

# **Non-financial performance statement**

2021 financial year





# Foreword

## The time has come to accelerate

In 2021, Egis embarked on a strong dynamic of growth and international development. In the space of 12 months, we made more than ten acquisitions and considerably developed our footprint in Asia.

Our CSR policy was also accelerated in order to achieve our ambition of becoming a leading player in the fight against climate change and the improvement of the quality of life of populations.

We work on projects that have a long-term impact on the community. Our sectors of activity are by nature highly emissive. This gives us a strong social responsibility that we approach with conviction and passion and which reinforces our mission as a provider of solutions, and as a facilitator and accelerator of social change.

Throughout the year, the Group strengthened its CSR actions with very significant developments such as the publication of our new CSR roadmap for 2021-2026, our five climate pledges and our "Companies committed to Nature" action plan. We breathed new life into our Corporate Foundation dedicated to the fight against climate change and a fair transition, with a view to enlisting as many of our employees as possible in this adventure.

In 2021, the Group obtained ISO 37001 certification on the prevention of bribery and corruption,

making us one of the first engineering groups in the world to be certified in this area.

With regard to our employees, particular attention was paid to anti-discrimination measures, with a strong focus on inclusion as a prerequisite for greater diversity.

Finally, the creativity and technical excellence of our employees were amply rewarded with prestigious international awards.

These advances are fully in line with our ***Impact the future*** business plan. The arrival of Tikehau in January 2022 as Egis' new shareholder via its T2 Green Energy Transition Fund will accelerate our ambitions.

The challenges ahead are sizeable. The whole company is mobilised to play its part and contribute to accelerating the transition towards more sustainable, resilient and inclusive communities.

**Martine Jauroyon,**  
Chief Sustainability, Innovation  
and Technical Excellence Officer  
Member of the Egis Executive Committee

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Non-financial  
performance  
statement

In accordance with Article L.225-102-1 of the French Commercial Code, the Non-Financial Performance Statement (NFPS) compiles all the social and environmental information that we are required to disclose. The NFPS sets out our approach and deployment of corporate social responsibility and the contribution of Egis to sustainable development goals.

It presents the business model of the Egis Group as well as the social and environmental implications of our business activity (impact of our operations on climate change, commitments to sustainable development and the circular economy, collective agreements signed<sup>1</sup>). It also describes the main non-financial risks identified, the policies applied to prevent these risks, and the results of these policies, across the entire consolidation scope of the Group, including all subsidiaries in France and abroad (see annex 1 for subsidiaries concerned).

Egis' Non-Financial Performance Statement has been audited by an accredited independent third party. An assessment of the conformity and veracity of the information contained in this NFPS is appended to the report.

<sup>1</sup> Given its business as a consulting, engineering and operating company, Egis is not concerned by issues relating to the fight against food waste, societal commitments to food security or respect for animal welfare. These points are therefore excluded from this NFPS.

01.

# Our driving force and our ambition



Egis is an international player active in the consulting, construction engineering and mobility service sectors. We create and operate intelligent infrastructure and buildings capable of responding to the climate emergency and helping to achieve more balanced, sustainable and resilient territorial development. With operations in 120 countries, Egis places the expertise of its 16,000 employees at the disposal of its clients and develops cutting-edge innovation accessible to all projects. Through its wide-ranging fields of activity, Egis is a central player in the collective organisation of society and the living environment of citizens all over the world.

Egis' goal is to acquire a position as a leading figure, in terms of market share and reputation, in all its target geographies. This means reaching critical mass in all these zones, which globally entails a target of doubling business in the next five years. The development strategy revolves around three main priority areas: transportation

Our ambition is supported by the corporate project:

*“Become a leading player in smart and sustainable infrastructure and buildings to help fight climate change and improve the living environment of populations”*

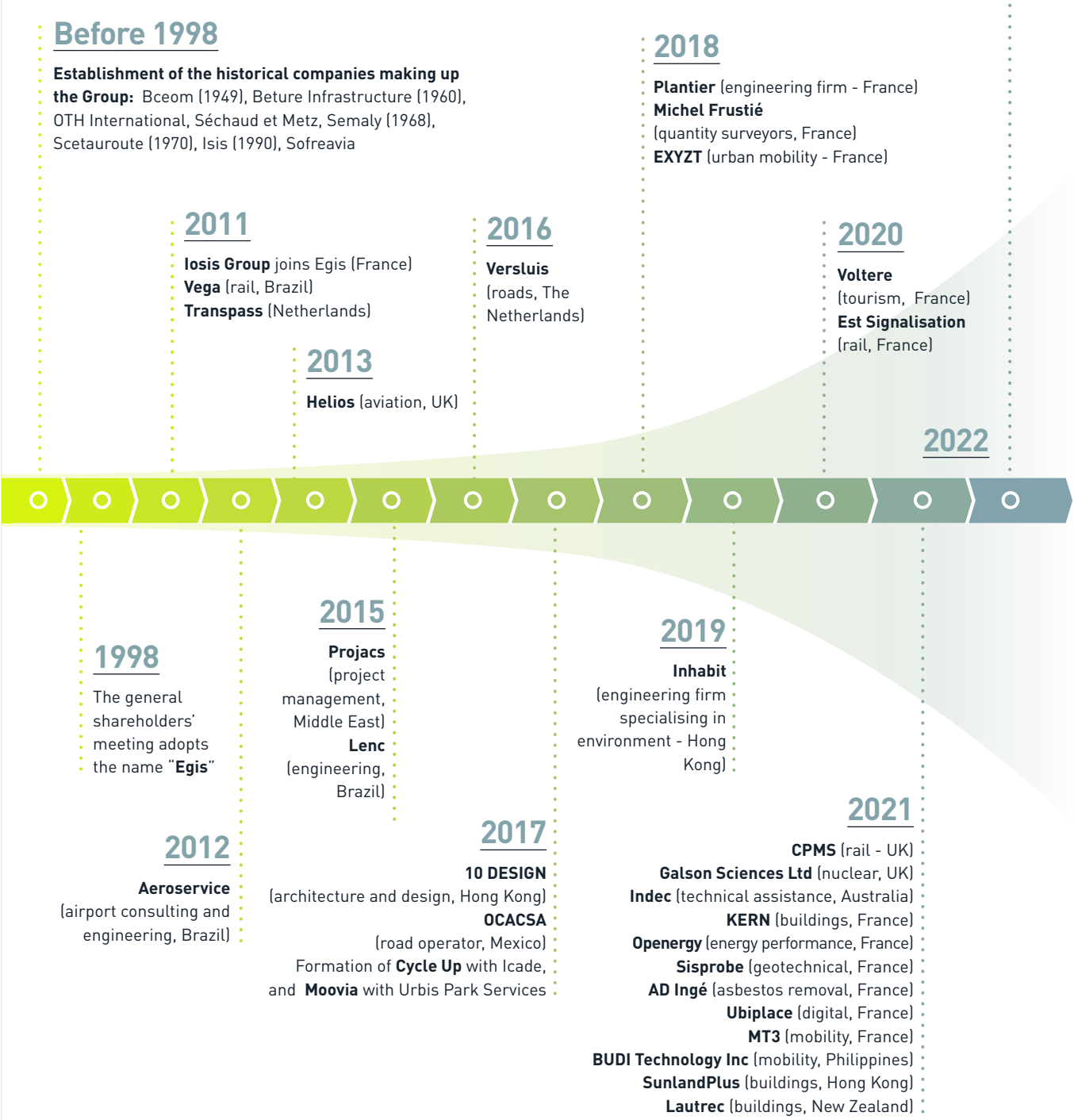
**And it is embedded in the heart of our missions and our signature**

IMAGINE. CREATE. ACHIEVE.  
*a sustainable future*

and mobility of the future, sustainable city construction, and energy transition - in an integrated approach encompassing eco-design, eco-construction and sustainable operation. To meet the challenges of climate change, Egis is pursuing an ambitious strategy by positioning itself in low-carbon energies, with growth in its nuclear activity and the ambition to become a leader in the renewable energy sector.

## Our history.

Throughout its 70-year history, Egis has brought together the expertise of firms specialising in a range of sectors, in France and abroad.



In 2021, the Group acquired 12 new companies, integrated 1,500 employees and opened seven new geographical locations.



## 02. Business model

With 75% of Egis owned by the Caisse des Dépôts and 25% by partner executives and employees<sup>2</sup>, in 2021 our Group generated a **consolidated turnover of €1,162 million, 79% of which was achieved in engineering and consulting, 16% in operations and 5% in mobility services.**

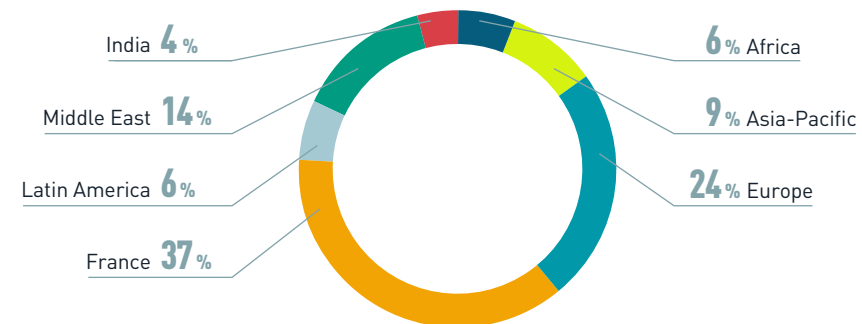
Egis has international locations in Europe, the Middle East, Asia, Africa, America and Oceania-Australia, with around a hundred establishments around the world.

In 2021, 63% of turnover was generated outside France and 37% in France.

