. Participation in these programmes is seen by these young people as being less prestigious than the general programmes. However, the training and diplomas offered in **technical programmes** often make it easier for young people (when they are successful, of course) to find an opening, and more particularly a job. **Within the business community, there is a clear interest in these training courses.**

The idea behind the Mosaïque de Talents initiative is to put together **a group of young people** and find a **sponsor (a company)** to support them as they undertake a **collective project**. There is a visit by the sponsor to the school and the group carrying out the project goes to visit the company.

For several years now, Stade de France has become a regular participant in these pupil-sponsor pairings. They often choose to work with the **Lycée Jacques-Brel** secondary school. Over the years, **close ties have developed between these two bodies**. It is always prestigious for young people to go to the Stade de France in order to visit the facilities, to gain a better understanding of what it is like and how it is organised.

Each year ends with a ceremony during which all the projects are presented, with students speaking in public. The audience is composed of teams of teachers, the inspectors from the local educational authority, elected officials, etc. **It is very rewarding for the young people who take part.** In 2017, we celebrated the 15th year of the initiative and awarded a specific prize to the Consortium because it has participated every year since the creation of Mosaïque de Talents. **The involvement of Stade de France is remarkable.** We wanted to say “thank you” at some point.

*Is the relationship between Plaine Commune community and the Stade de France a special relationship ?*

The advantage with the Stade de France is that these facilities are not about to leave our community tomorrow. In fact, **the partnership is well established.** Even though some faces have changed within the CSDF, we are still able to forge ties and **pursue mutual interests.** The Stade de France is also a member of the board of directors of the association Plaine Commune Promotion. As a partner, they are not interested in publicity stunts or media buzz, quite the contrary. There has been consistency in terms of the Mosaïque de Talents initiative and the Charter mechanism for years.

***“ We value our relationship with the Stade de France. I personally find them to be a great partner. They are a business with a long-term commitment, and they are really invested in certain initiatives, which is very welcome. ”***

ON  
EVENTS

seasons  
2017/2018

EXCEPT  
EVENTS

30%



48%

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.

## EVENTS WORTHY OF NOTE OVER THE SAME PERIOD:

Beyond the socio-economic aspects, Stade de France hosts local events all year round, be they sporting or cultural.

- ◆ The two editions of **La Voie Royale Saint-Denis** (half marathon and 10-K race that pass through the Stade).
- ◆ The Grande **Course du Grand Paris Express** [Greater Paris 10-K race], between the Paris City Hall and the Stade de France.
- ◆ The **District 93 Finals** played by the football clubs from the community on the Stade de France pitch on 17 June 2017.
- ◆ **Exhibition** on the stadium railings, from 15 April to 13 September 2017: “**Plaine Commune, Terre de Jeux**” (Plaine Commune, Playground) comprising 60 panels depicting 30 Olympic disciplines illustrated by top athletes for the 2024 Olympics and photographed in public spaces around towns located in the Plaine Commune locality.
- ◆ **Giant spelling competition** (“Dictée Géante”), which attracted 1,473 contestants on 31 March 2018. Organised by **Saint-Denis town hall and Saint-Denis writer Rachid Santaki**, this contest brought together people of all ages, including schoolchildren, secondary-school students, members of associations and pensioners.

# PROFESSIONAL DEVELOPMENT FOR YOUNG PEOPLE IN THE LOCAL COMMUNITY

## 2017 & 2018

- ◆ Sponsorship of the Jacques Brel secondary school in La Courneuve
- ◆ Involvement in the employment forums in Plaine Commune:
- ◆ Partnership with the Proximité association (Saint-Denis branch)

## 2017

- ◆ Participation in the careers forum at the Lycée Jacques Feyder secondary school in Epinay-sur-Seine

## 2018

- ◆ Visit to the stadium by students from the Jean Renoir de Bondy high school
- ◆ Support for the Sport' A Vie association
- ◆ Visit by 250 Year 10 trainees from secondary schools in Seine-Saint-Denis



laCourneuve

BONDY  
SEINE-SAINT-DENIS

EPINAY-SUR-SEINE

plaine  
commune  
GRAND PARIS

Saint  
Denis

seine saint-denis  
LE DÉPARTEMENT





## WORKING WITH LOCAL SCHOOLS

In keeping with its commitment to young people in Seine-Saint-Denis, the Consortium renewed its partnership with the Lycée Jacques-Brel secondary school in La Courneuve for the fifth and sixth time. The period was also marked by **two new partnerships**.

