sanef and solidarity

Solidarity [sol·i·dar·i·ty]  
French solidarité, from solidaire  
characterized by solidarity, from  
Latin solidum whole sum, from  
neuter of solidus solid. From  
Latin solidum (“whole sum”),

1. Unity (as of a group or class)  
that produces or is based on  
community of interests, objectives,  
and standards.

2. A feeling of unity between  
people who have the same  
interests, goals, etc.

source: www.merriam-webster.com

sanef, sustainable mobility operator

Supporting the needs of all with a long-term vision,  
facilitating the sustainable mobility of goods and people, innovating and  
deploying high-quality services in order to contribute towards the dynamic  
development of the various regions through our networks and our toll solutions.

Managing long-term infrastructures and operating services,  
sanef is part of the abertis group, Europe’s leading manager of mobility and  
telecommunications infrastructures. sanef is the leading motorway network  
within abertis. Its business model is based on high-quality concession  
management, with a focus on customer satisfaction and a development  
strategy built around new concessions and major toll collection projects in  
Europe, as well as interoperable electronic toll collection services. The spirit  
of innovation encourages sanef to always go the extra mile to find solutions  
combining high standards and quality of service.
For 40 years, sanef has been carrying out major economically-viable transport infrastructure projects that minimize land consumption in line with an approach for sustainable mobility.

**Our objectives:**
- Being the leading partner in terms of reliability and quality of service for the licensing authorities;
- Bidding for new motorway concessions for transport infrastructures.

**References**

**Motorways:**
The group fully owns two concessions, representing a 1,757 km network:
- **sanef:** A1, A2, A4, A16, A26, A29 East;
- **sapn:** A13, A14, A28, A29 West;
and has interests in:
- Alis (20%): A28;
- A’liénor (35%): A65.

**Car parks:**
- Lagrange: 400 spaces;
- François 1er: 650 spaces.
- Airport: Lille-Lesquin.

**Manager**

Transport infrastructure manager

sanef and sapn operate their networks each day and invest to ensure the best travel conditions for their customers in terms of safety, fluidity, control and pleasure.

**Toll collection:** adapting the infrastructures to changes in means of payment and customer expectations.

**Traffic management:** tools and organization aiming to ensure safety and fluidity at all times.

**Network maintenance:** ensuring that infrastructures and facilities run smoothly and safely, adapting to changes in traffic.

**Information:** preparation for journeys and traffic information with sanef.com, 107.7 FM, the Freight portal for transport companies, and journey time displays.

**References**

- 132 toll plazas, including 44 fitted with fully automatic collection equipment.
- 273 million transactions in 2010.
- 14.8 billion km travelled in 2010.
- Maintaining an asset portfolio worth €8.1 billion.
- 28 maintenance centers available to customers with sanef services.

**Operator**

Toll solutions and electronic toll collection services operator in France and Europe

sanef aims to focus its toll solutions and services on the satisfaction of its customers, both infrastructure users and public or private licensing authorities, while providing ever more innovative solutions serving sustainable mobility. sanef designs, supplies and deploys electronic toll collection solutions using DSRC and satellite technology. To reduce the toll system’s environmental impact, the group offers non-stop or free-flow solutions. With its subsidiary eurotoll, sanef is able to benefit from the expertise of an European Electronic Tolling Service provider, offering fleet managers a range of value-added services as well as electronic toll collection services which are interoperable with Spain, Slovakia, Italy, Austria and soon Portugal and the Czech Republic.

**References**

- Dublin - M50 ring road: first European capital equipped with a free-flow electronic toll collection system, with 360,000 vehicles registered.
- Vancouver: 50,000 tags in use and nearly 100,000 subscribers for the registration plate recognition system on Golden Ears Bridge.
- Slovakia: satellite taxation system for large trucks over 2,000 km of the main road and motorway network.
- France: with a 30% market share in electronic toll collection for large trucks, 130,000 tags in use and exclusive on-board equipment with the Tribox™.
- eurotoll is able to offer real-time fleet journey tracking and optimization solutions.
### Key figures

- **€1.468**
  - billion in revenues
- **1,757**
  - km of motorways
- **14.8**
  - billion km travelled
- **€250**
  - million invested over three years in line with the green commitments
- **€294**
  - million spent in 2010 to maintain and modernize the networks

### Human resources

- **3,600**
  - staff
- **Training**
  - **57,700**
    - hours of training in 2010 for 2,100 staff
  - **€2.6**
    - million for the 2010 training plan budget
- **500**
  - people trained up on eco-driving in three years
- **800**
  - people trained up on quality of service in three years

### Social responsibility

#### Safety
- **10,100**
  - objects picked up from road surfaces by the patrol units
- **90,000**
  - events processed by the central operating stations, of which 50% breakdowns and 5% accidents

#### Biodiversity
- **10,000**
  - trees planted over the next three years as part of the green commitments
- **190**
  - great hamsters of Alsace reared and released

#### Corporate philanthropy
- **5**
  - integration initiatives sponsored since 2010

#### Consultation
- **80**
  - meetings between 2008 and 2010 on the South Reims bypass project
- **2**
  - partnership committee meetings

---

*Network maintenance and modernization investments over 2005-2010 (€ million)*


*Recruitment*

- **148**
  - recruitments on permanent or long-term non-permanent contracts
- **60%**
  - of recruitments for permanent management positions filled in-house
- **21**
  - non-permanent contracts for seniors at 1 January 2011, including 10 signed in 2010
Interview with Pierre Chassigneux and François Gauthey

How would you assess 2010?

François Gauthey The year was marked by two major investments reaching maturity, with the South Reims bypass, switching to a closed system between Meaux and Reims, and the opening of the A65. 2010 also saw the emergence from the crisis as expected, with traffic picking up slightly, rising 1.35%, and revenue growth on all our activities coming out at 3.8%.

Pierre Chassigneux It is worth pointing out that, while we did not build the A65, we were extensively involved in negotiations with the French State and in developing it. We are proud to have contributed towards the first motorway that is compatible with the “Grenelle” environmental standards, just as we are proud to have signed up to the green commitments with the State.

Why is this document called the “activity and solidarity report”?

F. G. Our network creates links between people and the regions: I would say that solidarity represents our very essence. We perform an essential role in terms of showcasing and developing regions, whether in terms of economic aspects or tourism. In return, we benefit from the regions’ vitality. In 2010, we wanted to make relations

In 2010, we made relations between our staff and the regions stronger and more concrete.”
between our staff and the regions stronger and more concrete.
Our employees are expected to become local solidarity players, through promoting tourism and their engagement in our corporate philanthropy initiatives. This is an important aspect for us, which offers the added benefit of enabling us to move beyond our traditional boundaries. This means being proactive, listening, acting responsibly and therefore showing solidarity.