Egis's value and resources are mostly made up of its human capital which constitutes its wealth of skills and expertise, which we are committed to developing through training and innovation.

At the end of 2021, Egis employed 16,000 people worldwide with the headcount spread across 120 countries.

### Turnover breakdown in 2021 by geographical zone



<sup>2</sup> In January 2022, the Group's shareholder structure changed with Tikehau acquiring 40.2% of the share capital. Caisse des Dépôts became a minority shareholder with a 34% stake. The remaining 25.8% is held by Egis' partner managers and employees.

## Our business model.

## Our resources.

### Human capital.

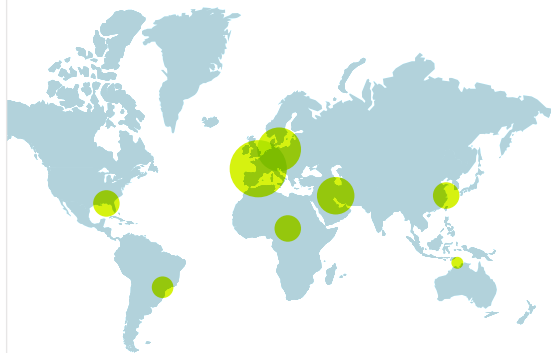


**16,000**  
employees  
worldwide

**58%** in  
engineering

**42%** in  
operation  
and mobility  
services

### Footprint.



A global and local presence close to our clients.

<b>38%</b> France + overseas dep.	<b>23%</b> Europe
<b>6%</b> Americas	<b>10%</b> Asia
<b>13%</b> Middle East	<b>7%</b> Africa
<b>3%</b> Oceania	

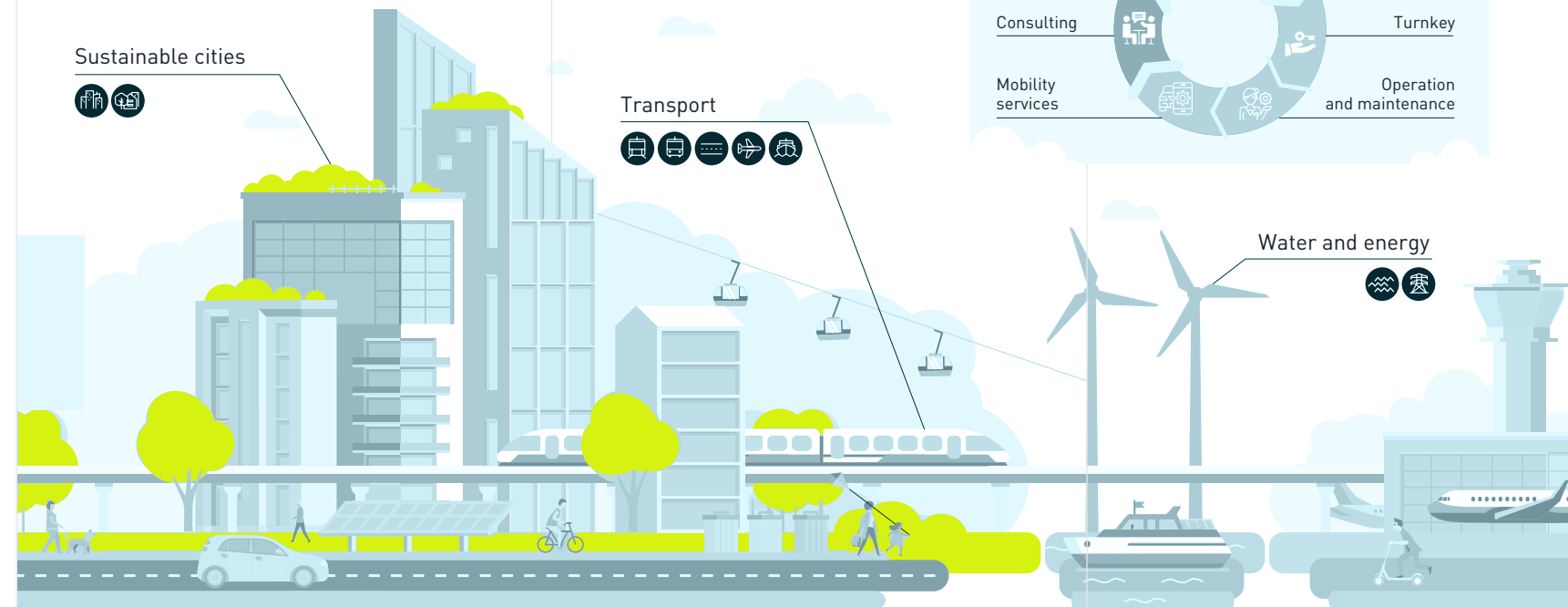
### Financial.

**€1.16 Bn** turnover



<b>77%</b> Consulting & Engineering	<b>17%</b> Operation	<b>4%</b> New mobility services
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## Our complete offer.



## Our assets.

### Our values.



**People-first**

Develop the careers  
and skills of its  
employees

**Responsible**

Build consideration for  
sustainability and ethics into  
projects and our dealings  
with our stakeholders

**Creative**

Adopt a proactive attitude to  
innovation to address the  
challenges of tomorrow

### Our shareholder model.

at 31/12/2021



Caisse  
des Dépôts

Executive partners  
and employees

## Our value creation.

### Value created for our clients and for society.

Services contributing to the development and  
long-term appeal of communities

**34.5% of our R&D investment devoted to the  
fight against climate change and to biodiversity**

Egis contributes to worldwide net zero targets by  
reducing its greenhouse gas emissions each  
year.



## Our results and impacts.

### Net profit

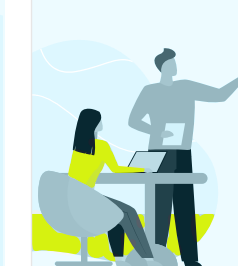
(Group share)

**+€12.6 M**  
compared with 2020

**€39.74 M**

Indicator of net income for the Egis Group

### Value created for our employees.



Local job creation in France and  
worldwide across our 120  
locations

Professional advancement and  
career support

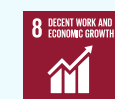


### Value created for our shareholders.



Distribution of dividends

Distribution to FCPE  
(employee shareholding fund)





03.

# Main non-financial risks and materiality

## Risk governance.

Egis is an international group which, owing to the nature and geographical scope of its activities, can be exposed to a significant number of risks.

**The risk management system is integrated into the performance management system. The CEO of the Egis Group is its guarantor.** They approve the guidelines in this field and the methodology implemented. The Group Ethics and Compliance, Risk and Performance Department (DECRP in French) runs the risk management system, rolls out the methodology and updates the procedures and tools necessary for the process.

The Business Unit (BU) risk correspondents, appointed by the BU heads, lead the process within their BU. They coordinate the process for identifying, assessing and managing risks within their scope of responsibility. They report annually on the major risks identified as well as any significant incidents.

At Group level, major risk identification is conducted by the coordinator of the performance management system. The risks identified by the BUs and by the process coordinators are consolidated in the Group’s map of major risks.

**The Operational Risk Committee, which meets twice a year, is the risk governance body within the Group. It is responsible for validating the Group’s major risk mapping as well as reviewing and approving the associated action plans.**

## Risk mapping methodology.

The Egis group’s risk analysis methodology is in line with the best practices recommended by the recognised international reference frameworks, consistent with the specifications of COSO 2 ERM and ISO 31000. The risk mapping is reviewed each year. The risks are evaluated and prioritised according to an assessment matrix, taking into account the level of probability on the one hand and the severity of the impact on the other.

By cross-referencing them, three levels of risk criticality emerge:

- Level 1: minor risk
- Level 2: moderate risk
- Level 3: major risk

With regard to its business activity, in 2021, the Egis group identified 15 major risks in accordance with our framework for classification.

**Six of these fifteen risks are non-financial risks<sup>3</sup>** and are presented in the following table. They relate to environmental, societal and social matters.

Main non-financial risks	Risk criticality in Egis mapping	Description of the risk
ENVIRONMENT		
Climate change	Major	Climate change in relation to our activities must be assessed from two different angles: <ul style="list-style-type: none"><li>• <b>The impact of climate change on the projects we design:</b> changes in regulations and in the expectations of our clients and civil society require that we modify our offering, particularly in terms of eco-design and the quantification of carbon emissions. Furthermore, as extreme climate events are becoming increasingly frequent, it is necessary to be vigilant in terms of adapting the works we offer.</li><li>• <b>The impact of climate change on our activities:</b> according to the IPCC reports, several zones are likely to experience increasingly severe climatic events in the coming decades. As a result of this, before making a long-term commitment (concession and operation), these risks must be identified and assessed at the bid stage.</li></ul>
SOCIETAL/ETHICAL		
Business Ethics	Major	Breaches of the rules of competition and anti-bribery law. Practices that constitute a criminal offence.
Legal and Compliance	Major	Owing to increasing legal requirements, failure to comply with them exposes the Group to checks by the competent authorities, the risk of increased financial, administrative or civil penalties, and the risk of being prohibited from operating in certain regions or sectors or from competing in certain tenders.
Information systems	Major	Disclosure of confidential or sensitive data of which Egis is the owner or the data controller (client data, personal data).
Information systems	Major	Partial or total stoppage of production following a cyber-attack.
SOCIAL		
Health and safety of people under Egis' responsibility	Major	Risks to the health, safety and security of employees.

### 2021: The aftermath of the Covid crisis

The "Consequences of the COVID pandemic" risk was recorded in the Group's major risk map in 2020, but was not considered a non-financial risk. In 2021, in view of the procedures deployed and the company's resilience observed in 2020, this risk has been downgraded and is no longer listed as a major risk. However, the mechanisms put in place in 2020, such as the Group crisis unit and the operational crisis unit, have been retained in order to closely monitor the pandemic and the risks of further outbreaks.