### SPONSORSHIP OF THE LYCÉE JACQUES-BREL SECONDARY SCHOOL IN LA COURNEUVE IN 2017 AND 2018

As has been the case every year since 2013, the Consortium stepped forward to support pupils on the **BTS Communication** course at this secondary school. The objective is to expose young people to **the day-to-day realities of a "client company"** and to the world of communications agencies. For example, in 2017, the students, divided into four groups, had a week to think about ideas for internal activities related to the bid for the "Paris 2024" Olympic Games. They then presented their **proposals to a jury**: some have been selected to be carried out within the Consortium. Highly motivated by this exercise, students produce high-quality work each year.

The class then takes part in the **Mosaïque de Talents competition** organised by the Plaine Commune Promotion association. They present the work carried out to representatives of the State, local authorities, companies and representatives of the French Ministry of Education. This competition aims to demonstrate the **wealth of talent that exists in the local community** and to promote young people.

lycée  
jacques  
brel  
CONSORTIUM

### PARTICIPATION IN THE CAREERS FORUM AT THE LYCÉE JACQUES FEYDER SECONDARY SCHOOL IN EPINAY-SUR-SEINE IN 2017

In December 2017, two employees from the Human Resources Department participated in the careers forum organised by the Lycée Jacques Feyder, a school located in a **Priority Education Zone**. In this high school where social diversity is low, there is a lack of understanding about the concept of "profession" and a **lack of clear career planning**. The purpose of this forum was thus for secondary school students to learn about the world of business and the professions that make it up.

More than sixty students got the opportunity to attend a **presentation on events management** and to ask questions.



### VISIT BY PUPILS FROM COLLÈGE JEAN RENOIR HIGH SCHOOL IN BONDY IN 2018

As part of a **new pilot project** of schools in disadvantaged areas, in May 2018 the Consortium Stade de France hosted around twenty **Year 9 students**. The various positions in the company were presented to them and then an employee described her career path and explained her job. There was a great deal of discussion about the **different possible academic pathways** and the **key factors for success** such as work, self-confidence, curiosity and tenacity. In order to be able to see how an event is organised in practice, the pupils also had the opportunity to participate in the 2018 "Journée Evasion" ("Getaway Day").





# VISIT BY 250 YEAR 10 TRAINEES FROM 5 HIGH SCHOOLS IN SEINE-SAINT-DENIS

**Thierry Covelo, Head of HR Development and Diversity at VINCI Group, explains the "Give Me Five" programme to us**

*Can you tell us about this programme?*

This is a mechanism launched by VINCI in 2018 to **combat inequalities**. With this system, in partnership with the French Ministry of Education, the Group intends to **reinvent the compulsory Year 10** work placement and undertakes each year to host **5,000 high school trainees** from REP and REP+ priority education districts throughout France. The aim is to **introduce them to five areas of activity**, to organise round tables with professionals at all levels who hold positions of responsibility, and then, in order to keep things "fun", to organise workshops on social networks, public speaking or to have them take a digital training course.

*Which local educational authority was the first to become involved?*

We launched this initiative with the Créteil educational authority. A first week was organised from 10 to 14 December 2018, for **250 Year 10 students** from **five high schools in Seine-Saint-Denis** (La Courneuve, Clichy-sous-Bois, Bondy and Aulnay-sous-Bois). The first day took place at the Stade de France, followed by four others in different VINCI Group divisions.

*How did the day unfold at the Stade de France?*

The students were received in the Stadium auditorium and listened to presentations about the VINCI group and more specifically about Vinci Concessions, and then about the Consortium Stade de France **company**. Several employees came along to **explain their jobs** and answer questions from young people. The afternoon



was devoted to **participation in disabled sports workshops**, which were led by the Premiers de Cordée association, and to visiting the Stade de France.

*What made this day at the Stade France so valuable?*

The Stade de France is a mythical place, which allows you to launch the week with **an opening day that gets everyone energised**. The high school students realize that they are going to have an "extraordinary week", visiting various sites, listening to professionals explain their work (how they challenge the employees who work with them), and finally, participating in various workshops that promote their civic development.