P. C. The group’s solidarity is also expressed through consultation with local players. Dialogue with elected officials, associations, economic players and local communities, not to mention our customers of course, is central to our business.

How do you see your public service mission?

F. G. In 2010, we decided with the State to set aside €250 million for sustainable development. This represents an ambitious investment program, closely monitored by the State, to be carried out by March 2013. We also signed a new plan agreement, under which €166 million will be invested over five years to develop and overhaul our network. For the first time, this plan is combined with performance indicators for our services. In this way, the State is putting a framework

We are proud to have contributed towards the first motorway that is compatible with the “Grenelle” environmental standards and to have signed up to the green commitments with the State.

Pierre Chassigneux, sanef group Chairman
Our network creates links between people and the regions: I’d say that solidarity represents our very essence.

François Gauthey, sanef group Chief Executive Officer

in place for more stringent monitoring and we are strongly in favor of this. We are answerable to the State, as well as our customers, because naturally, our mission is to operate infrastructures, as well as to offer quality services for users of our motorways. In the context of our public service mission, this includes the safety of our customers and our staff. We will never compromise on this commitment.

P. C. The public service took on particular significance in January and December 2010… We experienced two episodes of particularly harsh winter conditions, which tested the limits of our human and material resources. This is also part of the public service culture, and I would like to praise the dedication shown by our teams on the ground.

What are the main challenges for sanef?

F. G. Today, we face two major challenges: the challenge of financing for transport infrastructures and the challenge of sustainable mobility. sanef is well positioned to meet them. Our core business is operating services, technologies and information systems linked to mobility. We have real expertise in the tolling sector. This market is developing rapidly, with the introduction of new toll sections or urban tolling systems. We are present in France, as well as Ireland,
Slovakia and Canada. Technologies are increasingly integrated into our business lines and this development offers genuine career opportunities for our staff. Of course, we need to support these changes and take care to ensure that our work tool retains its human touch. We are working to achieve this.

**What is the situation concerning your relations with shareholders?**

**P. C.** Our shareholding structure has been stable for the past five years and our relations are continuing to focus on the long term, with abertis and our other shareholders. In 2010, we rolled out two concrete projects with the abertis foundation: the Autoroute Académie (motorway academy), a fun initiative to raise awareness among young people on the specific aspects involved in motorway driving, and a chair at the École Nationale des Ponts et Chaussées focused on sustainable mobility. This is the first time that a chair has been created at this school by a European group.

**What is the outlook for 2011 and beyond?**

**F. G.** For the moment, the year looks good in terms of traffic, despite certain concerns linked to rising fuel prices. The real challenge will be to deliver on the “green package” on time. There are many projects, covering a very wide range of elements at different locations.

However, the whole group is committed to meeting the schedule. We also expect to hear more about a major project on which we have put in a considerable amount of work, with the eco-tax…

**P. C.** Whatever this project’s outcome, it will mark a decisive turning point in how tolling is perceived and functions. Soon, we will all be tagged and users will pay per kilometer…The widespread implementation of tolls is inevitable and we must be prepared for this. sanef has the technologies, the expertise, the experience and the investment capacity to do so.
Executive committee

From left to right:
François Gauthey,
Patrick Jacamon,
Jean-Marc Balossini,
Bruno Le Normand

From left to right:
Chritine Allard,
François Gauthey

From left to right:
Jérôme Couzineau,
François Gauthey

On the right:
Bruno Le Normand

Jean-Marc Balossini

In the center,
from left to right:
Odile Georges-Picot,
François Gauthey

Jérôme Couzineau

From left to right:
Jérôme Couzineau,
François Gauthey,
Patrick Jacamon
Three questions for Francisco Reynés, CEO of abertis infraestructuras

We have committed ourselves to a long-term approach.

How would you assess 2010 for sanef?
In 2009, the French economy performed relatively well compared with the economic situation in other European countries. To some extent, this accounts for sanef’s positive results, with the increase in traffic naturally having a direct impact on abertis’ results. I would like to wholeheartedly pay tribute to the success of sanef and the work accomplished by its management team. I would also like to highlight the expertise and dedication shown by the teams on the ground, on the one hand, during the particularly harsh winter season in 2010, and on the other, during the construction of the South Reims bypass, opened more than six months ahead of schedule. 2010 also saw the opening of the A65. sanef is this motorway’s manager with sanef aquitaine and, in part, its concessionnaire. A further reason to congratulate ourselves following this eventful year.

2010 was marked by the signing of green commitments and a €250 million investment. Does abertis plan to make further investments in France?
Indeed, abertis is the leading Spanish investor in France. Moreover, that is why we were invited by the President of France to take part in the strategic council for enhancing France’s investment attractiveness, at the start of 2011. Naturally, we are supporting sanef’s investment policy in general, and more specifically the policy linked to the green package. These commitments over three years make up a virtuous system, kick-starting the economy without burdening public finances. For our part, we are fully performing our role as a concessionaire: today, we are investing from a long-term perspective, in return for a one-year extension of the concessions for sanef and sappn. At the beginning of 2011, sanef renewed its plan agreement and made a commitment to invest €166 million over five years, while putting quality indicators in place: for us, this represents further proof of the authorities’ confidence and trust in us.

What are your plans for the future for sanef?
Since sanef was privatized five years ago, we have not changed our focus: we have committed ourselves to a long-term approach and, in 2011, we will continue to work alongside its management team in order to support and encourage their ongoing drive to optimize quality, efficiency and results.
In Reims, as across the entire network, sanef’s motorways serve the regions which they pass through. As an element of regional planning, they represent powerful vectors for dynamic economic, social and tourism development. A region’s accessibility is still vital to its appeal. Safe and comfortable driving conditions contribute towards facilitating local travel and vitality. Partnering with regional authorities as part of a long-term approach, sanef is a pivotal player for regional development.
A breath of fresh air for Reims

With the A4 Paris-Strasbourg motorway passing through it, the royal city of Reims was congested...

The South Reims bypass, opened on 23 November 2010, has brought a breath of fresh air to the city center, while facilitating transit traffic between the north and south of Europe. Following close consultation with local officials, the work has been integrated into the region's redevelopment plans. It provides a link to the high-speed train station, the tram line, the commercial areas and the town of Épernay.
Solidarity at sanef is expressed through personal and attentive care, the adaptation of working conditions and a commitment to fairness in order to ensure equal opportunities for training, promotions and career development. The same values guide its recruitment processes, rejecting any form of discrimination concerning age, gender, origins, health or disability.

In March 2011, sanef made a commitment to Agefiph, the association which manages the fund for the professional integration of disabled people, with a view to increasing the level of disabled staff within its workforce by the end of 2012.

Around 20 work-based training, apprenticeship and professional development contracts were signed in 2010. To further develop work-based training initiatives, sanef is ramping up its contacts with training institutions.