<sup>3</sup> The risk mapping comprises nine non-financial risks, six of which are ranked as major risks.

Materiality analysis.

Egis conducted a comprehensive materiality analysis in 2011. Since then, Egis has conducted an annual analysis of CSR risks and opportunities which is integrated into each of the company's performance management processes. In addition, CSR is systematically at the heart of the discussions held to establish the Group's strategic orientations. This strategic and forward-looking work is based on an in-depth analysis of economic, social and societal trends and on an analysis of the major challenges and issues relating to our activities.

These analyses are carried out by consulting internal stakeholders (employees, New Bees Team<sup>4</sup>) and external stakeholders (clients, shareholders - CDC<sup>5</sup>, Group shareholder executives - Board of Directors, external sustainability stakeholder committee).

MATERIALITY

"Materiality" is defined as anything that can have a significant impact on a company, its activities and its ability to create financial and non-financial value for itself and its stakeholders. The materiality matrix is therefore a tool to identify and prioritise a company's CSR issues. Each issue is prioritised from the point of view of the company (business) and its stakeholders.

Source Novethic

The 10 strategic priorities of the corporate project *Impact the Future*

1. Contribute to global net zero by 2050

2. Be a leading player

3. Accelerate in Egis' strongest markets and zones
4. Impose the transition to low-carbon economy as the Group's third pillar

5. Place intelligence at the heart of cities and mobility

6. Stay close to our clients
7. Step up our development in Southeast Asia

8. Link up the chain of expertise

9. Enhance technical and digital excellence

10. Help our employees grow, and continue to attract new talent

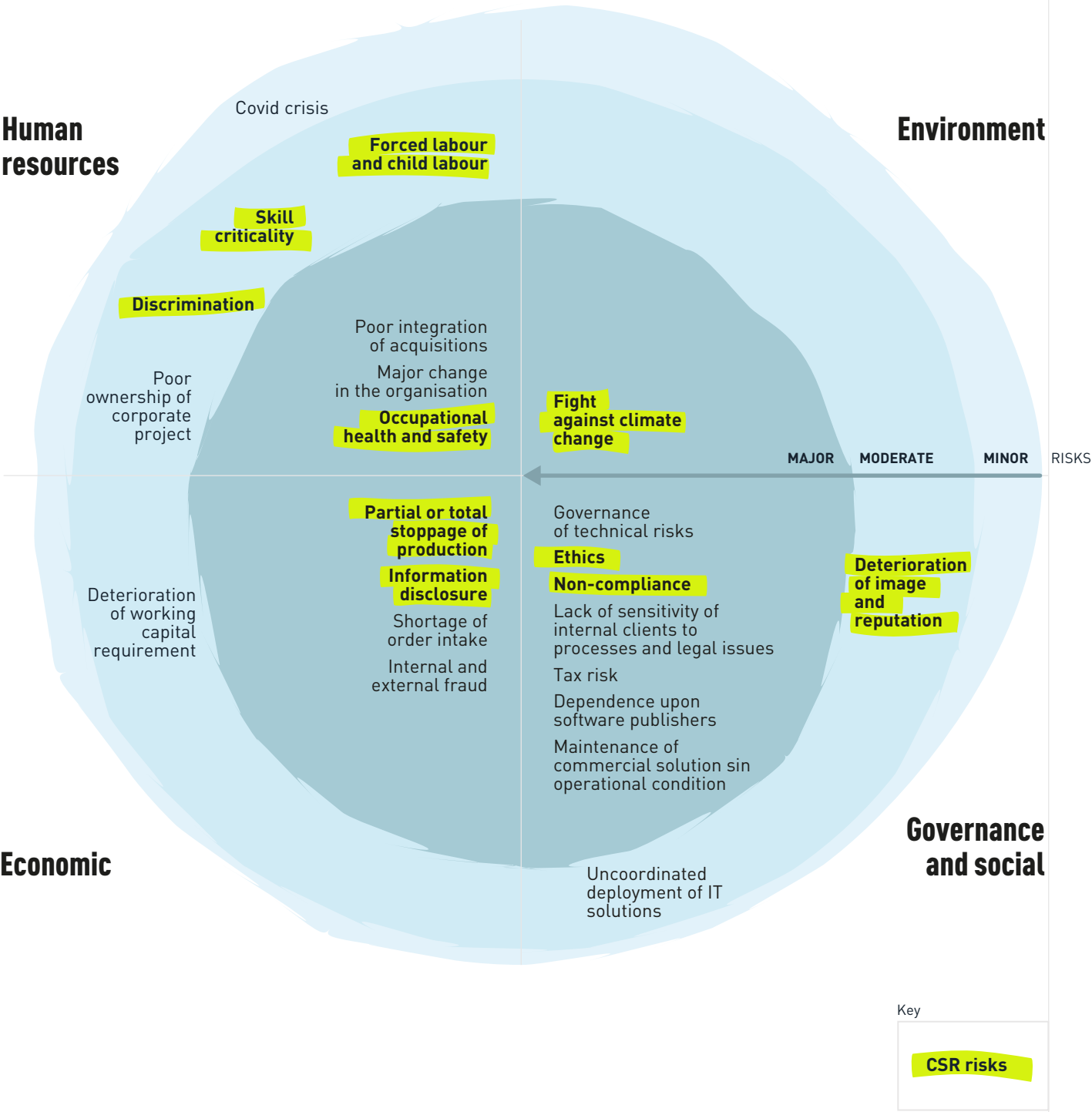


Our 2021-2026 sustainability/CSR roadmap transposes the priorities validated by management.

4 New Bees Team: a group of young employees (27 members) from all French and International BUs who, in reporting directly to top management, put forward proposals to help the company progress, particularly on societal issues.

5 CDC : Caisse des Dépôts et Consignations

Risk mapping.



The risk mapping comprises nine non-financial risks, six of which are ranked as major risks



# 04. Commitments and contributions to sustainability

## CSR governance.

The department in charge of CSR issues, known as “Business Transformation and CSR department” up until the end of 2021, reports directly to general management.

The main goals of this department are to provide the General Management with strategic orientations in terms of sustainable development (SD), promote the Group's offering and to accelerate the integration of SD issues in the operational projects that Egis supports.

Its director sits on the Executive Committee. She is also the main contact for the Board of Directors, shareholders and the New Bees team.

She also coordinates the Group's external relations with civil society on major social issues. She chairs the Egis Foundation, assists the CEO in chairing the Stakeholder Committee (SD Steering Committee) and represents Egis on the Board of Directors of the engineering employers' association "Syntec Ingénierie". In the same association, she coordinates the sustainable development commission and the circle of climate coordinators. In 2021, she represented Egis at the COP26 in Glasgow as part of the MEDEF Sustainable City delegation.

Consultations with these different stakeholders are regularly organised to challenge, adapt and enrich the Egis Group's CSR policy. Internally, this department works closely with:

- **A network of correspondents in each Business Unit (BU).** who ensure that SD issues are taken into account within their BU, propose strategic orientations and lead the process. Some BUs have sub-networks to facilitate deployment, either by geographical area or by discipline. Meetings and events are held throughout the year to share best practices, conduct thinking and work



In September 2021, production of a Climate Fresco with Cédric Ringenbach, (inventor of the game) at the annual SD seminar © Egis/B.Gasser

together on the SD action plan. Once a year, a one-day seminar brings together the network and a number of figures identified for their key contributions to sustainable development.

- **All the internal networks that deal with cross-Group themes,** such as human resources, purchasing, performance, the environment, transport economics, water, intelligent transport, adaptation to climate change and energy efficiency, etc.
- **The Environment cross-functional business area.** This area is present in the Group's various BUs and covers the following themes: ecology and climate, pollution management (air, odour, polluted sites and soils, acoustics, etc.), operational safety/industrial risks, geomatics, pollution control, etc. It represents approximately 300 employees. Our ambition is to work together to develop our low-carbon engineering and operation offering for our clients and the communities in which we operate, an offering that is both differentiating and targeted.

- **The Sustainable Development Steering Committee (CODD in French),** a forum for dialogue with external stakeholders that has existed since 2010 and which, by bringing together different perspectives and sensitivities,

makes it possible to challenge both our CSR approach and the innovative solutions we propose for more resilient and sustainable communities. This committee, chaired by the Group's CEO, meets twice a year.

## CSR governance chart.



\* New name of the Business Transformation and CSR Department in 2022

# Commitments.

Through its disciplines, Egis has a duty and a responsibility to create and maintain advantageous living conditions for different generations. The engineering profession derives its full value from the search for new ways of designing by exploring new approaches and new methods to build a better world for our clients, who are themselves committed to the fight against climate change.

In 2012, Egis decided to publicly state its contribution to this more sustainable economy by adopting a charter based on three action levers:

- Anticipate and prevent
- Support and build
- Associate and involve.

These three cornerstones have been continuously reinforced by the Group ever since.

2009

## Sustainability Department

Egis creates a Sustainability Department reporting to the General Management whose primary goal is to promote the Group's sustainable offering and to accelerate the integration of sustainable development issues into operational projects.



2011

## United Nations Global Compact

Egis signs up to the United Nations Global Compact, the world's largest corporate sustainability initiative. The Global Compact requires companies to align their strategies and operations with ten universal principles related to human rights, labour, the environment and anti-corruption.

2012

## SD Charter

Egis publishes an SD Charter to specify its contribution to a more sustainable economy with regard to climate change, the loss of biodiversity, the depletion of non-renewable resources, and the global challenges of territorial solidarity and social cohesion.



