



PERFORMANCE MANUAL

Operational excellence
at the service of our clients

LEVEL 2 PROTECTION



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Foreword

Why a Performance Management System (PMS)?

Egis has chosen to deploy its management system - the outcome of a proactive approach - at Group level and to observe internationally recognised standards.

This approach makes it possible to take account globally and consistently of the requirements of the various standards selected with regard to: Quality, Health and Safety, Environment and Anti-corruption.

This integrated management system, which we have termed the Performance Management System (PMS), aims to ensure the sustainable performance of our company that is reflected in its financial and non-financial performance, in line with our corporate social responsibility commitments.

The Performance Manual

The manual sets out the main aspects of the PMS and the company's processes.

It is accessible to all interested parties and helps them to understand, and have confidence in, the organisation implemented.

The Performance Manual is divided into three parts:

- ✦ Parts 1 and 2 are common to all Egis entities.
- ✦ Part 3 sets out the specific methods implemented by each entity to control its activities. The organisational note of an entity is the responsibility of its manager and comprises:
 - A description of the entity's activities;
 - Its general organisation and method of functioning;
 - The organisation of the performance approach within the entity and the way in which it interfaces with the overall approach.

Management commitment and the Performance policy



We all share the responsibility for improving our performance.

An international player in construction engineering and mobility services, Egis creates and operates smart buildings and infrastructure that respond to the threats of the climate emergency and the major challenges of our time whilst also enabling more balanced, sustainable and resilient land use.

Egis, of which 75% is owned by the Caisse des Dépôts and 25% by partner executives and employees, places its expertise at the service of the community and applies leading-edge innovation to every project, at each stage of its life cycle, whether that be consulting, engineering or operation.

Due to the variety of fields in which it is active, Egis plays a key role in the collective organisation of society and the living conditions of people throughout the world.

Egis is also defined by its fundamental values: those of a people-first, responsible, creative company.

These values are detailed in the Code of Ethics, the Code of Integrity and the Sustainable Development Charter in particular, and are shared with all our interested parties. They are a source of mobilisation and innovation and contribute to the success of our collective project.

Egis's capacity for innovation and the great diversity of its activities, markets and geographic coverage make it a highly resilient company. The Egis Group is currently aiming to change its size and scope and become one of the world's Top 10 construction engineering companies.

To do this, Egis is implementing an integrated performance management system, which fully supports its business processes and has ambitious goals. Regular monitoring of the associated indicators enables the continual improvement of its performance.

This framework enables us to meet the requirements of relevant interested parties together with our obligations in respect of regulatory compliance and other requirements applicable to the Group. It also helps to strengthen the internal control culture and increase our level of risk control. Moreover, it proved its robustness during the health crisis in 2020. It safeguards the profitability of our activities in pursuit of our international development and our ambitions for future growth.

In accordance with our Sustainable Development Objectives and with a view to continual improvement, General Management undertakes:

In respect of Quality:

- ✚ To constantly improve customer satisfaction and to meet the expectations of our partners, by strengthening the customer culture, improving our knowledge of the customer and personalizing the customer experience.

In respect of health & safety and well-being in the workplace:

- ✦ To protect our employees all over the world, by guaranteeing the security, safety, health and tomorrow's ways of working of all our employees;
- ✦ To build an inspiring, equitable and inclusive culture, by guaranteeing high-quality social dialogue embracing the consultation and participation of employees and their representatives.

In respect of the Environment:

- ✦ To prevent environmental impacts, to offer eco-design solutions and services in line with the challenges of the energy and ecological transition;
- ✦ To contribute to carbon neutrality by working on our internal footprint;
- ✦ To ensure the development of employees' skills in terms of eco-design and decarbonation.

In respect of Ethics and Compliance:

- ✦ To adopt a firm, zero-tolerance approach on matters relating to ethics and compliance by reinforcing ethical behaviour in line with the Group's values and ensuring that our practices comply with national and international integrity regulations.

In respect of Information Systems Security, and particularly cyber-security:

- ✦ To roll out a responsible system for our clients and employees by ensuring data protection for employees and clients;
- ✦ To guarantee the security, safety, health and tomorrow's ways of working of all our employees, in our digital environment through our cybersecurity culture and GDPR compliance.

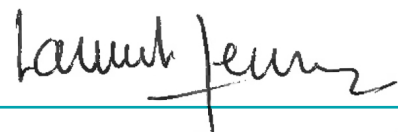
Our main objective is now to progressively expand its perimeter to the entire Group so that it becomes a genuine global management tool.

We are counting on all employees to subscribe to this commitment and play an active role in its deployment, and thus contribute to the company's operational and economic performance.

We all share the responsibility for improving our performance.

We will ensure that every employee is familiar with the objectives and financial and non-financial indicators that measure the company's sustainable performance. We must contribute together - through practical action suited to each of our business lines - to finding solutions that make us more effective and that increasingly meet the current and future needs of our relevant interested parties.