In 2010, social dialogue paved the way for six structuring agreements to be signed, notably covering career development for certain professional categories.
It doesn’t just happen to other people

On 12 November 2002, when fitting a sign alongside the A1, Franck Déplanque was mown down by a car.

After 17 days in a coma and two years of physiotherapy, Franck returned to sanef, delighted to still be alive and able to work again. He explained that he owed his return to support from his friends and family; from his colleagues, who went in to see him each day after his accident; and from his employer, who carefully monitored his state of mind and needs, and fitted out a specially adapted vehicle for him.
Safety and prevention

Motorways are five times safer than other roads (source: French association of motorway companies (ASFA) - 2010), but sanef remains ever vigilant and active. Since 2002, the number of people killed on its network has dropped from 72 to 27. In order to continue improving safety, sanef is moving forward with its investments in infrastructures (crash barriers, rumble strips, etc.), signage, user awareness and real-time information on traffic incidents. The group is also developing more targeted actions aimed at young people, motorcyclists, truck drivers and senior citizens.

Close to 10,000 motorcyclists welcomed at the Calmos rest area

At the Baie de Somme stop, a genuine safety break, with personalized advice and a heated tent, en route to the Enduropale, Le Touquet’s famous motorbike race.

The best gift for the Christmas holidays?

“Getting home safely”. With alcohol creating new victims each year on the roads, sanef wanted to warn its customers against the dangers of drink-driving by joining forces with the Prévention Routière road prevention association to communicate on its end-of-year campaign.

To raise awareness among truck drivers

On safety on the motorway, sanef launched a partnership in early 2011 with AFT-Iftim, the transport and logistics training specialist. On the program for the 15 or so trainers present: a tour round a central operating station and the 107.7 FM studios.
Teaching motorway driving to young people

Sanef and the Abertis Foundation launched the “Motorway Academy” initiative in January 2011.

The aim: building awareness among young drivers, who are the prime victims of fatal accidents, on the specific aspects involved with driving on the motorway. Theory is learnt on a website, with videos presenting young people in various driving scenarios. Practical experience is gained with 1,500 driving schools, which are able to access the motorway free of charge. This initiative is expected to benefit 150,000 young people each year.
With an eye for the requirements of the regions, sanef has chosen to support professional integration projects that are close to its networks. Economic and social exclusion can be seen in many regions and the solidarity shown to professional integration associations truly comes into its own in such cases. This corporate citizenship approach is fully in line with the group’s humanist values and founded on the commitment and dedication shown by its staff, who already sponsor several integration associations.
Integration and market gardening in Picardy

For more than a decade, Les Jardins du Plateau Picard, in Avrechy, has provided around 30 vulnerable people the opportunity to get involved in organic market gardening, helping them to get back on track and find employment. The association also supports them in terms of their training and professional integration. Since 2010, sanef has contributed to the purchase of new production equipment and the renewal of IT hardware.
The common spadefoot leaves the forest to go and reproduce in wetlands in spring. For this protected batrachian amphibian to be able to move about in total safety, sanef has redeveloped the Saint-Avold toad-duct, on the A4 in Eastern France.

Environment and biodiversity

sanef did not wait for the green commitments to take account of environmental vulnerability and impact analyses (see pp. 26 and 27). When developing and operating its infrastructures, the group systematically looks to safeguard water and air quality, in addition to limiting pollution. With 8,000 hectares of green areas, sanef also manages extraordinary resources in terms of biodiversity. These resources are identified and managed in the most environmentally friendly way possible with its local partners.

To protect the drinking water catchment basin for Metz, which is crossed by the A4, sanef completed a collection network flowing into five settling basins in 2010. It also installed concrete crash barriers to prevent any accidental pollution if a truck overturns.
Was the southern damselfly saved by the motorway?

This small dragonfly, threatened by the reduction in wetlands in Ermenonville forest, has found a sanctuary alongside the motorway. In these areas where the urban or agricultural influence is much more limited, the southern damselfly is thriving. In addition to this surprising phenomenon, dragonflies, in the same way as bats, represent excellent biological markers concerning the environmental quality of their habitat.
Winter road maintenance

268 snow clearing and salting vehicles are in place to serve users and help ensure their safety.

Hypovigilance

In 2010, sanef organized an operation across its three networks aimed at preventing hypovigilance, with support from massage and physiotherapy professionals for a successful and relaxing break.

107.7 FM

The dedicated radio station for the group’s motorways provides customers on its networks with all the information they need thanks to real-time updates.

Péronne
sanef’s mission is to facilitate sustainable mobility, ensuring respect for the environment, as well as the safety and comfort of its customers. In 2010, the group maintained its commitments on all fronts, including an outstanding program of investments to support the environment.

**Green commitments**

With an investment of €250 million over three years, all the group’s business lines are on board to successfully implement a groundbreaking project.

**Solidarity commitments**

**Drive-through toll collection**

sanef is rolling out drive-through toll collection at 30 kmph across all of its full toll plazas.
Hypovigilance

To prevent accidents and limit their severity, their causes need to be analyzed: one third of accidents are due to tiredness, with another third linked to alcohol and drugs, and 15% to speeding. For around 10 years, these factors have barely changed, except for a slight increase in alcohol-related accidents and, in 2010, the involvement of pedestrians in 30% of accidents.

Over a long period, the fundamental fact is that there is a correlation between accidents and inattentiveness phenomena. Comfortable driving conditions, the monotony of motorways, cruise control, mobile phones and tiredness are often involved. There is not one single solution, but, as always, a series of measures to be looked into in terms of the infrastructures, information and awareness building.

In 2010, sanef launched a first high-impact campaign against hypovigilance, the number one cause of fatal accidents: “fall asleep + drive = die”. Displayed across the network, explained during dedicated events at service areas, and discussed in radio shows, the campaign raised awareness among users on the dangers of driving while tired. It also tackled some preconceived ideas: half of the accidents linked to hypovigilance occur on journeys of less than two hours and, in most cases, during the day.

In terms of infrastructures, after equipping a large part of its network with rumble strips to warn drivers who cross onto the hard shoulder, sanef is testing out a new system. A shallow resonant arrangement known as a rumble strip, which is much more effective for large trucks and also provides a warning for motorway employees who may be working nearby. In addition, with more than 200 rest and service areas across its network, sanef offers drivers the possibility to take a break every 10 minutes.

Combining comfort and safety

The network’s upkeep and renewal contribute towards comfortable driving conditions, as well as user safety. In 2010, 133 of sanef’s 1,757 km of motorways were refurbished, as well as a number of the 125 rest areas, 18 of the 72 service areas, and 13 of the 70 toll plazas. Overall, sanef invested €294 million in maintaining its networks.