2018

## The climate as a strategic priority

Egis makes the fight against climate change one of its strategic priorities, to accelerate the development of its offering (low-carbon solutions, adaptation solutions, sequestration solutions) and continue to reduce its own carbon footprint.

2019

## Syntec Ingénierie Charter

Egis signs the climate charter of the engineering employers' association "Syntec Ingénierie" (France) and undertakes to:

- be a source of proposals through the missions and projects that the Group conducts
- adopt low-carbon internal practices.

2020

## Socially responsible companies

Egis is listed in the rankings of "Socially Responsible Companies": the weekly magazine *Le Point*, in collaboration with Statista, lists the 250 most responsible companies in France, out of 2,000 identified, based on 3 criteria: environment, social and governance.



21 PROPOSALS FOR A LOW CARBON ECONOMIC RECOVERY

2020

## Low-carbon economic recovery

Egis publishes "21 proposals for a low-carbon economic recovery" aimed at all sectors of activity in which Egis is present. Each proposal is illustrated with project references and innovative solutions.

2021

## French Business Climate Pledge

Egis joins the French Business Climate Pledge initiated by the French employers' federation MEDEF: the French Business Climate Pledge is a voluntary commitment by companies based in France to take concrete action to successfully make the transition to a low-carbon economy and to innovate and develop low-carbon solutions, technologies, products and services.



2021

## A new dimension for the Egis Foundation

The Egis Corporate Foundation, exclusively dedicated to the fight against climate change and to supporting a fair transition, has been given a new impetus with resources that are now commensurate with its objectives, and is open to collaboration with partners sharing the same vision. A first call for projects is planned for mid-2022.

## "Companies Committed to Nature" initiative

Egis has published its "Companies Committed to Nature" (*Entreprises engagées pour la Nature*) action plan; an initiative aligned with the French national biodiversity strategy and the (French) Biodiversity Plan, based on 10 commitments.

## Communication on Progress

Egis achieves "advanced" status for its Communication on Progress (CoP) under the United Nations Global Compact and joins the 11% of companies worldwide to reach this level of maturity.



## 2021 HIGHLIGHT

# The Egis Foundation rings the changes! \_

A foundation dedicated exclusively to the fight against climate change and a fair transition.

Two key drivers:

- Conduct positive impact actions
- Allow all the employees who so wish to join the adventure

The Egis Foundation was founded in 2006 and for 15 years was involved in many educational and charity projects. Its work, dedicated to a long term perspective, aligns with the three CSR

commitments Egis has made to the environment, responsible growth and developing talent. What sets the Foundation apart is its ability to take concrete action on the ground beyond its usual ecosystem and alongside the company's consulting, engineering and operating activities. In doing so, Egis keeps communities and people at the heart of

its vision for a sustainable future.

Two projects were launched in 2021, in partnership with two well-known foundations: *Fondation de la Mer* and *Fondation Ensemble* (see opposite and below). These projects respectively concern a sustainable agriculture project with women from Andean communities and a project to restore coral reefs in Indonesia. In addition, a major international challenge aimed at students was



The Yaf Keru site of the coral reef restoration project in Indonesia supported by the *Fondation de la Mer*

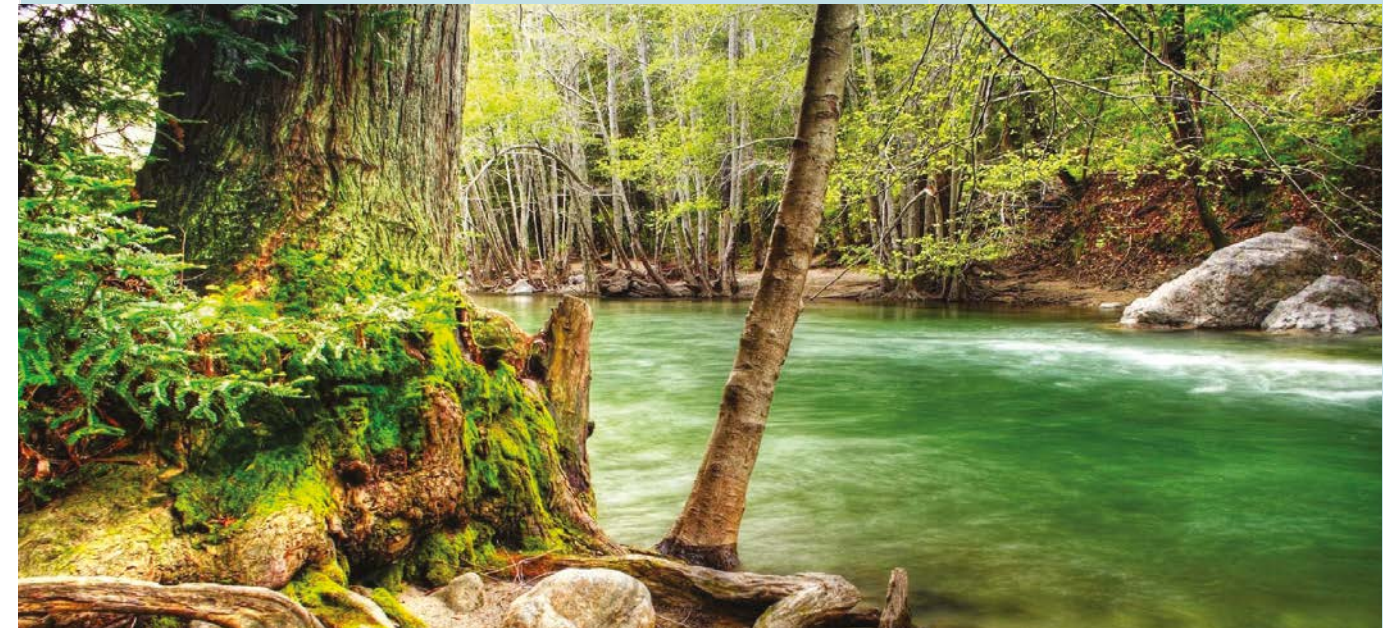


**fondation  
egis**

launched in January 2022. It focuses on the theme of local adaptation to climate risks. The awards will be presented at UNESCO in November 2022 at the Earth University of which Egis is a partner (partnership launched in 2021).



Women from Andean communities in the sustainable agriculture project supported in partnership with the *Fondation Ensemble*





05.

# Policies applied and results

Our CSR commitments are expressed in a multi-year roadmap for 2021-2026, based on three orientations:

- Place the environmental challenges of the 21<sup>st</sup> century at the heart of our disciplines and our development strategy
- Act for responsible growth and support our clients in a sustainable way
- Develop our talents for tomorrow

Each of these orientations breaks down into action areas and related indicators, which Egis publishes in its non-financial reporting. The following chapters present the policies and actions addressing the main non-financial risks identified in the risk mapping, both major and minor.

2021 HIGHLIGHT

**In November 2021 the Egis Group voluntarily underwent the Corporate Sustainability Assessment (CSA 2021 Benchmarking)** conducted by S&P Global as part of the Dow Jones Sustainability World Index (DJSI). This index recognises the best performing companies worldwide according to economic, environmental and social criteria.

**For its first participation, the Egis Group received an honourable overall score of 42/100, which places it in the 75th percentile of companies taking part in CSA 2021 Benchmarking in the construction and engineering sector.**

The environmental dimension of the Egis Group was the best rated with a score of 59 (85th percentile). The social

and governance & economic dimensions received a score of 35 (70th percentile) and 34 (68th percentile) respectively.

To monitor the progress of its ESG (Environmental, Social, Governance) performance, the Egis Group is planning to be assessed by the DJSI again in 2022.

IMPACT  
the future

SD & CSR  
ORIENTATIONS  
2021-2026

1 PLACE THE ENVIRONMENTAL CHALLENGES OF THE 21ST CENTURY AT THE HEART OF OUR DISCIPLINES AND OUR DEVELOPMENT STRATEGY

anticipate



- 1.1 Prevent environmental impacts, propose eco-design solutions and services that meet the challenges of the ecological and energy transition
- 1.2 Contribute to net zero carbon by acting on our internal footprint
- 1.3 Develop our employees' skills in eco-design and decarbonisation
- 1.4 Embed our commitment into our local and professional ecosystem

2 ACT FOR RESPONSIBLE GROWTH AND SUPPORT OUR CLIENTS IN THE LONG TERM

act



- 2.1 Constantly strive to improve our clients' satisfaction and meet our partners' expectations.
- 2.2 Maintain a firm focus on zero tolerance on ethics and compliance issues
- 2.3 Deploy responsible digital tech for our clients and employees
- 2.4 Reinforce technical and digital excellence and increase innovation and R&D momentum
- 2.5 Maintain high quality dialogue with our stakeholders

3 DEVELOP OUR TALENTS FOR TOMORROW

support



- 3.1 Protect our employees around the world
- 3.2 Be their employer of choice
- 3.3 Fully develop the potential of each individual
- 3.4 Build an inspiring, equitable and inclusive culture.

# Orientation 1 : Place the environmental challenges of the 21<sup>st</sup> century at the heart of our disciplines and our development strategy.

Egis has made environmental protection a major component of its CSR strategy. The Group's environmental policy addresses the two fundamental pillars of environmental protection:

- Our internal environmental footprint, consistent with our values and as a duty to set an example
- Our service offering based on operational business solutions deployed for our clients. Indeed, it is on the land use planning projects with which we are entrusted that we can have the greatest leverage. Our different forms of expertise in environmental protection are a **source of opportunity** and **value creation** in the services we offer.

The multidisciplinary nature of our Group means that we can offer a broad range of levers and innovative, high-performance solutions for the entire life cycle of structures and at all levels of the community with a resolutely systemic approach.