Laurent Germain
Chief Executive Officer
17 May 2021





Part 1

Presenting Egis

Activities and key figures

Egis in brief

€1.07 billion
of turnover in 2020

62%
of activity
outside France

77%
consulting and
engineering

23%
operation and
mobility services

28
road operation
companies in 20 countries

17
airports managed
in 7 countries

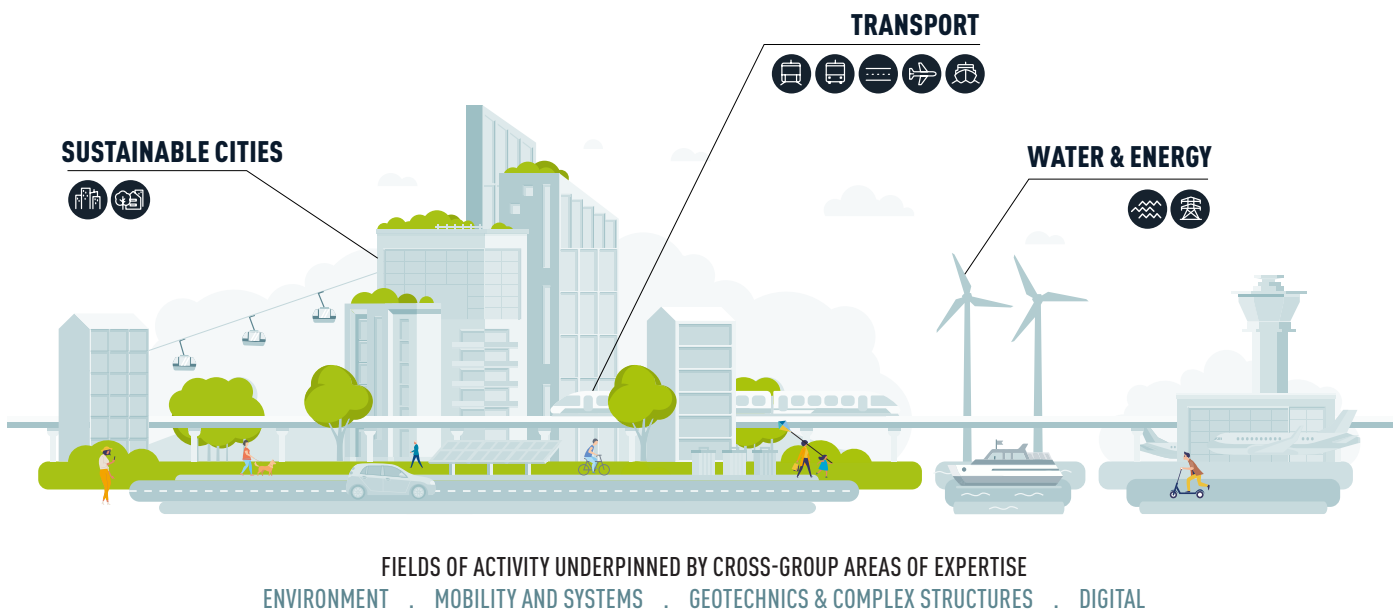
16,000
employees worldwide,
4,000 of them in France

A global offering

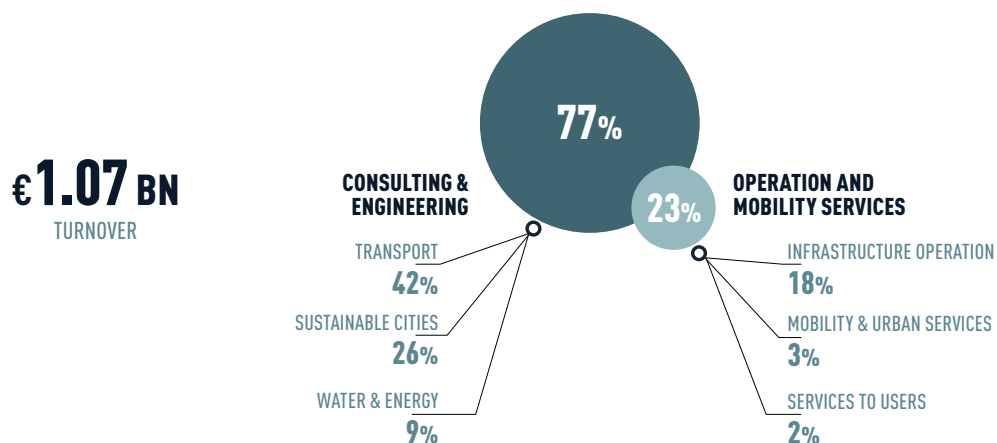
At Egis, our 16,000 people are dedicated to supporting energy, ecology, digital and territorial transition to shape tomorrow's world.

We serve our clients around the world through our ability to innovate and ingeniously transform ideas into practical, operational and useful solutions.