Solidarity commitments

For sanef, the network’s safety is an absolute priority, an integral part of its public service mission. Five times less dangerous than other roads, motorways are continuing to improve their figures. The number of people killed on sanef’s network fell from 33 in 2009 to 27 in 2010.

“...The operations teams once again showed their professionalism and their dedication to our customers’ safety. In 2010, they worked almost 140,000 hours to carry out winter road maintenance, twice as many as during a standard winter.”

Patrick Jacamon, Head of the Operations Division
90,000 events were also handled by the central operating stations, 50% of which concerned breakdowns and 5% accidents. This work was particularly difficult in 2010 due to the intensity of the bad winter weather in January and December. Indeed, December saw the largest monthly snowfalls for the past 60 years: in just a few weeks, sanef used as much salt as during the entire winter period in 2009-2010. To keep the roads “black”, the 700 motorway workers were heavily involved, stepping up their number of interventions in order to ensure the best driving conditions for customers. The French Red Cross was also actively involved in providing assistance for the truck drivers brought to a standstill following the official decisions to halt commercial traffic taken by prefectures.

In winter or summer, when required by bad weather or traffic, sanef provides its customers with virtually real-time updates on any incidents that may occur on its network: updates on 107.7 FM, dynamic signs, intervention by the teams, etc. This information is often crucial in terms of preventing other incidents.

In 2010, sanef recorded 70 cases of vehicles on the wrong side of the road across its network, leading to five accidents and two deaths. Whether due to people making a hasty U-turn after missing their exit or driving down an exit road onto the motorway, they are often linked to inattentiveness as a result of alcohol or age. In 2008, sanef set up a dedicated observatory to review cases when drivers have gone against the flow of traffic in order to organize the systematic reporting of data from the central operating stations. The aim is to determine any areas where several incidents may have occurred. In 2010, the network’s sites - interchanges, rest areas and service areas - were audited, with major work to be carried out in 2011 to further improve signage. These measures will supplement those already in place, including signage on road surface itself and warning and detection systems.

When drivers go against the flow

In 2010, sanef recorded 70 cases of vehicles on the wrong side of the road across its network, leading to five accidents and two deaths. Whether due to people making a hasty U-turn after missing their exit or driving down an exit road onto the motorway, they are often linked to inattentiveness as a result of alcohol or age. In 2008, sanef set up a dedicated observatory to review cases when drivers have gone against the flow of traffic in order to organize the systematic reporting of data from the central operating stations. The aim is to determine any areas where several incidents may have occurred. In 2010, the network’s sites - interchanges, rest areas and service areas - were audited, with major work to be carried out in 2011 to further improve signage. These measures will supplement those already in place, including signage on road surface itself and warning and detection systems.

Syrob, the object collection system, approved at the end of 2010, will be rolled out across sanef’s networks in 2011. This collection truck can pick up virtually any object lying on the road while driving at 60 kmph.

€166 million
This is the level of investment set by the new five-year plan agreement, signed in January 2011. For the first time, it is combined with service indicators, and their corresponding penalties, intended to make sanef’s commitments contractual.

€3 million
sanef is continuing with its audit of motorway verges in order to reduce the impact of cases when drivers come off the road. In 2009 and 2010, €3 million was invested on the A4 to put 60 km of crash barriers in place and clear the areas alongside the roads over more than 100 km.
Managing journeys effectively

Sanef’s new services are increasingly built around managing journeys and trips effectively. Since work inevitably needs to be carried out, weather conditions are not always favorable and traffic control is often difficult, customers accept the idea that they will not always be able to drive at 130 kmph. However, they want to be able to anticipate any difficulties that may arise and assess them in order to have an alternative if relevant.

With this in mind, sanef is rolling out increasingly high-performance information channels and services. In 2010, customers were able to discover the new www.sanef.com site, a dedicated portal with all the information needed to prepare for journeys. On average, the site provides information for more than 360,000 visitors each month. The update services have also been developed. The text message updates for motorway closures, launched at the end of 2009 on the A13, were ramped up in 2010 to include the La Défense tunnels. A mobile application (see opposite) has also been created, while information broadcast on the network’s radio station, 107.7 FM, makes it possible to plan ahead for any traffic issues. For those without internet access, the phone number 09 708 08 709, available without any surcharge, became the leading contact channel used by customers in 2010, thanks to the efforts made by the group’s teams. These arrangements were further strengthened with screens set up at service areas, providing real-time weather, traffic and journey time updates. These facilities have been tested out at two service areas and the group’s main centers, and will be deployed across 19 sites. The screens also show tourist information on the neighboring regions.

Traffic fluidity

In order to improve traffic fluidity, sanef focused on three priorities in 2010: infrastructure adaptations, speed regulation and electronic toll collection.

In terms of infrastructures, the South Reims bypass (A4), the widening of the A13 and the inauguration of the Pont-l’Évêque intersection contributed towards eliminating areas of congestion.

The speed regulation system, launched in 2009 to reduce congestion between Mantes and Poissy (A13), has proven to be effective. Reducing drivers’ speed in stages, as indicated on dynamic display...
panels, has made it possible to halve journey times during peak periods, while reducing congestion intensity by 70%.

**Progress has also been made on toll collection.** Motorcyclists now have a dedicated lane reserved exclusively for them at each toll plaza between Paris and Caen. The Liber-t electronic toll collection system had 798,000 subscribers at 31 December 2010, up 12% over the year. At the end of the first quarter of 2011, the drive-through toll collection system had been set up at the Heudebouville toll plaza (A13), equipped with reversible lanes, which required a lot of adaptations. Between now and 2012, sanef will have finished rolling out the 30 kmph electronic toll collection system for light vehicles at all its full toll plazas. A major improvement in terms of both customer comfort and the environment, thanks to the reduction in CO2 emissions (see pp. 26-27).

**The refurbishment of 60% of the service areas in three years** (see inset) is also contributing towards comfortable conditions for customers. sanef manages these sub-concessions based on tenders, with winning firms selected based on a range of criteria covering quality of service, sustainable development, the variety of what is offered and the moderation of prices for customer services.

---

**Car parks**

In a rapidly-developing market, sanef has opened a second secure parking unit for large trucks. It is located outside of its network, in Niort. The first facility was opened on the A1, in Vémars.
Green commitments

Adopted as part of France’s economic stimulus plan, the green commitments, published at the end of March 2010, involve €250 million of investments over three years in return for a one-year extension of the concessions for sanef and sapn. Aimed at better integrating motorways into the environment, they are also intended to contribute towards supporting economic activity and employment in the regions covered.

A major challenge for sanef

Five main themes are central to the green commitments: reducing CO₂ emissions, protecting water resources and biodiversity, promoting eco-construction and reducing noise pollution. All of them are perfectly in line with sanef’s environmental policy, enabling it to accelerate innovation in these areas.