They are all together on this first day and this makes it possible to **convey a unified message to them about** the significance of this week of discovery **while giving them access to a prestigious site that they get to explore in a special way.**

**« With Give Me Five, VINCI aims to open the doors of the business world to young people from disadvantaged neighbourhoods. Because our activities are firmly rooted in the very heart of these communities, it is our responsibility to contribute to the country's social cohesion and to go even further in terms of our societal commitments. The idea is also to convey to future generations that the company offers them a great opportunity for development, emancipation and success. »**

**XAVIER HUILLARD,**  
CEO of VINCI

# RELATIONS WITH THE LOCAL RESIDENTS



- Each year, the **Fête des Riverains** (residents party) is attended by more than **1,000** people...
  - 2018: **10<sup>th</sup>** annual residents party
- Hosting of the **Annual General Meeting** of the Union of Stade de France Residents Associations.
- Hotline** accessible to local residents during each event

- Since 2012, a series of **talks open to all** organised in conjunction with the local residents.
  - 2018: round table on the theme "**Motorway and city: how can the two be reconciled?**"
- Invitation of residents' associations to the **Stade de France Advisory Committee** every year





## FÊTE DES RIVERAINS

***The Stade de France mentors look back over the ten-year history of the Fête des Riverains (residents party) which they organise each year :***

« We have never held so many workshops: thirteen in total, for all ages. The mentors team ("Team Parrains") had more than **70 volunteers**, which was also a record. They were all highly motivated, volunteering to work for more than **ten hours at the event!** We are happy to be part of this special celebration, which is exceptional in terms of its quality. This party is eagerly awaited each year by the residents and the mentors team alike.



## ROUND TABLE AT THE STADE DE FRANCE

***On 10 December 2018, the fourth annual round table was held with local residents in the Stade's auditorium. The theme: "Motorway and city: how can the two be reconciled?"***

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

« For decades, **the city of Saint-Denis** has been plagued by the fact that the **motorway network** cuts right through it, bringing with it a traffic volume of 200,000 vehicles a day. The intersection of the A1 and A86 motorways to the south of Stade de France imposes **4 egregious** afflictions on the local area:

- disruption of urban continuity
- movement of accident-generating transit traffic through the city
- noise pollution, as documented by Bruitparif
- chemical pollution, as documented by Airparif

Thanks to the debate, we learned about the genesis of the A1 in the 60s. A pulmonologist explained the harmful effects of the fine particles on our lungs and of the noise on our bodies. A technician from the Plaine Commune local authority talked about the options for land use planning in terms of reducing motorway pollution. Finally, the "Committee for the Burying of the A1" outlined its plan for a **smart tunnel** that would convert pollution into renewable energy sources.

**A debate on the city of the future was also launched.** It remains ongoing: more green spaces, more oxygen, reconciling the urban and the human — these seem to be to be what people are focused on. »





# SOLIDARITY : DISABILITY AND INTEGRATION

- ◆ Seventh and eighth years of partnership with the **Premiers de Cordée** association, and fourth and fifth annual instalments of the “**Journée Evasion**” (“**Getaway Day**”).
- ◆ Contracts with **APF** (French Paralysis Association) and **APR2** (recycling of all electronic waste), adapted businesses.
- ◆ Comprehensive system for welcoming **Persons with Reduced Mobility** at events.
- ◆ **Raising employee awareness** of disability in the workplace and ongoing **support** for employees with disabilities.
- ◆ Support for **Bouchons d’Amour** association to help them **purchase equipment** for people with disabilities.
- ◆ Hosting of the Variétés Club de France **charity match** in aid of **autistic children**.



 **premiers  
de cordée**  
le sport comme dynamique de partage



A woman with blonde hair, wearing a white blazer over a white top, is sitting on a bright red tufted sofa. Behind her is a large stadium at night, with bright lights and a visible structure that says 'LE POY MERLIN'. The overall scene is dark with high-contrast lighting from the stadium.

## LA JOURNÉE ÉVASION (GETAWAY DAY)

### **Cécile Droux – HR and SD Director at the Consortium Stade de France**

#### ***What form does your company's social commitment take?***

The Consortium Stade de France **has always been committed** in this area, not least because of its obligations under the concession treaty signed with the State to address issues related to its integration at the local level. **Starting in 2007**, we began to develop our thinking more fully. We then designed our CSR policy to respond more closely to the expectations of our stakeholders. We have determined that the core of our commitment needs to be about professional development, **the local community and accessibility for all**.