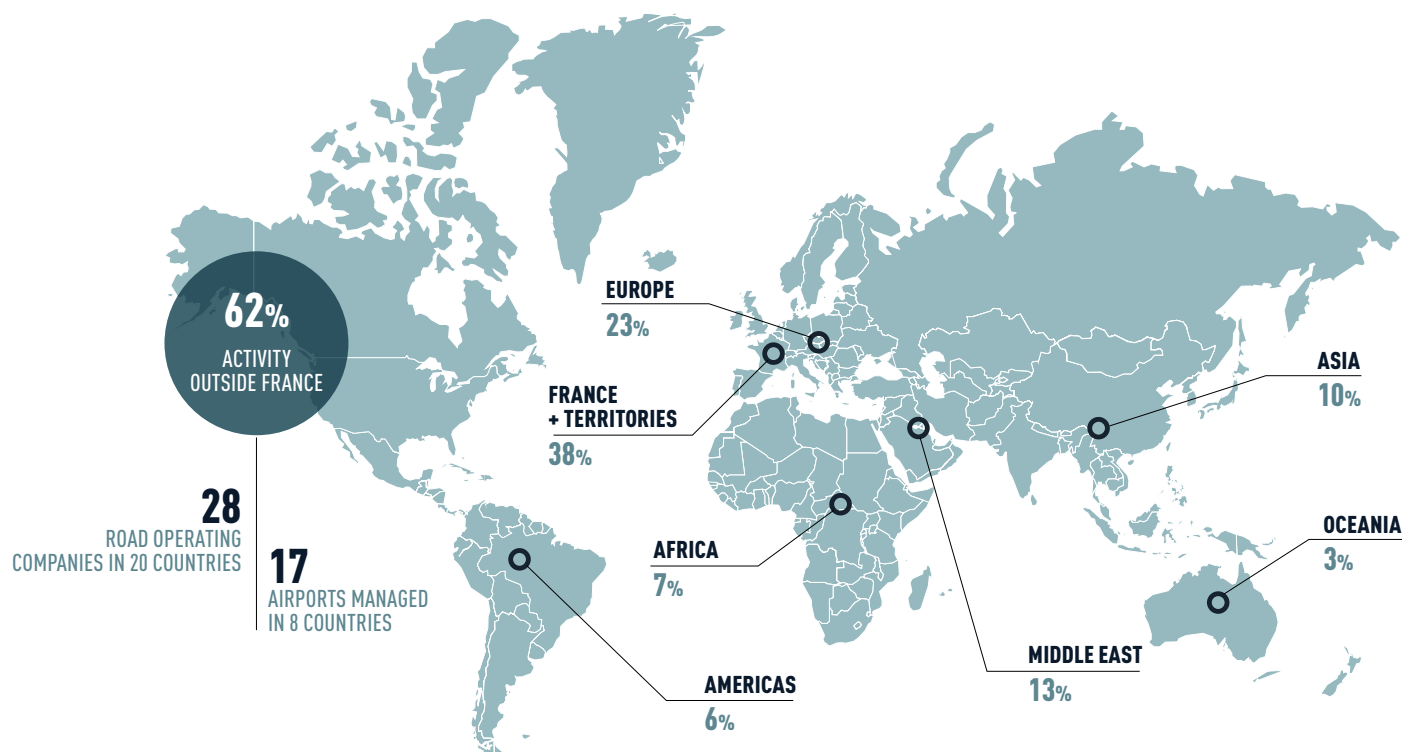
Our assignments lead us to operate in a wide range of domains addressing the major challenges of the planet, such as transport, buildings, water, the environment, energy, urban development and mobility services. To deliver them, we call upon a broad spectrum of disciplines, ranging from the design of infrastructure to its operation, also including consulting, turnkey delivery and project structuring.



Breakdown by activity and turnover



Our presence worldwide

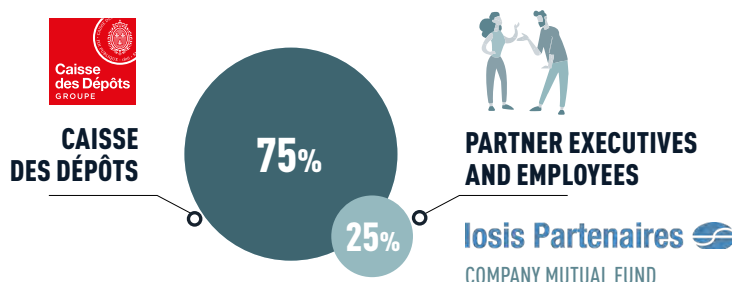


Egis' Head Office is in Guyancourt, France. The Group has nearly 100 locations around the world:

<https://viewer.mapme.com/implantations-egis>

Group corporate governance and operating organisation

Shareholding



Corporate governance

Egis governance bodies

- The Executive Committee (COMEX), the principal management body, is the Group's overall management body that deliberates on major decisions.
- The Committee for Strategic Orientation and Operational Coordination (COSCO) contributes to strategic deliberations on Group orientations and examines questions relating to the coordination of operational activities.

The Egis management principles and governance bodies are described in the Egis Book. The governance bodies are presented on:

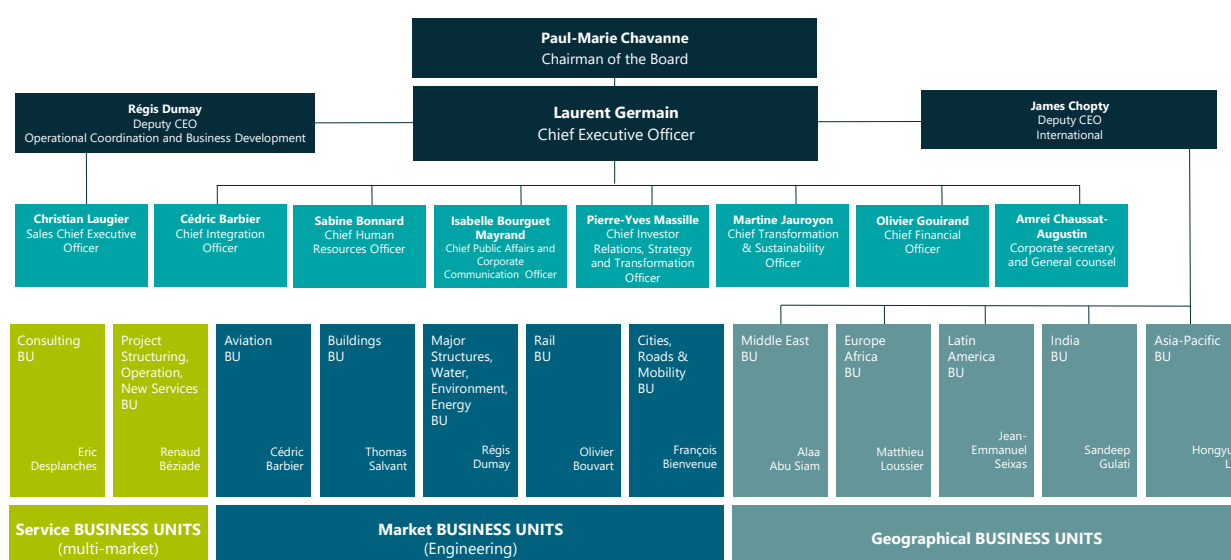
www.egis-group.com/group/about-egis/governance

Business units

Since 1 January 2017, Egis' activity has been structured in 12 operational units termed BUs or Business Units.

This organisation makes our activity easier for our clients to understand and fosters the consistent, integrated development of our Group so as to better prepare it for the future.

BUs have their own resources and management bodies, and benefit from support and shared services provided by Egis SA.



Subsidiaries

The subsidiaries, overseen by the BUs, are authorised to negotiate and conclude contracts in the service of our clients, up to the limits set by the rules of corporate governance.

Our corporate strategy: Impact the Future

Egis has adopted a new corporate strategy for the period 2020-2026, entitled "Impact the Future", to help the Group change scope and size in the coming years and become one of the world's Top 10 construction engineering companies.



► OUR MISSION

Imagining a sustainable future, serving people and social progress ... that is our mission.

Together, we aim to address the challenges facing the planet, support transitions and act in the general interest to create the world of tomorrow.

► OUR VALUES

Egis is also defined by its values, those of a people-first, responsible and creative company.

Our values must be reflected in the manner in which we undertake our projects around the world and in the behaviour of every staff member.

The Codes of Ethics and Integrity define the rules of behaviour common to all employees. The Group's success over time depends on the ability of its employees to win the trust of their clients and partners and perpetuate a quality- and integrity-oriented culture.

Egis is also resolutely committed to a corporate social responsibility (CSR) approach (signed up to the United Nations Global Pact in 2011 - Sustainable Development Charter).

Our integrated management system meets all these requirements, all of which are reflected in the non-financial report.

A PEOPLE-FIRST COMPANY

Developing our employees' career paths and skills

A CREATIVE COMPANY

Applying a proactive policy of innovation to meet the challenges of tomorrow

A RESPONSIBLE COMPANY

Integrating sustainability and ethics into our projects and our dealings with stakeholders

► OUR VISION

Our vision is to become a benchmark player in smart, sustainable infrastructure, working to combat climate change and improve people's living conditions.

In order to be a leading player, we must double in size by 2026 and achieve a turnover of €2.5 billion. Our Group is therefore pursuing ambitious objectives in respect of both organic and external growth.

OUR STRATEGIC PRIORITY AREAS

We have defined eight strategic priority areas in our corporate strategy to help us achieve our goal:

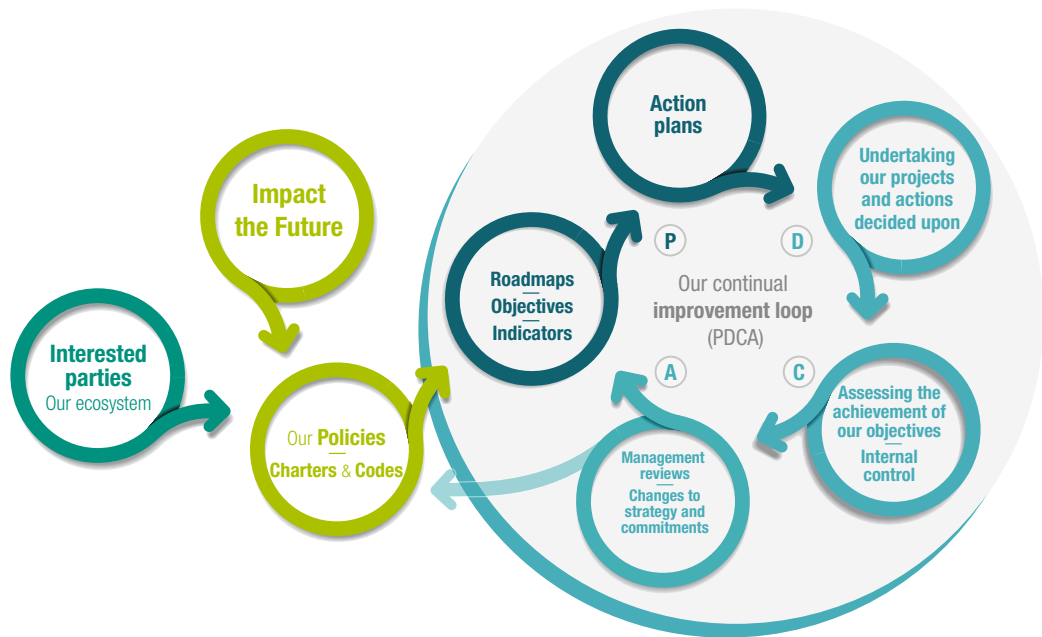
1. Accelerate in the markets and geographic areas in which we are strong;
2. Make the energy and ecological transition the Group's third pillar;
3. Establish a long-term presence in South East Asia;
4. Maintain a balance between consulting & engineering and operation activities;
5. Create stronger and more effective links between consulting and engineering activities;
6. Improve our organisation so as to derive maximum advantage from the growth of the smart city and smart mobility markets;
7. Attain critical mass in aviation;
8. Establish the Group in the USA.