The management of this ambitious program within a very short timeframe (March 2010-March 2013) is complex. Indeed, the 40 projects selected vary considerably in terms of their scale, characteristics and location. All the regions covered will benefit from this work. Certain projects are highly localized, such as noise protection, while others, such as drive-through toll collection, concern all the regions served by the group’s motorways. In total, all the motorway professions are affected, from landscaping to electronic equipment, biodiversity research and engineering.

In 2010, the group set out to implement the green commitments. All the projects were launched: some are still in their research phase, while others have already been completed. One year on from signing up to this, some €50 million has been committed, representing 20% of the total amount. The main achievements concern biodiversity, water treatment and drive-through toll collection.

Flagship project: drive-through toll collection

With one of the biggest budgets, this is also the project with the most eagerly awaited results, in terms of both reducing CO₂ emissions and ensuring comfortable conditions for customers. In 2010, all the full toll plazas on sanef’s motorways were transformed to enable light vehicles to drive through at 30 kmph. Adapting the electronic toll collection system for large trucks requires longer civil engineering work, involving the creation of an underground walkway to ensure staff safety, which explains why it is being deployed gradually across the networks. The system has proven extremely popular with customers (96% satisfaction). It is particularly appreciated by truck drivers because it also enables them to save fuel. By 2012, sanef will have equipped all the toll plazas for light vehicles, as well as seven plazas for large trucks.
Other focus areas

2010 was also marked by progress made in other areas, including an ambitious program to refurbish 30 of the 120 rest areas. Major work was carried out to coordinate the teams and pool their knowledge. Trials have been carried out at the two rest areas at Le Plateau and La Vacquerie on the Reims-Calais section (A26) with a view to deployment in 2011. These rest areas are characterized by the walkways and equipment put in place for disabled people, as well as new-design furniture, selective waste sorting solutions and a system providing regional and route information for customers.

In terms of biodiversity, an audit has been carried out covering the group’s green areas, as well as preparatory work to plant 10,000 trees over three years. Out of the 100 initiatives planned to overhaul culverts, 30 were completed in 2010. 16 drying beds have also been finished for cleaning sludge.
The new motorway makes it possible to link Pau to Bordeaux in two hours instead of two hours and a half previously.

Upkeep of green spaces
sanef is developing a range of services for local authorities and businesses.

Heritage
To showcase regional heritage, sanef has set up partnerships with regional tourism committees and festivals.
Collective dynamics

The motorway network contributes towards the dynamic development of the economy and tourism in the regions it crosses. Showcasing the regions represents an integral part of sanef’s missions, locally, regionally and internationally.

Economic mobility  

Showcasing heritage  

Tolling solutions

Slovakia
Since 1 January 2010, sanef has rolled out a satellite-based tolling system across 2,000 km of the national road network.

Consultation
Over three years, more than 80 meetings with 230 different stakeholders have been organized by sanef for the creation of the South Reims bypass.

Fécamp

Sanefgroup 2010 activity and solidarity report.
Collective dynamics

Economic mobility

The correlation between mobility and economic activity has created a community of interests between sanef and the regional authorities. The development of traffic contributes to regional development. And vice versa.

Consultation at the heart of the process

Building, mapping out and refurbishing a motorway have a long-term perspective. Indeed, the first research into the South Reims bypass began in 1985, almost 20 years before the plan agreement was signed between the State and sanef. In Reims as elsewhere, one of the project’s priorities has been to consult with elected representatives, neighboring communities, farmers and businesses: in this way, sanef organized more than 80 meetings with 230 stakeholders over three years. To factor in the wishes of neighboring residents, the motorway has been built seven meters underground in the Bezannes area. sanef has also provided privileged access to the worksite for Reims-based training centers specializing in civil engineering, in addition to organizing visits for members of the public. Consultation with the regional authorities has made it possible to coordinate the bypass with the arrival of the TGV high-speed train line in 1997 and the “Reims 2020” urban mobility plan.

Work on the A65, the first motorway to be compatible with the “Grenelle” environmental standards, has been carried out with the same consultation-based approach, particularly with a view to respecting water resources and protected species, as well as showcasing heritage sites. Indeed, 15% of the total investment (€1.2 billion) has been set aside for measures aimed at reducing the motorway’s impact on the environment.

Driving force for development

Each new motorway section contributes towards a region’s mobility, accessibility and appeal. The South Reims bypass has improved access to the Reims basin, with a link to the A26 (Lille-Lyon) and A34 (Ardennes), two major routes. It has also linked up commercial and leisure areas, the high-speed train station and the new tram line. Work on the A65 is bridging the divide between the Atlantic coast, relatively privileged, and inner Gascony. The new motorway considerably improves the links between Bordeaux and Pau, with the journey now taking two hours on average, instead of two hours and a half, while also being much safer. The opening up of the eastern part of the Landes region and Gers, as well as better accessibility for the Pyrenees, are helping drive the dynamic development of the region’s economy and tourism.

Alongside these major projects, each new intersection or junction contributes towards opening up the regions and ensuring their economic development. An example is the new Lisieux-Caen access road at the Pont-l’Évêque interchange, opened in 2010.

Since being founded, the group has been providing tailored solutions, combining economic development and performance, to meet the demands of local leaders and representatives eager to further strengthen the appeal and competitiveness of their regions.

Jean-Marc Balossini, Finance Director
The estimated impact of the new A65 motorway for the region’s economy, calculated based on research by the Pau chamber of commerce and industry.

€120 million

Telecom and operating services

sanef provides local businesses and authorities with access to certain services from its operating stations: upkeep of green spaces, snow clearance, road sweeping, sale of salt, electronic surveillance of works of art, etc. This is a way for sanef to optimize its resources and for its customers to benefit from the expertise and know-how built up by the group’s staff. In 2010, this business represented €11 million in revenues.

More recently, sanef has expanded its range to include facilities management, which covers all the upkeep and maintenance services for large public spaces. The contract signed with Lille-Lesquin airport in 2010 is a promising start. A team of four people have been deployed full-time at the site to carry out all the work in the area open to the public and in other parts of the facility.

Following requests from communities in Chamant-Balagny, Picardy, sanef has modified the landscaping of the A1 in order to limit its visual impact. In spring 2010, poplar trees were replaced with denser local species and more evergreen varieties.

Copar

Created by sapn in 2005, each year the partnership committees (Copar) bring together the sanef group’s leaders and its institutional partners in the regions. The aim is to maintain regular exchanges on the infrastructures, investments and initiatives to come. First launched in Normandy, partnership committee meetings were held in the Marne region in June 2010 and Moselle in January 2011.

sanef télécoms provides businesses with access to its network of 3,855 km of optic cables connecting up the main cities in over more than half of France. Indeed, more than 100 BtoB customers have chosen to connect up to its fiber-optic broadband services and some of them are using its data hosting center.