#### ***Why have you undertaken this partnership with the Premiers de Cordée association?***

The partnership with Premiers de Cordée began in 2011. We were looking for **a project in which employees could get involved** and become actors in the pledges their company was making. They thus got to **volunteer with sick children** at the Robert-Debré Hospital once a month, where they helped them play sports. In addition to the immediate sense of well-being it provides, we know that **sport leads to a faster recovery** as children rebuild their motivation to cope with the disease. This gives employees a real sense of usefulness.

#### ***How did the "Journée Evasion" (Getaway Day") idea come about ?***

When we went to the hospital to get the children to play sport, I was struck by their reaction when we said that we were working at the Stade de France: their eyes glowed. I had almost forgotten **the magic of this place**. And yet we have a stadium that exists

to provide wonderful emotions! With the Premiers de Cordée association, we thus had the idea of **taking the children out of the medical environment and bringing them to spend a special day at the Stade de France**.

The first such visit took place in 2014 and we hosted almost 700 young people from hospitals and medical education centres (IME), along with their families. In 2018, there were about 4,000 young people. **In five years, 10,000 children have taken part in the event**. Thanks to Premiers de Cordée, they can try out about twenty different sports and meet stars such as Kylian M'Bappé.

#### ***So, Consortium employees are very involved in this event...***

Yes, I was very keen that this be the case and I'm proud of this involvement. Firstly, because **it increases the effectiveness of the event**, and because it demonstrates how **strongly they are committed to our company's values**, how they share the same values. There are now around twenty employees who help organise behind-the-scenes visits and they too have a great time because they get an immediate return on their investment. It's always a huge joy to see these kids smile when they play sports here. **At the Stade de France, we get to make these kids dream**. We get a lot of love and thanks in return.

#### ***Is the VINCI Group also involved?***

Yes. The **VINCI Foundation** and the **VINCI Group HR department** provide their support. And in 2019, the 6th instalment coincides with the association's 20th anniversary. To mark the occasion, we wanted to extend this initiative to include the other three VINCI Group stadiums. **These are events in connection with which we can talk positively about our values**.

# REDUCING ENVIRONMENTAL IMPACTS

## THROUGH BETTER WASTE MANAGEMENT

- ◆ **Refundable cups** since 2010.
- ◆ **Recycling** of material or energy from 100% of waste.
- ◆ 2009 : equipment for **recycling of professional** waste.
- ◆ 2014 : installation of bins for **spectator recycling**.
- ◆ **Redistribution of unsold sandwiches** to associations.
- ◆ **Recycling or donating** all extra waste: WEEE (electrical and electronic waste), furniture, decorations, merchandising products, various textiles, supplies, etc.
- ◆ **2017** : start of a **new action plan** with 2 major projects.
- ◆ **2018** : recycling of **plastic bottles** commences.



## AND BY MEANS OF OTHER INITIATIVES

- ◆ Energy optimisation
- ◆ **188 waterless urinals**
- ◆ **65%** of spectators come to the Stade de France by **public transport**
- ◆ Responsible **floral decoration** provision since 2013





## THE ACTION PLAN FOR BETTER WASTE MANAGEMENT

In 2017 and 2018, we continued with the steps from the previous period: a new collection service provider with 100% recycling, in-house training and virtuous management of extra waste. In terms of the latter, **2 tonnes of electronic waste and 10,000 old VIP seat covers** were collected by the **Adapted Enterprise APR2** (80% of whose workforce is disabled), which specialises in **recycling**.

As part of internal awareness-raising efforts, a Stade de France team made up of maintenance and purchasing department employees, accompanied by Citeo (formerly Eco-emballages), paid a **visit to the Suez Environnement recycling centre** located in Gennevilliers, where Stade de France waste is processed. The team was in attendance at the arrival of the skip containing the waste from the France/England match on 10 March 2018.

This period was particularly notable for **the launch of two projects**.

### THE PROJECT "OBJECTIVE 0 WASTE"

Following on from the 2015 training session, a **collaborative workshop** with all the teams of the Operations Department was organised in order to find **practical solutions** to enable external professional participants (site service providers and organiser service providers) to comply more closely with Stade de France waste recycling guidelines.