Part **2** Our management

A systemic approach

The Egis management system uses a continual improvement loop to create sustainable financial and non-financial value in line with its development goals described in the corporate strategy.



Interested parties

The relevant interested parties are taken into account when making changes to our performance management system. Specifically, these would include:

- ✦ Our clients;
- ✦ Our shareholders;
- ✦ Our contracting partners (subcontractors, co-contractors, service providers);
- ✦ Our employees;
- ✦ Actors in the territories in which we operate.

A list of interested parties is available on the Group's CSR website

<https://www.rse-egis.fr/en/>

Policies, Charter & Codes

These elements define all Egis' commitments in support of the corporate strategy:

- ✦ Sustainable Development Charter;
- ✦ Code of Ethics, Code of Integrity, Partners' Code of Integrity, Human Resources Management Code etc.
- ✦ Policies: Management commitments, Core Commercial Model, Core Management Model, GDPR etc.

Our continual improvement loop

We have built up a performance management system where our clients' satisfaction and listening to our stakeholders are given top priority in an approach structured according to the fundamentals of the PDCA continual improvement loop.

This approach enables the implementation of the most appropriate and sustainable solutions:

- ✦ **Plan** definition of roadmaps and action plans
- ✦ **Do** implementation and performance of the actions decided upon
- ✦ **Check** assessment of the achievement of objectives, audits and internal controls
- ✦ **Act** management review and changes to strategy

Performance Management System (PMS)

Principles

Our Performance Management System is divided into processes and is an objective- and project-based system.

It is designed in accordance with the requirements of the following standards:

- ✦ EN ISO 9001:2015 (quality)
- ✦ EN ISO 14001:2015 (environment)
- ✦ ISO 45001:2018 (occupational health and safety)

Furthermore, the requirements of the Egis Ethics and Compliance programme are in line with those of the ISO 37001 standard in respect of the prevention of bribery.

Similarly, Egis' information systems security policy and the information security management processes follow the principles of the ISO 27001 standard relating to information security.

The Performance Management System encompasses:

- ✦ Quality management
- ✦ Health and safety management
- ✦ Environmental management
- ✦ Ethics and compliance management
- ✦ Information systems security management

Scope

We take account of the following in establishing the scope of our PMS:

- ✦ Internal and external issues;
- ✦ The requirements of interested parties;
- ✦ Our products and services.

The details of products and services covered by the PMS are available at: myEgis/Éthique, Conformité, Risques & Performance/Certificats QSE (myEgis/Ethics, Compliance, Risk & Performance/QHSE Certificates)

Perimeter

Management commitments and the Performance policy in respect of quality, health and safety, the environment, ethics and compliance apply to all entities controlled by Egis.

In the same way, all entities of which the Group is a majority shareholder, both in France and abroad, must comply with the requirements of the Egis Group's internal control framework, which is aligned with all the processes described below.

Perimeter of certification

The Egis Group has been QHSE-certified since 2015 on the basis of the management system described in this manual and to which all the French entities are subject (with a few individual exceptions such as operating companies). These entities do at least have certification for their Quality reference documents and may have Health and Safety and/or Environment certification covering their perimeter.

Some international entities currently have their own management systems and certification.

Deviation permits from the PMS

There may be some deviation permits from the management system. Such permits will be issued only in cases where it appears that the system cannot be applied due to external constraints.

These deviation permits must:

- ✦ be explicit,
- ✦ be justified,
- ✦ be investigated by the Performance department.

Only the manager of the process concerned may grant a deviation permit.