Les Andelys

€120 million

The estimated impact of the new A65 motorway for the region’s economy, calculated based on research by the Pau chamber of commerce and industry.

Telecom and operating services

sanef provides local businesses and authorities with access to certain services from its operating stations: upkeep of green spaces, snow clearance, road sweeping, sale of salt, electronic surveillance of works of art, etc. This is a way for sanef to optimize its resources and for its customers to benefit from the expertise and know-how built up by the group’s staff. In 2010, this business represented €11 million in revenues.

More recently, sanef has expanded its range to include facilities management, which covers all the upkeep and maintenance services for large public spaces. The contract signed with Lille-Lesquin airport in 2010 is a promising start. A team of four people have been deployed full-time at the site to carry out all the work in the area open to the public and in other parts of the facility.

Following requests from communities in Chamant-Balagny, Picardy, sanef has modified the landscaping of the A1 in order to limit its visual impact. In spring 2010, poplar trees were replaced with denser local species and more evergreen varieties.
Showcasing and developing heritage

To enable its customers to benefit from the rich tourism and cultural heritage of the various regions, sanef is stepping up its partnerships with regional tourism committees and festivals.

Win-win partnership

Developing and showcasing regional heritage is in everyone’s interest. It gives sanef the opportunity to better establish itself in the regions, build loyalty among its customers and create traffic. And it enables the regions to generate new tourism and financial flows.

To develop such alliances, sanef has set up partnerships with the regional tourism committees and festivals. sanef provides them with access to all of its information resources and promotional tools: the 107.7 FM radio station, number one on its market with an audience share of over 20%, the www.sanef.com site, which receives over 360,000 visits each month, its several hundred cultural and tourism signs, its privileged contacts with almost 800,000 Liber-t subscribers. In return, the tourism committees and festivals provide it with information on their heritage sites or events and offer a range of dedicated benefits for its Liber-t subscribers.

Discovering the regions

The selection of regional discovery weekends, launched in 2009, continued to be developed in 2010. Available from regional tourism committees, these offers are in line with a sanef charter, which sets their conditions: link with the regions, diversity of the budget options, and benefits for sanef subscribers (entry to a museum, gourmet basket, etc.). From discovering the Alsace region’s fine cuisine to the beaches of the Nord and the horse-drawn caravans of Picardy, sanef showcases a dozen new destinations each month. In 2010, six agreements were signed with the regional tourism committees for Alsace, Champagne-Ardenne, Lorraine, Nord-Pas-de-Calais, Normandy and Picardy. At the beginning of 2011, a competition on the regions was launched on the site’s homepage.

In addition, sanef and the abertis foundation published a report on Eastern France’s cultural and natural heritage in 2010. Produced with historians and published in the foundation’s "Viator" collection, it will be followed by a second volume in June 2011, devoted to Normandy and Northern France.

Christine Allard, Communications Director

Our mission is to create links between people and the regions. Our ambition is to go the extra mile and contribute towards showcasing and developing our regions’ rich cultural resources and heritage.”
2010 activity and solidarity report.

**Spotlight on festivals**

After supporting several festivals thanks to its local contacts, sanef has structured and ramped up its festival policy. An overall program covering the various regions has been defined, based on the same partnership approach as regional tourism committees. sanef is focusing on quality festivals which are firmly established in their regions and which often struggle to get themselves known. The group does not provide financial support, or only in certain exceptional cases, but it does contribute towards building their reputation.

In 2010 and early 2011, sanef signed partnership agreements with seven festivals: Normandie impressionniste for impressionist painting in Normandy, Les Flâneries musicales music event in Reims, Festival de l’oiseau et de la nature bird and nature festival in the Baie de Somme, Festival des forêts forest festival in Compiègne, Festival de Saint-Riquier in the Baie de Somme, Fête de l’âne aux Marais donkey festival in Oise, Journées de la rose flower festival at Chaalis Abbey in Oise.

**107.7 FM**

Each week on 107.7 FM, “Passion week-end” presents an interview with an organization providing a weekend package in the regions. These two to three minute spots, produced by Radio France, are broadcast around 20 times across the entire network.

**250 outings**

From horse riding to sea kayaking, the Baie de Somme bird and nature festival offered a selection of 250 outings in April 2010. sanef offered two free tickets for wildlife lms for 55,000 of its subscribers: 2,000 took up this opportunity.

**Pompidou Center in Metz**

The Pompidou Center in Metz, inaugurated in May 2010, is showcased on the motorway with four 20 sq.m tourism and cultural signs (two on the A4 and two on the A31). The deployment of these signs will help ensure that more people know about the Metz Pompidou Center: some eight million people a year will be able to see them on the sanef network. These signs incorporate the same graphic design as those already put in place by the Moselle regional council on roads leading into Metz.

**Impressionist Normandy**

For its first-ever event, backed by sanef, the festival proved a resounding hit: more than 200 activities at around 100 sites, for summer 2010, attracting over 500,000 visitors. sanef helped showcase this event using all of its media: sign on the A13, radio shows, leaflets, emailing campaign covering its subscribers.
Further decisive step forward

Following Dublin and Vancouver, on 1 January 2010 sanef opened a satellite-based electronic toll collection system on 2,000 km of Slovakia’s national road network. An outstanding technological achievement, with the system rolled out in less than a year and high volumes of transit traffic, representing 40 million transactions per month. This latest European reference confirms sanef’s strengths on the market for added value ETC systems.

Through its technological expertise, sanef is able to offer licensing authorities appropriate solutions geared to their needs: either free-flow electronic toll collection with DSRC (Dedicated Short Range Communication) tag detection on gantries, or satellite-based electronic toll collection, a technology of the future, with a unit making it possible to position and track the vehicle.

As early as 2008, sanef carried out the first European trial for drive-through contactless toll collection on the Dublin ring road. The M50, west of the Irish capital, was previously affected by chronic congestion. Today, this is a distant memory. sanef has also extended its Toll Charger activity in Vancouver, Canada, with a free-flow electronic toll collection system on Golden Ears Bridge. Payment is based on tags or video recognition of vehicle registration plates.

In 2010, sanef TSI collected just over €300 million in toll charges. While its contribution to the group’s revenues is still limited, this business is already profitable. On top of that, the business model for electronic toll collection dovetails effectively with the group’s model. While a new motorway requires a very high level of investment and it takes several decades before the first dividends are received, the deployment of electronic toll collection solutions is much less expensive and profitable from virtually the very first year.

€20 billion market

While the infrastructure management business has reached maturity in a number of countries, sanef’s other two business lines - EETS Provider for electronic toll collection and Toll Charger to collect toll charges on behalf of third parties - are developing strongly. Tolling is becoming increasingly widespread, whether on...
motorways, in areas around large towns and cities (urban tolls) or for large trucks. In favor of new technologies, the States and regional authorities see them as a simple and appropriate means of regulating traffic and freeing up additional resources.