The performance and robustness of our actions are driven and supported by our environmental management system (ISO 14001 certification) since 2015, enabling us to manage and control our impact on the environment, mitigate risks, and also identify all opportunities.

In the operations area, we have other environmental certifications such as ISO 50001 Energy Management and Airport Carbon Accreditation (ACA). Nine out of the 17 airports operated by Egis hold an ACA.

Our environmental commitments encompass all facets of environmental impacts and are approached with a Biosphere / Water / Climate / Biodiversity systemic vision, as all these issues are interconnected. In view of the climate and ecological emergency, our commitments regarding climate and biodiversity have been clarified and strengthened.

Our policies and actions on the environment contribute to the Sustainable Development Goals (SDGs):



## Our specific contribution to the fight against climate change

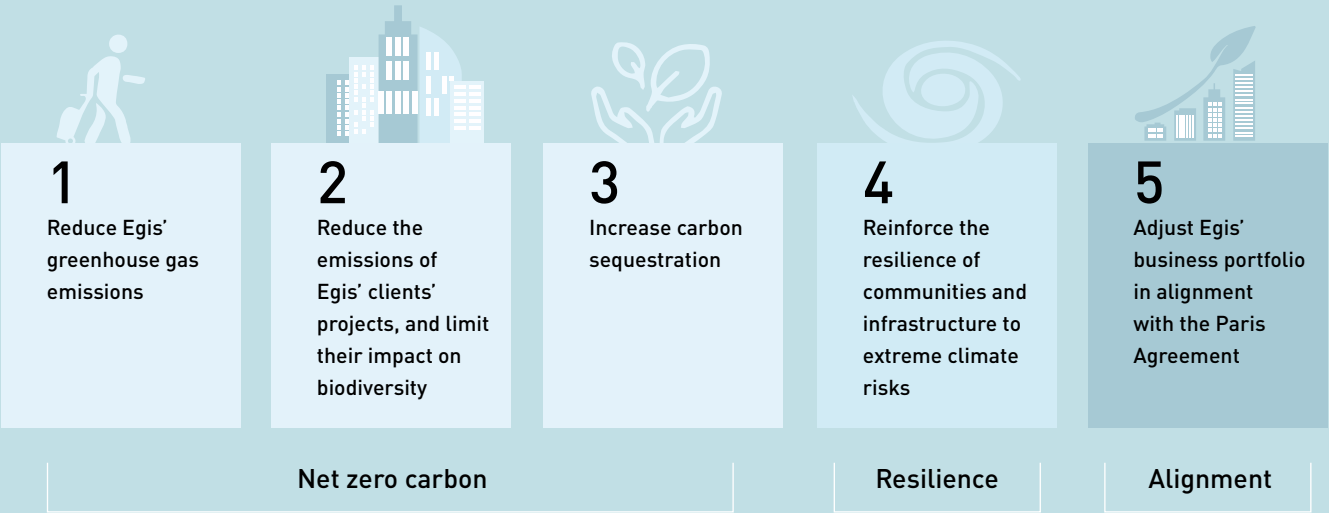
Egis is making 5 ambitious commitments to combat climate change by resolutely adopting a Net Zero Initiative approach.

*“ Our main sectors of activity - cities, buildings and transport - account for more than 50% of global greenhouse gas emissions. We therefore have a crucial role to play in this fight against climate change, towards our clients, and in particular to national and local government. We take this responsibility to heart and offer our contribution to environmental protection. To structure its contribution to global net-zero carbon with ambition and transparency, Egis has selected actions falling within Carbone 4’s ‘Net Zero Initiative’ guidelines.”*

Laurent Germain,  
CEO of Egis



### 5 climate pledges by Egis





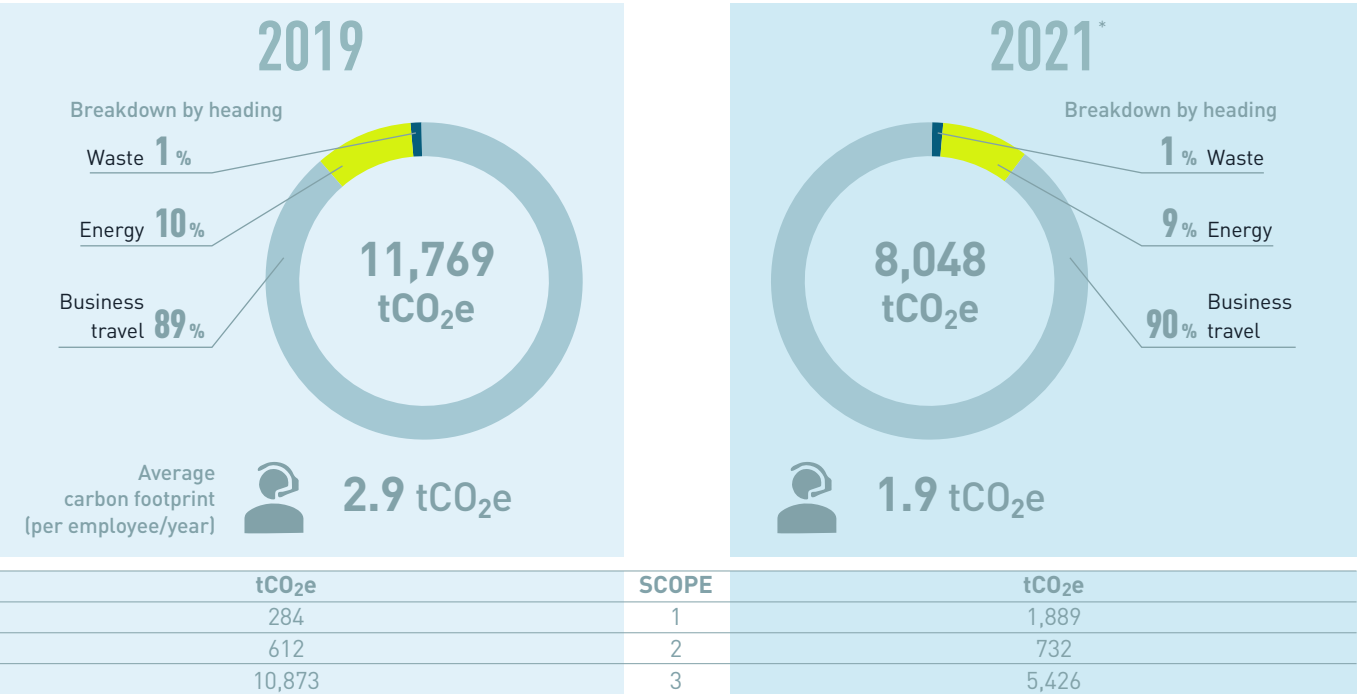
Pledge n°1 :  
Reduce the greenhouse  
gas emissions caused by  
internal operations

On a worldwide scale, Egis pledges to reduce its greenhouse gas emissions, with ambitious targets aligned with a 1.5°C pathway and built according to the SBTi (Science Base Target initiative) framework:

- by 30% by 2030,
- by 60% by 2040,
- by 80% by 2050<sup>6</sup>.

Targeted steps taken since 2016 on travel and building energy consumption helped reduce the firm's internal operational carbon footprint in France by nearly 25%. The period from 2021 to 2026 is set to follow this trend and in line with the 1.5°C pathway<sup>7</sup>. The carbon footprint fell between 2019 and 2021 on a like-for-like basis.

Carbon footprint



Scope 1 = direct greenhouse gas emissions; Scope 2 = indirect energy-related emissions; Scope 3 = other indirect emissions - \* on the same scope as in 2019

6 Baseline year is 2016  
7 2020 and 2021 diverged from the trajectory due to the Covid pandemic which substantially impacted all activities.

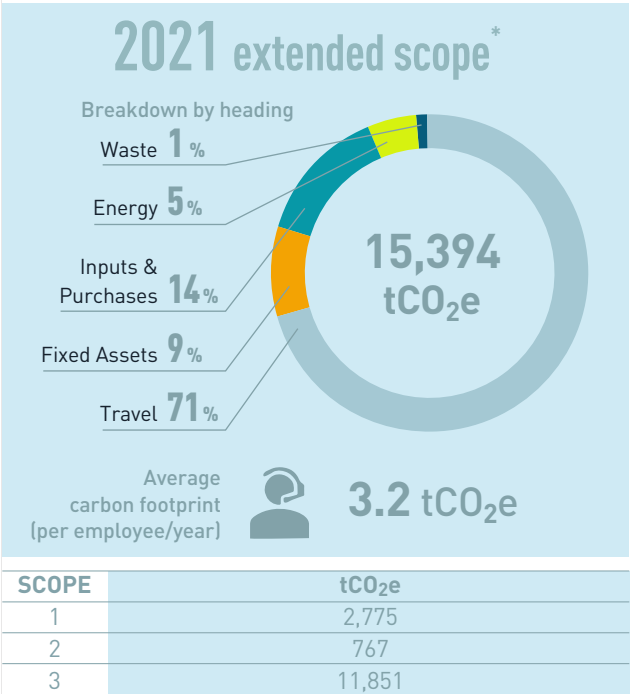
Extension of carbon footprint calculation  
scope

On the historical perimeter of the carbon footprint calculation covering the group's subsidiaries headquartered in France, we extended the scope of the carbon footprint calculation by integrating for the first time the emissions:

- generated by commuting to and from work, thanks to a large-scale "commuting survey" carried out among employees.
- generated by information systems, including computer and telephone assets, IT department services and the storage of data, as well as paper printouts.

The 2021 calculation, with its expanded scope, will provide a basis for comparison for the current period from 2021 to 2026.