First of all, **new posters** were created and put in place. For greater efficiency, these new posters are **simpler, more visual and more realistic** with photos taken in real-life situations.

Then, two **"Recycling Ambassador"** campaigns were held in June and September 2018. During the preparation of the TOP14 Final and the France-Netherlands football match, **eight volunteer employees** went around Stade de France to provide **information** for service provider personnel, to **answer** questions and to **explain** our waste recycling policy. Dressed in t-shirts designed by the local Saint-Denis association Déchets d'Art, they were generally very well received. This made it possible to identify new initiatives that need to be implemented.

### SPECTATOR WASTE RECYCLING PROJECT

Despite the introduction of recycling bins for spectators, recycling results were not satisfactory. Citeo offered to help Stade de France over two years in order to identify obstacles and help implement solutions. For the general public, the visible change is that **yellow bins now take only empty plastic bottles**.

Maiwenn Postec, Ile-de-France Communications Manager at Citeo, takes a look back at the project and explains how it fits into an **overall French national** scheme to increase the recycling rate of plastic bottles.





## THE RECYCLING OF PLASTIC BOTTLES AT THE STADE DE FRANCE

**Maiwenn Postec, Ile-de-France Communications Manager at Citeo**

*First of all, could you tell us about the national scheme "You sort, we recycle".*

The scheme stemmed from a single realisation: in France, just over one in two plastic bottles is recycled and **only one in 10 in the Ile-de-France** (Greater Paris) and Provence (PACA) regions. Yet 98% of French people know that plastic bottles can be sorted and recycled. In 2018, we launched a national communication campaign "You sort, we recycle": our goal is to **ensure that 80% of bottles are recycled by 2022**. There is a lot of room for progress when it comes to out-of-home consumption. To this end, we have decided to focus on innovative projects over three years. More than 10 initiatives have been tested in the Greater Paris and PACA regions, in particular in the parks and gardens of Paris, at the beaches in Marseille, the Stade de France, Disneyland Paris, in the fast-food sector, etc.

*Why have you entered into this partnership with the Stade de France ?*

Because a stadium is an **emblematic testing ground** for out-of-home consumption and it is a leisure setting. The purpose of the initiative was to identify lessons learned and good practices so that they could be deployed in similar locations.

*What issues have you identified with recycling bins ?*

How to sort was not clearly understood and the yellow bins were being polluted by **sorting errors**. For example, drinks are sold outside the Stade de France in plastic cups, but these are not recycled. There was a need for greater visibility along the route taken by the spectator and **for sorting to be more easily understandable**.

*How did you proceed?*

Firstly, there was an **observation phase** during events. We have also focused on various stages of the process: from the spectator to the collection of waste after events, not forgetting the cleaning teams and the other CSDF service providers.



As far as what the spectator has to do to recycle, we have decided to **simplify** things as much as possible by switching to a single deposit: henceforth, we are only asking the spectator to recycle **plastic bottles (and nothing else)**, because that is practically the only recyclable waste that we found in the bins





(there is a very small amount of other packaging and paper). To do this, **we replaced all the lids of the yellow bins** with lids with two round holes, whose shape recalls that they are for bottles. And of course, **we have also redesigned our signage** to include a realistic image for immediate and easy recognition.

### *What have been the results ?*

**From the first tests, we noticed a change:** there were fewer recycling errors and the black bins were much fuller. After a few minor adjustments (addition of a crossed-out cup to the stickers), we extended the new system to all yellow bins.

### *What did you do to publicize this change ?*

We commissioned a short **animated film** with a character explaining the new procedures as well as what happens to recycled bottles. It is very important to share this information. This video is shown on the stadium's **giant screens** and on **social networks**. We also used a group of actors to **raise public awareness** at two events **in an offbeat and entertaining way**.

### *How would you describe your partnership with the CSDF ?*

**It has been a joint success.** We have moved forward together. We each had our expertise and our points of view. We have come to some great compromises to achieve our objectives.



**« We are delighted that the Stade de France has become effective in terms of bottle recycling; this will also help to improve recycling at other sports venues in France »**



Donnons ensemble une nouvelle vie à nos produits.

Citeo was created by companies to reduce the environmental impact of their packaging and paper by transforming them into resources. With its subsidiary Adelphe, Citeo provides advice and solutions to its customers – companies in the industrial, commercial, retail and consumer services sectors – to help them to fulfil their responsibilities with regard to the end-of-life of packaging and paper, under optimal economic conditions.