In 2010, “the domino effect” was confirmed: as soon as one country launches a tolling system, its neighbors follow suit. In this way, many States have announced plans to introduce a toll system for large trucks: France, Belgium, Spain, the Netherlands, Sweden, Denmark, Poland, Hungary and Slovenia. Currently estimated at some €20 billion, the European market is expected to double by 2020. In France, the authorization given by the legislator to trial urban tolling in large cities is expected to be implemented, following the examples of Dublin, London, Milan and Stockholm.

Sanef is particularly well positioned on this market thanks to its technological expertise, its long-term project management capabilities and its in-depth knowledge of the regional authorities and tendering procedures.

eurotoll, the B2B benchmark for interoperable electronic toll collection services in Europe

With a 34,000 km network in Europe and 12,000 customers, eurotoll, the Sanef subsidiary, has become a benchmark for interoperable electronic toll collection and toll management services. Following the recent addition of Austria (GoBox), Italy (Telepass), Slovakia (Myto) and Germany (Toll Collect), eurotoll now offers one single invoice for all six countries, as well as the Alpine tunnels. The opening of a subsidiary in Hungary has made it possible to accelerate interoperability with Eastern Europe. As the network has been extended, so have the services: Self Care for managing activities remotely, My Scope for access to all the reports online, or Easyvat for collecting VAT from 29 countries under one single contract. The optimization of toll charges is particularly important since they represent the fourth biggest outlay for transport firms.

Golden Ears Bridge

After 18 months in operation, Sanef has 50,000 tags in use and almost 100,000 registration plate recognition subscribers for Vancouver’s Golden Ears Bridge.

In Dublin, under the be’eire flow brand, Sanef manages electronic toll collection for over 600,000 vehicles, including 360,000 subscribers. In 2010, 103,000 transactions were recorded each day and more than €9 million of toll charges were collected each month.

Slovakia is one of the only two countries, along with Germany, to have a satellite-based toll collection system. SkyToll was inaugurated on 1 January 2010 for 2,000 km of motorways, express roads and national roads. The solution selected, based on GPS-GSM, offers maximum flexibility for anticipating future increases in the volume of transport and extensions to the road network. Toll charges are priced per kilometer and the distance covered is transmitted thanks to an electronic toll collection unit (On Board Unit, OBU). In 2010, €141 million of toll charges was collected, including 45% for vehicles registered outside of Slovakia. SkyToll has 105 points of sale, including 13 on the country’s borders, as well as a call center which is open 24/7.
Eco-driving

To reduce fuel consumption and CO₂ emissions, 500 staff were trained up on eco-driving between 2008 and 2010.

Recruitment

With a solidarity-based recruitment approach, sanef is helping more than 20 young people with a range of contracts on offer, as well as around 30 seniors present within the group on fixed-term contracts.
sanef’s 3,600 staff are the ambassadors for the values of solidarity advocated by the group: respect for diversity and social dialogue, development of skills and corporate philanthropy.
### Human resources management

Alongside with training and career management, diversity and the promotion of social dialogue represent key concerns for **sanef**. 2010 was marked by an active policy to support disabled people and the signing of a number of social agreements.

#### Diversity and disability

**sanef**'s employees reflect the social makeup of the regions where the group operates. Through daily contact with customers, they develop a strong sense of belonging to their company and their region. Within a solidarity-based approach, the group also seeks to help people who may be struggling to find employment as a result of their age, origins, gender or disability. In 2010, out of a total of 148 recruitments, more than 20 young people were taken on under work-based training, apprenticeship or professionalization programs. The group is also pursuing its policy to recruit seniors and keep them in their jobs. In 2010, around 30 seniors (over the age of 57) were present within the company on fixed-term contracts.

The policy for the employment of disabled people and adaptation of their working conditions was stepped up and structured in 2010. It is now an integral part of the recruitment process and human resources management, as well as the procurement policy. 2011 was marked by the agreement signed with Agefiph (see inset), which sets specific targets, particularly in terms of recruitment and procurement policies with the sheltered sector. In addition, an information campaign is being rolled out to raise staff awareness in relation to disability. The percentage of disabled people within the workforce has already increased significantly, reducing **sanef**'s contribution to Agefiph by more than 30% in just one year. At the beginning of 2011, a disability mission was created to accelerate and coordinate the implementation of this policy.

#### Social dialogue

The development of technologies and the transformation of professions are central to the social dialogue. Committed to taking the requests of its employees into consideration, **sanef** must also meet the expectations of its customers in terms of services. To strike the right balance between customer satisfaction and the increasing automation of toll collection, **sanef** is offering measures to support changes in workstations by creating new professions serving its customers. In addition, **sanef** is still firmly committed to finding employment within the group for any employee whose position may be phased out.

#### Prevention

An information campaign was launched in 2010 to raise awareness among managers on risks relating to alcohol. The aim was to provide them with the means to spot cases of intoxication and take support measures with the agreement of the person concerned. This campaign has been continued in 2011, covering all staff.
12 fixed-term contracts

of two to four months have been allocated to by sapn people with disabilities, the first initiative of its kind for jobs which were usually offered to students during the summer period. Recruitments have been carried out working closely with external partners overseeing the professional integration of disabled people.

2010 was marked by the signing of six major agreements. More specifically, they concern career path visibility for certain professional categories. The process was launched in 2009 with an agreement for motorway workers. In December 2010, it was extended to include mechanics, maintenance technicians and operatives. It provides for career development based on a training pathway and skills assessment. On the same subject, a roundtable session has made it possible to better structure career developments for work supervisors.

Timetable planning

Signed on 31 March 2010, the agreement for the company-wide rollout of adjustments has simplified and harmonized the system for toll collectors employed on an hourly basis. More specifically, this improvement in the status of contract workers is reflected in fixed monthly pay and better scheduling for shift times and rest periods.

Agefiph agreement

Agefiph, the association which manages the fund for the professional integration of disabled people, manages the financial contributions paid in by businesses with more than 20 personnel if disabled people do not account for at least 6% of their workforce. A two-year agreement signed by sanef in March 2011 sets four objectives:
- Increasing the rate for the employment of disabled people by the end of 2012;
- Signing 70 fixed-term contracts, primarily seasonal, with at least six to be transformed into long-term contracts in 2011;
- Developing initiatives to maintain employment for disabled people;
- Doubling purchases from ESAT work-based support centers and businesses from the sheltered sector.
Developing skills

Training and career development are key to the fulfillment and motivation of staff. In 2010, sanef focused more specifically on improving the visibility of career prospects and developing rich and varied professional pathways.