We are also committed to rolling out the carbon assessment worldwide with a similar action plan to reduce emissions. In 2021 we included Brazil in the scope of the Group's carbon footprint.

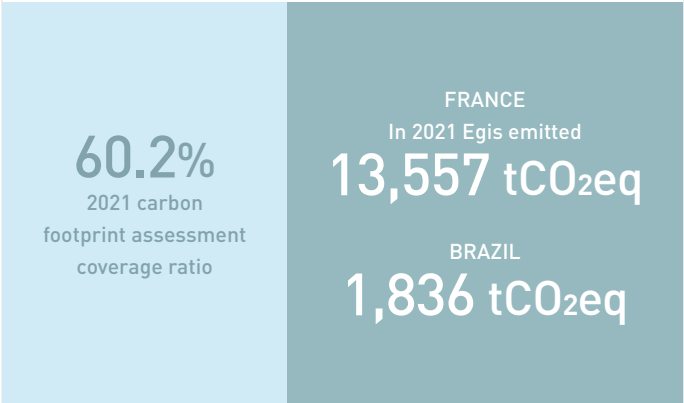


\* New headings (addition of home-work commute and IT data) and Brazil

International deployment of the carbon footprint  
assessment

Egis is extending its reduction efforts to all its locations worldwide - in 2021 included Brazil in the scope of the carbon footprint calculation.

2021 was the starting point for the deployment of the carbon footprint in our international locations. Currently the carbon footprint assessment covers 60.2% of consolidated turnover. The goal for 2025 is to reach a coverage ratio of around 95%.



Travel still accounts for the majority of the Group's carbon footprint, which is why our key actions continue to focus on this area. Our initiatives target business travel, but also commuting. In France, we introduced a company travel plan in 2018, aimed at increasing the modal share alternative solutions to the personal car. These actions were written into the "sustainable mobility compensation package" collective bargaining agreement for France, concluded in January 2021.

Flagship initiatives in 2021 to reduce our internal carbon footprint:

Rotation of the vehicle fleet

Since the end of 2020, the new Egis vehicle catalogue allows for the deployment of electric and hybrid engines in company and service vehicles in France. However, diesel models will be maintained for "high mileage" drivers. The Group's vehicle fleet has begun its gradual transition to new models with a view to reaching a target of 63 g CO<sub>2</sub>/km on average for the fleet in 2025 (WLTP standard - vs 123 at the end of 2020).

**The target for 2021 was to reach 114 g CO<sub>2</sub>/km. This result was surpassed: the fleet's energy efficiency is now 108 g CO<sub>2</sub>/km.**

At the same time, Egis has deployed electric charging stations in several French locations. 48 charging stations have been installed at the Saint Quentin en Yvelines headquarters. Deployment will continue until 2025, with a target of around 250 charging points spread over fifteen sites.



Increase in the proportion of trips made by train in metropolitan France

In 2020, a deal was signed with SNCF allowing Group employees to benefit from preferential first class fares on 8 key routes (those for which employees would most often prefer air travel, such as Paris to Montpellier, to Aix-en-Provence, or to Marseille), including an overall passenger experience based on comfort.

The objective was to change behaviour and **achieve a minimum rate of 10% train use in 2021** for the eight routes mentioned above. **The result at the end of 2021** is more than encouraging, as we have an average of **46.7% train use for the journeys made**.



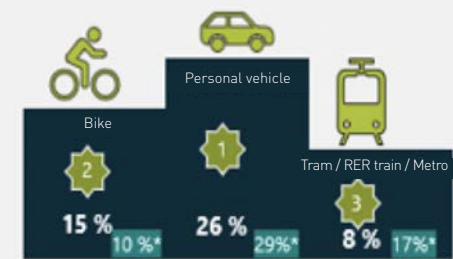
Surveys on employee commuting patterns

At the end of 2021, a survey of home/work travel in France and abroad was conducted to better respond to employees' mobility expectations and to offer them solutions to reduce their carbon footprint.

**Results and main findings:**

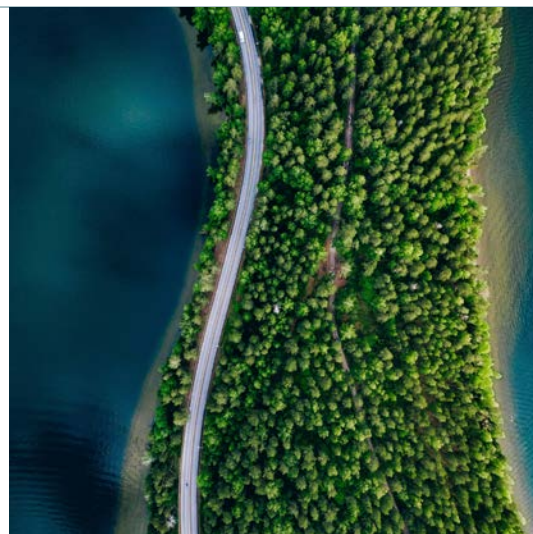
In France (including French overseas departments), compared to 2018, the percentage of employees using bicycles increased significantly, as did teleworking due to the COVID pandemic. This led to emissions being halved: **from 1 tonne of CO<sub>2</sub>/employee in 2018 to 0.5 tonne of CO<sub>2</sub>/employee in 2021**.

Outside France, this was the first survey. Over and beyond the disparities between countries, the car remains by far the leading mode of transport, with few other alternatives available, depending on the situation.



Top 3 commuting modes in 2021

\*2018 figure





## Pledge n°2 : Reduce the emissions of our clients' projects, and limit their impact on biodiversity

Our challenge: conduct projects while making a positive impact on the environment.

### How?

Through the **deployment of a range of engineering and operations services based on the three pillars of eco-design, low-carbon and carbon sequestration**, so that equipment and infrastructure contribute to carbon neutrality and take better care of biodiversity.

**Eco-design is a major lever** for Egis, which is committed to systematising a global eco-design approach, extended to our construction supervision (eco-construction) and operation (eco-operation) businesses.

### Why?

Projects and missions relating to land use planning have local effects on all environmental aspects and place the environment under pressure in

different ways (pollution, encroachment on natural environments, soil artificialisation, energy consumption, etc.).

**Cumulatively, these impacts can compound, leading to global consequences that result in climate change, erosion of biodiversity, depletion of resources and ocean acidification.**

With eco-design, we seek to reduce carbon emissions by acting on consumption of all kinds (energy, resources), by having a systemic vision on the entire life cycle of the assets.

With eco-design we promote the re-use of materials and aim to reduce all local impacts that weaken biodiversity.

## Act4ecodesign

**Egis commits to deploying eco-design on all projects with Act4ecodesign by Egis**

By 2030, all Egis projects will have to be eco-designed or eco-operated, regardless of whether or not this is requested by our clients.

*"This is a major commitment*

*that will lead to an evolution in project production processes. We can no longer afford to wait or make compromises if we want our projects to contribute sustainably to land use development.*

*"More than ever, our technical expertise and our duty to advise*

*will enable us to address environmental and therefore climatic challenges."*

**Nathalie Auffret-Guillen,**  
Environment  
and CSR  
Manager



**By 2030, 100% of Egis' projects will be eco-designed or eco-operated.** By 2025, 90% of Egis employees will be trained in the *Act4ecodesign* by Egis guidelines, through the deployment of a dedicated training programme which will be rolled out worldwide starting in 2022.



### Eco-designed projects in 2021

#### Nesting boxes built into the acoustic barriers of the A480 motorway (France)

**Egis receives the "Infrastructure for Mobility, Biodiversity & Landscape" award from IDRRIM<sup>1</sup>**

Led by AREA<sup>2</sup>, a subsidiary of the APRR Group<sup>3</sup>, the A480 motorway development is a mobility improvement project included within the Grenoble urban area and Isère department's mobility plan. It is also an environmental upgrade project.

**In this project, the Avoid Reduce Compensate (ARC) approach and the environment in general were at the heart of the project, in both its design and its implementation.**

In a highly restrictive urban setting, the goal was to reuse as much of the existing infrastructure as possible in order to deliver a solution with the least environmental impact while preserving the green and blue belts.

To achieve this goal, Egis proposed an unprecedented reinforcement of the longitudinal continuity along the river Drac<sup>4</sup> by using the project's structures: a retaining wall and acoustic barriers, and the incorporation of habitats suitable for wildlife (birds, reptiles, chiropterans). This recommendation came about following in-depth ecological studies and extensive consultation with the various stakeholders in the community. **The project has already delivered results:** from the very first season and even before the end of the works, wagtails and redstarts took up residence there.

<sup>1</sup> French Institute for Roads, Streets and Mobility Infrastructure

<sup>2</sup> French motorway operator (Société des Autoroutes Rhône-Alpes)

<sup>3</sup> Autoroutes Paris Rhin-Rhône group

<sup>4</sup> Left tributary of the river Isère in the southeast of France

#### Bitola-Champbeauvert project in Épinal (France)

**Alternative rainwater management to achieve "zero discharge, zero network" on the scale of the project**

The town of Épinal received the Judges' Special Award for *"Eaux et quartiers prioritaires"* (Water and priority neighbourhoods) for the Bitola-Champbeauvert "New Urban Renewal Programme" (NRPU) district project. Launched in 2019 by the Rhine-Meuse Water Board, this new competition aims to reward urban redevelopment projects in priority areas. One of the goals is to make water and biodiversity a driving force for sustainable land-use development, by integrating social considerations into the ecological transition.

Egis, as programme manager in partnership with Atelier Marion Talagrand, deployed an **eco-design approach** by proposing an **alternative rainwater management system** across the scale of the project, making it possible to achieve **"Zero discharge, zero network"**. This project also aimed to create an opening in the NPRU district onto the river Moselle and create an urban park on an existing island highlighting the heritage, wildlife and flora, and the treatment of the riparian vegetation<sup>1</sup> and the river banks.