### **From January to the end of July 2019**



**+ 114 000**  
bottles collected

=

**2,277 tonnes**  
of recycled plastic

=





## COMMITTED SERVICE PROVIDERS

### ELIOR SERVICES FM



"With a **permanent** on-site **team**, Elior Services FM **operates** as a facilitator **all year round** at the Stade de France. The team is in charge of reception, green space management, event management, VIP logistics and furniture management.

**Erwan Nicol** has been working on-site since 1999. He is known as the team's Mr. "**Environment**". In 2013, when the Consortium's offices moved, he collected the plants that were about to be discarded and relocated them in their premises: "**They get no daylight, but they are watered using only mineral water!**" When we clean up a room after a seminar, I collect all the water bottles that have been opened and I water my plants with them. I find it crazy to throw water away in the bins!" The bottles are then placed in a special bin, as he has also introduced waste recycling in the office.

"These ideas just come to me like that. Typically, the team gets on board straight away. But for people on short-term contracts, it takes time for this to become automatic, so I repeat the guidelines every day. We also try to **pay attention when it comes to all our supplies**: we reuse any paper that is lying around back, for instance." Hence another piece of best practice suggested by Erwan: "When gift boxes are delivered to the guest boxes, we collect the empty boxes after the event to use them again for the next game in order to **avoid waste**."

"**I don't even ask myself why I do this because I have always done it.** As a kid I was taught to recycle. I lived in the countryside and we fed the peelings to the chickens or the baby pigs. I didn't have recycling bins, but I put the glass bottles to one side and knew someone who recycled plastic bottles."

*" Things are changing, but I don't think it's going fast enough. We have to realise that we are throwing away gold; we are wasting twice as much as we should be."*

### NOVELAD



Following the call for tenders at the end of 2017, the Consortium chose a new operator for its radio communication system, Novelad. In addition to replacing all devices (50 permanent walkie-talkies, 900 during events) and making them compatible with the new transmission system, Novelad committed to purchasing an **electric vehicle** for operations at the Stade de France and to recycling discarded equipment in line with **voluntary carbon offset** standards. **Novelad also offers its services for the "Journée Evasion"** held by Premiers de Cordée at Stade de France.







## ELIOR SERVICES PROPRETE



Elior Services Propreté is the service provider to Stade de France for all aspects of the cleaning at the stadium. The team is made up of approximately **twenty permanent staff**, supplemented by 50 to 200 temporary staff during event periods. It plays an **essential role in waste management** since it is responsible for more than 400 containers (black, yellow and green), 600 bins (black and yellow) and 2 compactors present on-site. They play key role in ensuring high recycling standards across the board, situated as they are at the interface between recycling efforts of spectators or professionals working on-site and the final waste collector. The CSDF (Operations and Sustainable Development departments) thus works in close collaboration with Elior's **deputy site manager, M'Bark Eddagni**.

In 2018, recycling became more complex with the introduction of the distinction between plastic bottles and cardboard.

M'Bark: "It requires a little more work but after the awareness-raising about the sorting of PET bottles that was done with permanent staff and people on regular short-term contracts, we saw the results straight away. With regard to additional staff, who are numerous and often change, **we have to be very vigilant and constantly keep on training them**. The permanent staff show the new staff what to do and why: because the bottles will be collected and recycled."

"Of course, personally, I believe it's important that we do all this, that we recycle waste to protect the planet. We need to raise everyone's awareness: the behaviour of all Stade de France service providers has to change so that **everyone is pulling together in the same direction to achieve better results**."



**"The difference between before and after the awareness-raising campaign for the teams was enormous. I didn't expect to see all those bags of bottles! We didn't have enough containers; the truck was full straight away."**

## SODEXO



Sodexo Sport et Loisirs operates the refreshment stands at the Stade de France. Since the corks are removed as a matter of course from the bottles that are sold, the team members set them aside and Sodexo donates them to the Bouchons d'Amour association. In addition, Sodexo has a partnership with Chaînon Manquant, which collects the **unsold food** the day after events and **redistributes** it to associations.



## UN PEU, BEAUCOUP



The family business Un Peu, Beaucoup supplies hundreds of bouquets each year for the VIP areas at the Stade de France. This small business is **extremely committed to protecting the environment**.