Priority focus on safety

The training budget represents 3.39% of payroll. €2.6 million is set aside for the training plan, with more than one third focused on safety. In total, 2,100 staff, almost two out of every three employees, have taken at least one training program for an average of 25 hours.

Safety training is still the priority. Included in the OHSAS (Occupational Health and Safety Assessment certification), it has helped bring down the number of occupational accidents from 104 in 2006 to 70 in 2010 and the number of days off work from 4,856 to 2,565. Following the North and East networks, OHSAS certified in 2009, the West network made a major commitment in 2010: 70 sessions were organized at all the sites, and two pilot sites were certified, while the whole network is expected to follow in 2011.

Looking beyond the legal requirements and the OHSAS approach, sanef is working increasingly on safety-related behavior in order to continue reducing the frequency of occupational accidents (12.7 in January 2011). Indeed, many accidents can be avoided by more effectively taking into consideration the human factor and situations when people put themselves in danger involuntarily. In this way, a new training module - “a behavioral approach to safety” - was launched in 2010. The aim is to enable staff to become aware of the impact of how they act on their own safety and that of their colleagues.

Training on quality of service and eco-driving is still a key focus for sanef. Between 2008 and 2010, almost 500 staff were trained up on eco-driving. The results are conclusive: following these training sessions, fuel consumption and CO₂ emission levels have been reduced by 15% on average. Alongside this, more than 800 staff have been trained up on quality of service over the past three years.

Career management

Internal mobility is still central to the career development approach. In 2010, 60% of recruitments for manager-level positions were filled in-house, with the figure for non-management positions coming out at 55%. While there is a strong level of demand, few candidates are willing to change workplaces and prefer hierarchical mobility to functional mobility. In 2010, a major agreement was signed on the social measures to support...
60

staff from the Coutevroult operating station (A4) took part in a trial group for the new “behavioral approach to safety” training program in September 2010. The two-day session has one module for operatives and another for managers.

Training

In 2010, 47 staff took a training course to optimize their relations with the unions and staff representative bodies: designed for managers, it aims to enable each person to better understand their roles, rights and duties.

mobility. These are combined with bonuses and compensation packages for certain functions.

The annual appraisal procedure was stepped up in 2010 to include supervisors, and they will be followed by operatives in 2011. For managers, the new developments introduced concern People Reviews (see inset). The 800 or so employees aged 45 and over have been offered an interview to plan ahead for the second part of their careers: one third of them expressed an interest in this voluntary approach, and the interviews began in early 2011. Lastly, while the automation of toll stations is a delicate issue, Sanef is maintaining its commitment to systematic redeployment and gradually putting geographical and functional solutions in place.

“People Review”

This new tool, inaugurated in 2010, is in line with two objectives: identifying high-potential staff within the company and ensuring better visibility for career development. The People Reviews will feed into a mobility database presenting the various managers’ competencies, succession plans and development goals. When a position becomes vacant, work to identify candidates will be better targeted, quicker and more efficient. Dovetailing with the annual appraisal, which is focused more on the achievements and setting of objectives, the People Review represents a response to strong demand from managers. At the same time, Sanef is working to improve its information on vacant positions, procedures and correspondents.

Another profession

To test out another profession, some 15 staff were deployed in 2010 to replace colleagues who were absent. In certain cases, these deployments are intended to pave the way for a definitive transfer.

Mantes-la-Jolie

People Review

This new tool, inaugurated in 2010, is in line with two objectives: identifying high-potential staff within the company and ensuring better visibility for career development. The People Reviews will feed into a mobility database presenting the various managers’ competencies, succession plans and development goals. When a position becomes vacant, work to identify candidates will be better targeted, quicker and more efficient. Dovetailing with the annual appraisal, which is focused more on the achievements and setting of objectives, the People Review represents a response to strong demand from managers. At the same time, Sanef is working to improve its information on vacant positions, procedures and correspondents.
**Professional integration and fairness**

The review on corporate philanthropy came about as a result of sanef's desire to contribute towards greater social fairness and the development of the regions covered by its network. In these areas, which are often rural or have been deserted by traditional industries, there are real issues in terms of economic and social integration. Looking to focus its actions and be able to measure their effects, the group has chosen to tackle professional integration. Since 2010, sanef has been committed to sustainable partnerships aimed at enabling people to return to work. sanef is not engaged directly in professional integration, but supports various organizations, businesses, workshops, integration projects or district agencies which are working in this area. To be eligible, they must be located in the regions served by sanef, in addition to being non-profit, involved in the professional integration of long-term job seekers and focused on sustainable employment.

**Project pathway**

According to an IFOP France Bénévolat survey carried out in 2010, 36% of French people take part in voluntary work. On top of that, 83% of employees believe it is legitimate for their employers to support them in this approach. In this way, sanef has made sponsoring a pivotal part of its corporate philanthropy.

The procedure has been explained and formalized. It begins with a sponsorship request form, available on the intranet, which the sponsor fills out with the organization to present its structure, goals, resources and results. Cases are then reviewed by a selection committee, which meets each quarter. Made up of the CEO and heads of human resources and communications, as well as three regional support directors, it decides whether or not to award a donation. When the project is accepted, an agreement setting out the mutual commitments is signed between the two parties. The monitoring of the project is entrusted to the sponsors, who provide regular updates and draw up an evaluation report at the end of the agreement, which is submitted to the selection committee.

---

**Sponsoring corporate philanthropy**

Firmly committed to the values of solidarity, sanef wanted to see them applied in a concrete way across its regions. The group has chosen to support local associations involved in professional integration, by getting them sponsored by its staff.

---

To confirm our solidarity with the people and regions, we have chosen to support sustainable professional integration initiatives underpinned by the commitment shown by our staff.”

Christine Allard, Communications Director
The selection committee met for the first time in September 2010 and selected two projects: Jardins du Plateau Picard and the French Red Cross integration initiatives (see pp. 16 and 17) in Pavilly and Revigny-sur-Ornain. In the first quarter of 2011, a further two projects were chosen: ASTA and Auteuil Insertion (see opposite).

The Red Cross integration initiatives were some of the first projects supported by sanef thanks to the longstanding partnership established with this organization. Indeed, the French Red Cross has been linked to sanef by a service agreement since 2005 in order to help customers in the event of a major incident on the motorway. In terms of corporate philanthropy, sanef’s sponsors were motivated by the Red Cross’s strong local presence alongside the most underprivileged individuals.

Less than six months on from the launch of the first projects, it is still too early to take stock of their results but, thanks to the strong level of interest shown by staff, corporate philanthropy is expected to be ramped up in 2011.
sanef group in France and other countries

Network map

- **sanef network**: A1, A2, A4, A16, A26, A29
- **Alis network**: A28
- **sapn network**: A13, A14, A29, A28
- **A’liénor network**: A65

Toll solutions and electronic toll collection services