<sup>1</sup> Vegetation that grows on the edges of watercourses or water bodies located on the fringe between water and land.

Eco-operation: our contribution to the carbon transition of the motorway and airport sectors

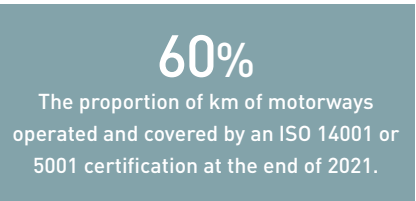
Egis operates motorways and airports, sectors that are considered as high carbon emitters. However, it is our responsibility to contribute to the ecological and energy transition of these sectors, where we have control over actions. This can be done:

- by operating our facilities in a more virtuous manner; or
- by accompanying the transition of the automotive and airport sectors, which are responsible for developing the powertrains and energy supplies of vehicles and aircraft.

To support this transition underway, Egis can intervene on several levels:

- Prepare the transformation of use patterns and anticipate the arrival of cleaner mobility by providing facilities for electric and hydrogen mobility on motorways and in airports;
- Plan dedicated carpooling infrastructure, dedicated lanes for public transport, and modify toll infrastructure to improve traffic flow;
- Optimise aircraft taxiing times, a highly carbon-intensive phase;
- Invest in less energy-consuming facilities (e.g., tunnel lighting consumes a lot of energy and we are working to change all lighting to low-energy LEDs).

All these eco-operation initiatives are tracked by action plans that not only monitor these investments but also measure the impact in terms of energy consumption carbon savings and impact on the natural environment. These action plans are certified ISO 50001 (energy management) and/ or ISO 14001 (environmental management) for motorway operations, and ACA (Airport Carbon Accreditation) for airports.



AIRPORTS

Egis is engaged in an Airport Carbon Accreditation (ACA) process for its network through the attribution of a level of commitment:

- Level 1: **Mapping** – Footprint measurement.
- Level 2: **Reduction**: action plan on the scope controlled by the operator.
- Level 3: **Optimisation**: action plan including third parties.
- Level 3+: **Neutrality**: offsetting emissions.

Action plans have been defined for 2025 and 2030 for the 17 airports (operated by Egis) to achieve a minimum level 3 accreditation.



Egis to track its clients’ avoided emissions

Giving concrete expression to Egis’ contribution to net zero

Egis undertakes from 2022 to measure and report on the **emissions avoided** as a result of the technical solutions recommended by the Group, with regard to the **emissions incurred by our projects**.

In 2021, we started to measure the emissions of the Buildings activity, with 2020 as a test year. For every 1,000,000 tCO<sub>2</sub>eq resulting from our clients’ projects, the designs proposed by Egis have avoided 30,000 tCO<sub>2</sub>eq. Our goal is to provide all the Group’s activities with GHG emissions measurement tools to consolidate all the emissions caused and avoided by our design choices.

Low carbon.

Giving concrete expression to the reduction of carbon emissions on projects entrusted to us and accompany our clients towards low-carbon choices.

To complete the eco-design guidelines, our engineers and experts have developed tools for the calculation of carbon emissions tailored to our disciplines and fields of activity, whatever the stage of the project.

Low-carbon achievements in 2021 Supporting low-carbon and transitioning mobility



**Our contribution to decarbonising aviation - European SESAR programme - Europe**

Egis is advising the DNSA, the French air traffic control authority, as part of the European SESAR programme. The aim is to optimise vertical trajectories and reduce jet fuel consumption, while also reducing the workload of air traffic controllers. **Ultimately, SESAR will bring about more efficient air traffic management, leading to a 10% reduction in CO<sub>2</sub> emissions.**

Manchester clean air zone (United Kingdom)

Greater Manchester’s transport network currently sees over two billion trips per year. This figure is expected to rise by 800,000 additional journeys per day by 2035. The UK government’s **Clean Air Zone** project aims to improve air quality and reduce GHG emissions by:

- Reducing the use of high emission vehicles,
- Changing the behaviour of users of the transport network,
- Encouraging the use of cleaner, more fuel-efficient vehicles.

The regulation will target buses and coaches, heavy goods vehicles, light commercial vehicles, vans, minibuses, taxis and non-compliant private hire vehicles.

On this project, Egis is responsible for the installation and delivery of this service: the installation and maintenance of nearly 900 ANPR (Automatic Number Plate Reader) cameras, a public portal to manage payments, refunds and exemptions, financial reconciliation and the fixed penalty notices issued in the event of congestion charge non-payment.

Egis will rely on two key partners, Yunex Traffic (the new name of Siemens Mobility’s Intelligent Traffic Systems) and Imperial Civil Enforcement Solutions Limited.





### World's first hydrogen-powered light rail project in Kuching, Malaysia

Egis is assisting "Sarawak Metro Sdn Bhd" to develop the world's first plans for a hydrogen-powered light rail system! The KUTS (Kuching Urban Transportation System) project aims at developing a new public transport network in Kuching (the capital of Sarawak state, located on the island of Borneo). In this project, Egis is carrying out preliminary studies on the rolling stock, the propulsion system - a fuel cell powered by a pressurised gas: hydrogen - and the signalling.

### A sustainable mobility plan in Arequipa, Peru

Arequipa, Peru's second largest city in terms of size and population, has been facing chaotic urban development for years due to its fragmented geography. Mobility is one of its main problems, with a complex organisation of urban transport and an outdated, unsafe and saturated system.

Egis has been mandated by the French Development Agency (AFD) to draw up a sustainable mobility plan for the city for the next 20 years, which will be developed according to the methodology of the European Sustainable Urban Mobility Plan, renowned for its level of citizen engagement. The contract is part of Euroclimat+, a European Union programme for Latin American countries, for which AFD is managing the urban mobility area.

## Supporting stakeholders in sustainable cities and communities in their low-carbon transition

### Development of the Local Climate and Energy Plan (PCAET) – Greater Dinan - France

Egis and its partner Gamma Environnement are assisting Dinan Agglomération in the development of its PCAET, the carbon assessment and the climate-air-energy certification process (e.g., Cit'ergie).

The mission includes :

- The implementation of a tracking and evaluation system, aimed at steering the implementation of the climate-air-energy strategy.
- The organisation of public dialogue, around the issues of local democracy and the shared community project.



### 2050 climate strategy and social landlord references

#### Carbon / energy strategy to 2050

*Groupe 3F*

Carrying out the scope 1/2/3 assessment (legally required GHG assessment and GHG Protocol) with monitoring tool. Internal feedback and benchmarking. Analysis of available GHG reduction sources. Creation of a tool to define the reduction pathways of the 11 subsidiaries and then consolidation at Group level. Formalisation of the strategy and action plan. Partnership with MANA, a sociology consultancy, on tenant engagement.

#### Carbon trajectory to 2050

*ICF Habitat*

Analysis of the current situation using the ACT® method. Awareness-raising session for the steering committee on the state of the art of net zero carbon strategies for companies. Analysis of feedback and a benchmark for the analysis of available savings opportunities.

Modelling of two emission reduction trajectories to 2050. Creation of a tool to facilitate the choice of the Group's final trajectory.

#### Low carbon strategy 2030-2050

*Inolya*

Diagnosis (GHG calculation according to the GHG Protocol methodology and analysis of the current climate approach using ACT®).

Carbon strategy (analysis of GHG reduction sources, trajectory proposals, employee workshops, definition of the action plan and formalisation of the strategy).

Monitoring and evaluation over 2 years (update of the GHG assessment and tracking of actions)







# Pledge n°3 : increase carbon sequestration

Egis undertakes to generate, from 2030 onwards, carbon sequestration that exceeds its direct emissions on land it manages or controls

To achieve this, Egis has spent the last two years developing carbon sequestration engineering, and now undertakes to measure the emissions sequestered by its solutions from 2022. This new engineering offering is the result of investments in R&D programmes dedicated to carbon sequestration in soils and connected with "blue carbon" through the restoration of marine biotopes such as mangroves or coral reefs. Through its innovations, Egis aims to become a leading player in the field of negative emission eco-engineering (removal of CO<sub>2</sub> from the atmosphere).



## Nature-based solutions

Egis develops new services such as Smart Soil\* which improves the carbon sequestration capacity of soils.

At the same time, Egis contributes to reforestation projects and, in its designs, favours bio-based materials such as wood and straw, which act as carbon sinks.

\* soil.is in 2022

## 2021 highlights

### A fine example of intrapreneurship: from the Smart Soil solution to a start-up in 2022!

**Smart Soil** is an innovative solution, developed by Egis, which helps increase the carbon sequestration of land holdings, protecting diversity and improving resilience to climate change. This is a powerful opportunity when one considers that soil is one of the world's largest carbon pools (1,500 billion tonnes of carbon, three times more than in the atmosphere) and has the potential to store 6 billion tonnes of carbon dioxide per year across the planet.

The originality of Smart Soil is to transform soil into a lever of climate and social innovation. A powerful lever for all our land-owning clients.

**In 2021, Smart Soil was deployed at Abidjan Airport in Côte d'Ivoire** (more than 1000 ha of surface area exploitable). Several scenarios were validated including lagoon restoration, restoration of deteriorated soils and recovery of green waste, and the implementation of partnerships with vegetable farmers. **Building on these first experiences, a start-up dedicated to soil health, christened soil.is, was founded at the beginning of 2022 to develop these innovative activities.**



## Carbon sequestration - example of an achievement in 2021

### Headquarters of Office National des Forêts – Maisons-Alfort- France

#### A wooden design to store carbon and protect the environment

Egis was awarded the general performance contract encompassing the design, construction operation and maintenance for the construction of the headquarters of the French National Forestry Office (ONF).