## Vases in boxes and lounges, in 2018


**59%**  
recycled glass




plant materials  
**14%**















# THE CONSORTIUM STADE DE FRANCE'S SUSTAINABLE DEVELOPMENT INDICATORS

SOCIETAL COMMITMENTS			2016	2017	2018
I. Economic and social impact	 Societal commitment	Involvement in at least 1 programme	yes	yes	yes
	Apprenticeship tax	Number and list of establishments in the Seine-Saint-Denis department receiving a share of the CSDF apprenticeship tax	59% Suger (Saint-Denis) and Jacques Brel (La Courneuve) secondary schools	12% Jacques Brel Secondary School (La Courneuve)	12% Jacques Brel Secondary School (La Courneuve)
			season 16/17	season 17/18	season 18/19
	Local event employment (service providers)	No. of persons residing in the Seine-Saint-Denis department employed by the CSDF service providers at events out of the total number of persons employed by the service providers at events (activities: maintenance, cleaning, reception, pitch maintenance, catering, security, sales/customer service)	33%	33%	to be announced
	Local permanent employment (service providers)	No. of persons residing in the Seine-Saint-Denis department employed by the CSDF service providers throughout the year out of the total number of persons employed by the service providers throughout the year (activities: maintenance, cleaning, reception, pitch maintenance, catering, security)	42%	48%	to be announced
			2016	2017	2018
II. Attachment to the community					
	Local residents	Dialogue and initiatives with local residents	Residents party Local residents AGM	Residents party Local residents AGM	Residents party Local residents AGM Conference
	Amateur sport	Involvement in at least 1 programme	Finales district 93 La Voie Royale	Finales district 93 La Voie Royale Course du Grand Paris	La Voie Royale
	Local agreements	St Denis and Plaine Commune	yes	yes	yes
III. Charity association					
	Association partnerships	Number of charity partnerships	Premiers de Cordée Diambars Bouchons d'Amour	Premiers de Cordée Bouchons d'Amour	Premiers de Cordée Bouchons d'Amour
	Food donations	Quantity of food products distributed to associations	7636	2257	9838
	Access for all	Involvement in at least 1 programme	yes	yes	yes
IV. Accessibility					
	Assistance	Average number of reception staff and team leaders devoted to welcoming and assisting people with disabilities per event	15	18	18
	Assisted persons	Average number of people with reduced mobility per event benefiting from specific assistance	75	106	91
	Audio description	Average number of people using audio description during matches	not provided	14	13



SOCIAL COMMITMENTS				2016	2017	2018
I. Employee employability and well-being		<b>Training</b>	Number of training courses per year under the Corporate Training Plan	64	50	55
		<b>Training</b>	Number of employees not trained for 2 years (at 12/31 of the reference year)	9	0	0
		<b>Safety &amp; sustainable development training</b>	Average number of training hours completed during the year in the areas of prevention-safety-security and sustainable development	751 h	266 h	377 h
		<b>Employability</b>	No. of supports provided to employees during the year to help them develop their employability	23	18	15
		<b>Work experience contracts</b>	Proportion of apprenticeships and professionalization contracts out of the total number of employees	4%	7%	7%
		<b>Safety 1</b>	No. of workplace accidents with > 1 day of sick leave	1	0	1
		<b>Safety 2</b>	No. of workplace accidents without sick leave	4	3	1
		<b>Safety 3</b>	Number of fatal workplace accidents	0	0	0
II. Diversity: the fight against discrimination		<b>Anti-discrimination</b>	Involvement in at least 1 programme	x	x	yes
		<b>Gender parity of employees</b>	No. of CSDF employees out of total no. of employees (permanent contracts, fixed-term contracts, suspended contracts, work experience contracts)	47%	49%	55%
		<b>Gender parity of managers</b>	Number of female managers out of number of CSDF managers (permanent contracts, fixed-term contracts, suspended contracts, work experience contracts) at level VII-431 and above	27%	35%	41%
		<b>AGEFIPH disability</b>	Employees with disabilities: AGEFIPH calculation of the number of missing units after deductions from the number of beneficiaries to be employed	5,1/7	4,23/6	4,65/6
		<b>Employee disability rate</b>	Number of employees with disabilities (permanent contracts, fixed-term contracts, suspended contracts, work experience contracts) out of the total number of employees on 31 December of the year of reference	0,77%	0,80%	0,84%