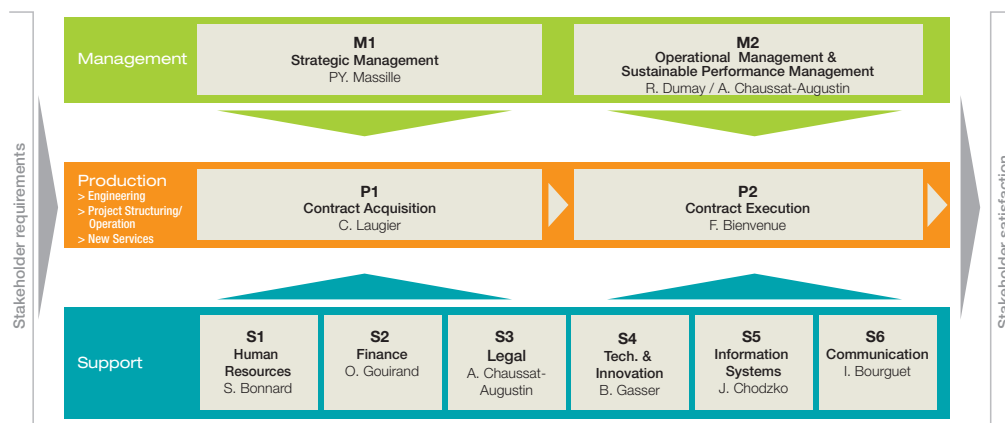
10 processes

Egis has organised its activities into 10 processes, each divided into three families: Management (M1, M2), Production (P1, P2), Support (S1 to S6).

These describe how, by taking account of the requirements and requests of our clients and stakeholders, we manage risks, our production quality and the continuity of our companies.

The description of the processes and the set of common rules useful for their application are published online in the Egis Book.

The mapping and organisation of the Egis Book enable the demands of Egis' three business models to be met: Engineering, Project Structuring/Operation and New Services (with a map adapted to the specific features of these activities).



Application of our Performance policy

Management of the quality of our services

Meeting our contractual commitments and managing risks in our projects.

Principles

Quality management is an essential aspect of management aimed at:

- ✦ Achieving our contractual objectives;
- ✦ Managing risks and challenges relating to projects;
- ✦ Controlling the claim rate;
- ✦ Achieving our development objectives;
- ✦ Strengthening our image;
- ✦ Supporting employees and recognising their contribution.

Perimeter

Quality management concerns all Egis employees in the context of their activities in and outside France, together with the partners involved in our projects.

Rules and recommendations

Quality management is integral to all processes, the operating rules of which are defined in the Egis Book.

Recommendations for the management of risks throughout the Group are aimed at raising awareness among employees of the importance of responsible individual and group behaviour, whether technical, financial or image-related.



Health and safety management

Principles

The Safety Attitude, an Egis Group approach relating to occupational health and safety, involves all of our activities. It has two levels:

- ✦ For all companies: the rules must be disseminated in order to raise awareness among as many people as possible. Obligations such as reporting accidents are formalised in the Egis Book.
- ✦ For companies whose health and safety practices are recognised through certification: the application of health and safety rules is monitored. The application of rules at project level (particularly relating to risk analysis) is verified.

The Safety Attitude approach is deployed in three working environments: at the office, when travelling, on external locations (sites, client facility, in the field etc.).

Perimeter

The Safety Attitude concerns all Egis employees, whatever the legal form of their employment contract, and also partners involved in our projects or operating in our facilities.

The eight Safety Attitude rules

The Safety Attitude takes the form of simple rules, applicable in all our areas of activity:

- ✦ Adopt behaviour that is responsible and that encourages safety
- ✦ Implement good health and safety practices
- ✦ Take the right action in case of accident
- ✦ Assess risks
- ✦ Train our employees
- ✦ Comply with and have other comply with good movements and postures
- ✦ Audit our activities
- ✦ Report dangerous situations and accidents

Regulatory monitoring

This is undertaken regularly for the France perimeter by a panel comprising the Labour and Employment Relations department, the Property and General Services department and the Documentation Unit. The Health and Safety Manager is responsible for incorporating changes into our documentation package.

Depending on the nature of engineering contracts entered into, whether by clients with their own reference documents or in other countries, an inventory is taken of the applicable regulatory documents as part of the project and supplemented by our own requirements reference document.

Operating companies with health and safety certification undertake their own monitoring.

Quality of working life as a factor in performance and attractiveness

Egis is a people-first company, and quality of working life within the Egis Group plays a fundamental role. It is a key factor in the well-being of employees, which helps to generate their loyalty and increase the attractiveness of the company and the Group. It is also involved in social performance and in maintaining health and safety in the workplace.

Everyone must contribute to it and the Group implements various actions, schemes and services to promote it. Managers are highly aware of the importance attached to the well-being of their staff, and a support service has been established to guide them in their role in this respect.

A survey, resulting in a social barometer, is carried out regularly to gauge levels of employee satisfaction and commitment, based on which any necessary measures for improvement can be implemented.

Environmental management

Principles

Our environmental policy is expressed on three levels:

- ✦ the management of the environmental impact of projects or our clients' activities (prevent, reduce, offset),
- ✦ the management of the impact of our own operations,
- ✦ the development of solutions and offerings meeting the challenges of the energy and environmental transition.



Perimeter

Environmental management concerns all Egis employees, whatever the legal form of their employment contract, and also the partners involved in our projects or operating in our facilities who must be aware of and manage the environmental risks connected with their activities.

Regulatory monitoring

This is undertaken regularly for the France perimeter by the Environment technical community and the Group's Documentation Unit.

The Environment Manager is responsible for incorporating changes into our documentation package.

Depending on the nature of engineering contracts entered into, whether by clients with their own reference documents or in other countries, an inventory is taken of the applicable regulatory documents as part of the project and supplemented by our own requirements reference document.

Operating companies with environmental certification undertake their own monitoring.

Ethics and compliance management

Principles

Egis is a group built on values of ethics, transparency, quality, respect and integrity. These values are the basis of our reputation and represent our ethical capital. They are listed in our Codes of Ethics and Integrity, and all employees must strive to apply them in their everyday work.

To help them and in order to promote the approach sustainably, Egis has established a dedicated organisation and has drawn up an ethics programme comprising six parts:

- ✦ The commitment of top management, which is crucial to the long-term success of the approach
- ✦ A risk map identifying areas of risk and serving as a guide to principles of prevention
- ✦ A zero-tolerance policy applied across operating practices through codes and a set of procedures covering high-risk areas
- ✦ Due diligence on our partners, suppliers and private clients
- ✦ Regular training and communication actions to raise awareness among our employees
- ✦ Mechanisms to check and monitor the effectiveness of the programme, together with a whistleblowing system



Perimeter

The Ethics and Compliance programme concerns all employees of the entities controlled by Egis, whatever the legal form of their employment contract. Some aspects of the programme also apply to partners involved in our projects or operating in our facilities.

Regulatory monitoring

This is performed regularly by the Egis Ethics and Compliance department, particularly through professional networks, with the support of the Legal department.

Information security management

Principles

With the development of digitalisation and hyper communication, Egis has implemented a framework to protect its data, that of its clients and personal data from all threats (internal, external, deliberate, accidental).

This policy sets out the common principles for the protection of information and the information systems security governance. It is based on compliance with the requirements and the implementation of best practice as set out in the ISO 27001 standard. In this way, it is adapted to the security needs of Egis core activities and the protective measures are aligned with the Group's business objectives.

Security behaviour is therefore managed on an ongoing basis through the Information Systems Rules, the Information Systems Security Policy, the charter for the use of IT resources and the IT administrators' charter.

Egis is therefore implementing a global process by putting a trusted digital environment in place for its clients and users. This process relies on the involvement of senior management and the entire management chain, the application and observance of rules by users, regular awareness-raising activities to maintain knowledge at the optimum level, and monitoring of compliance with the principles of information protection.

This approach, which strengthens the Egis offering, is an essential foundation for the realisation of the Group's digital roadmap and the opening up of the Egis information systems to those of its partners and clients.

Perimeter

Information security management concerns all Egis employees in entities controlled by Egis, whatever the legal form of their employment contract, and also partners involved in our projects or operating in our facilities.

Rules and recommendations

Information security management is integral to all processes, the operating rules of which are defined in the Egis Book. Recommendations for the management of cyber risks throughout the Group are aimed at raising awareness among employees of the importance of the chain of responsibility and behaviour, both individual and collective, to provide the appropriate level of risk management.

The continual improvement loop

The Performance programme

This rolls out, downstream of the Performance policy undertakings, the operating objectives and quantified indicators reviewed annually which produce a framework for the application of the associated action plans on the aspects of Quality, Health & Safety, the Environment, Ethics & Compliance and Information Systems Security.

Monitoring tools and methods

Each Process Manager collaborates with his/her BU liaison people to define objectives and actions to improve the activities associated with his/her process. The functioning of each process is reviewed regularly (at least quarterly), with an annual review in order to assess the health and effectiveness of the process.

A programme of internal audits is drawn up in three-year cycles, and is coordinated by the Performance function of the Ethics, Compliance, Risk and Performance department (DECRP - see below). This comprises audits by the majority shareholder, corporate audits, process audits and thematic audits (particularly projects and technical).

Depending on its own requirements, each entity can organise a programme of internal performance audits that it manages in addition to the programme coordinated by the Group Performance department.

Each entity designs and implements a process to enable it to listen to its clients' requests and requirements.

Each entity maintains a record of, and monitors, major malfunctions that have - or are able to have - negative consequences on contractual commitments or the implementation of our company policies.

These two last points are consolidated and analysed at Group level.

Improvement actions

Each employee contributes to the improvement of the system. Each entity organises the collection of improvement proposals and follows them up. Actions coordinated by the Group are formalised in the corporate audit recommendations, in the output of process reviews and the Group Management Review Report.

Management system actors

Management system actors

All the employees are actors. Everyone must participate in the continual improvement of Egis' performance, consult and apply the management system documents available to them and report incidents and situations affecting - or likely to affect - the smooth operation of their entity.

Group general management

The Chief Executive Officer:

- ✦ Sets the annual objectives for the Group and the BUs;
- ✦ Presides over the annual management review of the Egis management system;
- ✦ Appoints the Group's Performance Director;
- ✦ Approves the Performance objectives.

BU management

The Executive Director of a BU is responsible for implementing the requirements of the PMS in his/her perimeter, in liaison with the managers of the entities concerned, and:

- ✦ Reports to general management on the implementation of the requirements and is accountable for the resources to be utilised;
- ✦ Defines and communicates annual objectives to teams;
- ✦ Manages additional Performance documentation specific to the BU's activities;
- ✦ Presides over his/her entity's annual management review.