RESPONSIBLE MANAGEMENT				2016	2017	2018
I. CSR approach		<b>Sustainable Development Policy</b>		yes	yes	yes
		<b>Sustainable Development Advisor to the Board of Management</b>		yes	yes	yes
		<b>Sustainable development training plan</b>		yes	yes	yes
		<b>Testing of environmentally friendly innovations</b>				yes
II. Responsible purchasing		<b>Purchasing department coverage ratio</b>	Purchasing turnover in the markets processed over the year by the purchasing department + turnover in recurrent markets processed previously whose contracts are still running out of total spending	82%	86%	81%
		<b>Ratio of responsible purchases</b>	Responsible* purchasing turnover over the year + 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	76%	81%	81%
		<b>Socially responsible purchasing</b>	Purchasing turnover with service providers in the protected and adapted sector (ESAT and EA) and in the integration sector (EI)	22 795 €	15 911 €	33 792 €

RESPONSIBLE MANAGEMENT				2016	2017	2018
III. Awareness-raising regarding sustainable development		Raising awareness among spectators	1 spectator awareness-raising programme during the year	no	no	no
		Raising awareness among employees	1 employee awareness-raising programme during the year	yes	yes	yes
		Raising awareness among service providers	1 awareness-raising programme for service providers	yes	yes	yes
ENVIRONMENTAL COMMITMENTS				2016	2017	2018
I. Energy and fluids		Optimized energy	1 action plan			no
		Electricity consumption	Consumption of water over the year in terms of the number of spectators in attendance	10,97 KWh	7,92 kWh	9,39 KWh
		Consumption of heating oil	Consumption of heating oil over the year in terms of the number of spectators in attendance	3,37 cl	2,13 cl	2,54 cl
		Consumption of tap water	Consumption of tap water over the year in terms of the number of spectators in attendance	0,03 m3	0,02 m3	0,03 m3
		Renewable energy	Share of electricity from renewable or recovered energy			0%
II. Waste		Total quantity of waste	Quantity of waste handled by the CSDF collection service provider	306 t	339 t	327 t
		Reduction of waste	Quantity of waste reduced in terms of the number of spectators in attendance	362 g	256 g	320 g
		Waste avoided: food	Quantity of food redistributed to associations	1,2 t	0,6 t	2,325 t
		Recycling and reuse	Proportion of recycled or reused waste	14%	14%	14%
		Biowaste	Proportion collected for recycling			0%
III. Mobility		Public transport	Public transport (RER and metro) as a proportion of modes of transport used by spectators coming to the stadium for an event	66%	66%	63%
		Transport, carpooling and active mobility	Proportion using public transport, carpooling and active mobility	> 66%	> 66%	> 63%
		Awareness-raising regarding alternatives to cars				no
IV. Biodiversity		Sourcing of flowers	Proportion of stems in flower arrangements sourced from Greater Paris (Ile-de-France) region	42%	34%	21%
V. Environmentally responsible food		Certified and seasonal				n p
		Local produce				n p
		Healthy eating				no
		Fight against waste	Number of meals redistributed (equivalent number)	2 300	774	4 650
		Reduction in the amount of meat				no
		Public awareness-raising				no





## THANKS

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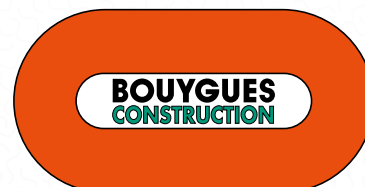
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**STADEFRANCE®**



La marque de la  
gestion forestière  
responsable

# ENVIRONMENTALLY AND SOCIALLY FRIENDLY INITIATIVES

**10,000**

sandwiches **REDISTRIBUTED**  
to associations



Spectator **SORTING BINS**  
and **RECYCLING** of plastic bottles

**100%**

of recycled glass bottles:  
**30 tonnes per year !**



**Environmentally friendly**  
floral decorations



**0**  
**DISPOSABLE**  
**CUPS**

**188**  
**WATERLESS**  
**URINALS**



**3,000**

sick children and their families  
welcomed **each year** for  
a "GETAWAY DAY"



Approximately **65%** of spectators travel  
to the Stade by **PUBLIC TRANSPORT**

**STADEFRANCE**