The Process Manager and his/her Liaison Managers in BUs

- ✦ Conducts an annual review of his/her process and reports on the monitoring of the process (health/performance) in the management review;
- ✦ Defines his/her process and its indicators (management and performance);
- ✦ Ensures the completeness and consistency of the documentation supporting his/her process;
- ✦ Proposes changes and adaptations to his/her process with regard to the Group's development objectives, priority projects in progress, compliance with regulations and stakeholders' requirements, together with lessons learnt, incidents and other identified risks;
- ✦ Coordinates his/her Liaison Managers within a network. The Liaison Managers are responsible for:
 - Informing relevant employees in the BU of the purpose and objectives of their process, and ensuring their understanding;
 - Supplying and analysing the associated indicators;
 - Monitoring the process on an ongoing basis;
 - Their BU's contribution to the performance and improvement of the process, via the management and/or process review for their BU.

The Ethics, Compliance, Risk and Performance department

The Ethics, Compliance, Risk and Performance department (DECRP) is a strong and vital link in the Egis "immune system" and in the coordination of the Performance Management System. It contains functions responsible for coordinating the Group's policies and systems for prevention, surveillance and improvement in the Group's functioning.

The Risk function:

- ✦ Manages the major risk identification and mapping process within the Group;
- ✦ Coordinates internal controls within the Group;
- ✦ Collects information on significant incidents.

The Performance function:

- ✦ Defines the Group's management system;
- ✦ Is responsible for its implementation;
- ✦ Proposes changes, specifically with regard to the Group's development objectives, compliance with regulations, the requirements of its stakeholders and areas for improvement validated in management reviews;
- ✦ Manages the Egis Book documentation;
- ✦ Coordinates the schedule governing ongoing and periodic monitoring activity;
- ✦ Prepares and coordinates Group internal performance audits and third-party audits relating to Group certification;
- ✦ Coordinates the Group Performance network.

The Ethics and Compliance function:

- ✦ Is responsible for the proper application of Egis's ethics process, its vigour and its internal promotion;
- ✦ Draws up, updates and promotes Egis's ethics programme and adds to it as necessary when there are changes in the regulations and/or Group's priorities;
- ✦ Organises training and communication activities together with due diligence audits on third parties;
- ✦ Manages the Group's whistleblowing system;
- ✦ Coordinates the network of Ethics Correspondents and organises meetings of the Ethics Committee and Ethics Steering Committee;
- ✦ Verifies the correct implementation of the systems of the Ethics policy.

Managers of the management system

The following are responsible for the management system:

- ✦ Performance Manager (quality management)
- ✦ Health and Safety Manager (occupational health and safety management)
- ✦ Sustainable Development Manager (environmental management)
- ✦ Ethics and Compliance Manager
- ✦ Information Systems Security Manager

Each manager is responsible for:

- ✦ Drawing up the Corporate policy (validated by general management), together with objectives and indicators;
- ✦ Supervising the deployment system within the Group (ensuring that this programme is known about, understood, implemented etc.);
- ✦ Monitoring overall performance and reporting on it to general management.

Management networks

The Performance programme is managed by governing bodies: the Performance network, the Health and Safety Steering Committee, the Sustainable Development network and the Ethics network.

The members of each network manage and coordinate actions in order to ensure the full and consistent implementation of defined missions, objectives and rules.

It is made up of a Group lead person and representatives of BUs or subsidiaries depending on the organisation. Within its sphere of competence, the network is responsible for:

- ✦ Ensuring the definition of the management system, proposing changes and verifying its implementation;
- ✦ Organising training and communication activities;
- ✦ Ensuring that best practices are shared within the Group.

The panel of internal performance auditors

Employees are trained in techniques for auditing the management system. They comprise an internal panel of auditors and carry out performance audits within their entity or in other Group entities (cross audits).

External auditors may be brought in to reinforce the panel of auditors, particularly for systems audits.

Performance communication

The myEgis sites of the Group and its entities include a section that details useful documents and points of contact for the approach.

The use of key words such as #Performance, #Safety, #Environment or #Ethics gives rapid access to documentation on the company's portal.

The document repository, shared rules

Trust environments

Egis's PMS documentation is organised within two universes: the Egis Book and the myEgis websites.

Egis Book

The Egis Book is the reference resource that defines the operating rules applicable to all Group entities. The Egis Book digital platform is administered by the Performance function of the Group's Audit, Risk and Performance department. This enables the rules to be disseminated to all employees.

The documentation is managed jointly by the entities. It is coordinated at Group level.

The following is the typology selected for the various documents in the Egis Book:

- ✦ The process note defines the objective of the process and how it relates to the vision;
- ✦ The procedure is maintained at operational level and defines what needs to be done and the associated organisation;
- ✦ When it is necessary to specify methods, the procedures are supplemented by instructions, guides and/or forms.

myEgis websites

This is the incorporation of the Egis management system into daily work-life. These trust environments are under the responsibility of functional departments (HR, Finance, Information System etc.), business lines or BUs and entities.



Part **3**

Entity organisational note

Part 3 details the specific resources implemented by each entity (BU or subsidiary) to manage its activities. The organisational note of an entity is the responsibility of its manager and comprises:

- A description of the entity's activities;
- Its general organisation and method of functioning;
- The organisation of the performance approach within the entity and the way in which it interfaces with the overall approach.

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