ONF wished for the construction of a wooden framed building to serve as a landmark reference, promoting the technologies of wood construction and highlighting the know-how of the wood industry. The ONF headquarters had to lead by example in environmental matters by reflecting an individualised global approach.

**The consortium committed to making the project exemplary in terms of carbon footprint by obtaining level E3C2 in E+C- certification, and the "Excellence" level in the BBCA (low carbon building) certification process.**

The design of this building combines several French wood varieties and structural typologies with the aim of distinguishing the spaces, favouring short supply chains and promoting the know-how of the sector. The design of the cantilever, the emblematic figurehead at the building's entrance, and the "fan-shaped" umbrella roof give the building its identity while exhibiting the wood on the façade. **The massive use of wood in the structure but also in the insulation and in the mixed frames allows more than 175 kg CO<sub>2</sub>eq per square metre of floor area to be stored.**







Pledge n°4:  
Reinforce the resilience  
of communities and  
infrastructure to extreme  
climate risks

With extreme events such as flooding and wildfires, communities and infrastructure are in the frontline to deal with the consequences of global warming.

With their long-term impact on the organisation of a region or a community, infrastructure and local development projects must be designed, built and managed by incorporating the issues of climate change. This means not only reducing the carbon footprint but also improving their capacity to adapt to climatic hazards.

Whatever the degree of involvement, the vocation of Egis is to support its clients in risk assessment, planning, prevention and control.

Egis works on all types of infrastructure and on all scales of regional planning, whether urban, rural or coastal, and also advises policymakers on their steps to address climate change vulnerability.

Egis deploys an array of expertise, methodological approaches and specific tools that can be implanted on the scale of an item of infrastructure or a community:

INSTITUTIONAL  
LEVEL

- Assistance with implementation of “climate change” governance
- Institutional support and intervention and adaptation capacity building
- Training, education and communications

REGIONAL  
LEVEL

- Regional planning and climate plan
- Vulnerability assessment, risk mapping and analysis
- Economic studies on losses and damages, cost-benefit analysis

PROJECT  
LEVEL

- Integration of climate change into structure design
- Hydrological and climatological expertise
- Risk modelling
- Warning systems

Adaptation and resilience -  
achievements in 2021

Disaster Risk Management on future line 5  
of Hanoi metro in Vietnam.

The World Bank entrusted Egis with a global assignment to improve the resilience of the future Hanoi metro line. As Vietnam is one of

the countries most affected by natural disasters, this assignment reflects the community's need for sustainable and resilient infrastructure and public services. The output of the mission includes guidelines for sustainable and resilient designs of metro systems and accessibility measures, as well as land use around stations.

From 2022 onwards, Egis will systematically carry out climate vulnerability studies in its engineering projects, using its diagnostic tools such as Eva-Climat and ROSAU, and will develop specific solutions to adapt these infrastructures and communities to climate change.

Protecting cities and its inhabitants from flood risks

“Ville en alerte”: first comprehensive hydrological risk management solution

The “Ville en alerte” (City on alert) concept is a real-time monitoring and management system for hydrological risk. This innovative platform combines technical assistance for decision-making during a crisis with collaborative crisis management by local actors. “Ville en alerte” is the first comprehensive hydrological risk management solution. Implemented as a pilot project in the Montpellier Méditerranée Métropole EcoCité authority, it was developed by the companies Egis / Synapse / Ceneau / Predict. “Ville en alerte” is currently being extended to the 31 municipalities of the metropolitan area.

The key points of the solution :

- A unique tool for understanding hydrological risk;
- A decision-making assistant that calculates the various scenarios possible, based on data collected in real time;
- A collaborative platform to connect local actors and achieve a common response to a crisis.

The first comprehensive hydrological risk  
management solution

- Plan the crisis response
- Support the crisis response
- Monitor the crisis response
- Communicate on the crisis response



A coastline risk reduction strategy in Ghana in response to climate change

The overall purpose of the project led by Egis, with its partners Rebel Group (Netherlands), and the University of Cape Coast (ACECoR, Ghana) is to develop a multi-sectoral investment plan that will strengthen coastal risk reduction strategies and climate change adaptation in Ghana.

The consulting mission consists of putting forward a short and long term action plan for institutional and governance adjustment, coastal management, coastal protection and vulnerability reduction. The project will promote solutions that generate economic, social and environmental benefits, such as **biodiversity and ecosystem conservation, improved economic productivity and opportunity, and livelihood improvement and protection**, while taking into account the **high-level goals of poverty reduction and shared prosperity**.





To contribute to meeting the targets set by the Paris Agreement, Egis aims to develop another business pillar dedicated to the low-carbon energy transition.

This development reflects Egis' ambition to become a leader in the low-carbon renewable energy sector (offshore wind power, hydroelectricity, biomass, etc.). It will be achieved notably through external growth.

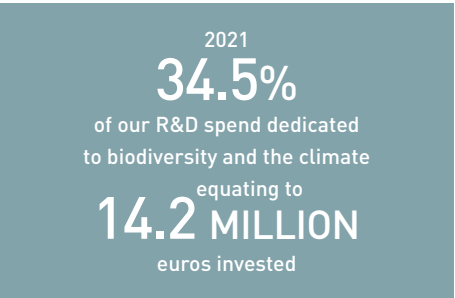
To meet this goal:

- The Group will also reinforce its policy regarding the commitment of new projects (reinforcement of CSR criteria, in particular in relation to climate and biodiversity issues in the decision-making process: Go-No Go and Risk and Commitment Committee)
- Egis will continue to pursue a proactive **R&D** and innovation policy aimed at developing new solutions and opening up to new markets.

The Climate and Biodiversity themes already feature among the key priorities of R&D: in 2021 **34.5% of our R&D efforts** and research actions were focused on these themes, i.e., approximately €14.2 million in 2021; a **29% increase** on 2020.

**Examples of R&D subjects in 2021 :**

- New technologies in ecological engineering in ports
- Restoration of mangroves for the development of breakwaters
- Bioclimatic design in tropical zones
- Modelling tools and solutions to combat heat islands in cities
- Restoration of ecological continuity in deteriorated environments with the development of the Landboost module, whose first prototype was installed in 2021 in partnership with ICADE in the Rungis business park
- Smart Soil, a solution for sequestering carbon in the soil.



**An example of a solution resulting from R&D**

**Accommodating and reinforcing urban biodiversity with Landboost**

Everywhere, human activity has an impact on the ecosystem in which it takes place.

In cities, many invisible species that are essential for maintaining the major balances are no longer able to reproduce or rest due to the artificialization of urban land.

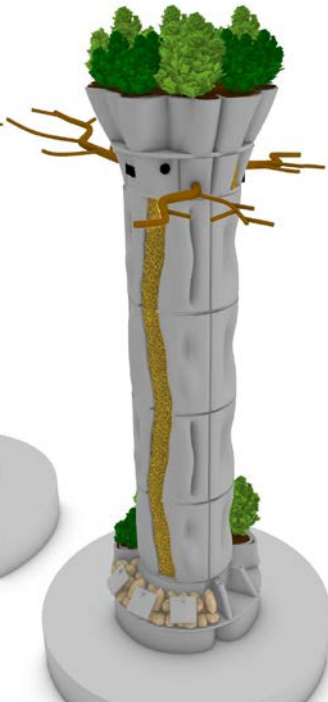
**To address this emergency: LANDBOOST** helps to cover the period during which natural solutions are not effective or cannot be installed due to the availability of space along an infrastructure or in the city.

Fast and economical implementation: 3D printing, carried out by our specialised partner XtreeE, makes LANDBOOST an agile solution: adaptable to each species, each environment, each project.

**Immediate ecological benefits:**

- Encourages the return of species and their integration into the urban environment
- Adaptable to many wildlife groups: insects, birds, reptiles, amphibians, mammals...
- Restores the ecological functions essential to the biological cycle of species: nesting, parturition, hibernation, wintering, etc.

- Participates in the reconstruction of the community's green corridors
- Reintroduces nature into the city, as a factor of well-being and public health



**Successful launch of Landboost in Rungis (Paris region) – France**

The Icade Paris Orly-Rungis business park is home to the very first operational Landboost module. This Totem module is an efficient, quick and cost-effective response to Icade's desire to enhance biodiversity on one of its largest tertiary sites (58 ha), located 7 km from Paris. A welcome 'boost' to bringing nature back into the city, for the benefit of users in this lively hub for business and human interaction.





# Orientation 2 : Act for responsible growth and support our clients in the long term

## Ethics: maintain a firm focus on zero tolerance.

Egis is a group built on the values of ethics, transparency, quality, respect and integrity. Above and beyond complying with the laws and regulations in force in the countries where Egis operates, the Group has drawn up codes of conduct applicable to everyone, based on three main documents updated in 2018 and 2021: a Code of Ethics, a code of integrity, and a Business Partners' Code of Integrity, all available in several languages. These rules are applicable to all employees, everywhere in the world and with no concessions.

The Ethics and Compliance department is responsible for deploying a system aimed at reinforcing ethical behaviour in line with the Group's values, and making sure practices comply with national and international regulatory frameworks on integrity.

## 2021 highlights

In 2021, Egis obtained ISO 37001 certification for its entire scope by EuroCompliance, a certification and training organisation dedicated to the prevention of corruption. The Group is thus one of the first engineering groups to be certified ISO 37001 worldwide.

This international standard helps organisations implement appropriate measures to prevent, detect and address bribery and corruption by creating a culture of honesty, transparency and integrity.

## The ethics programme was added to with:

- The deployment of the procedure on the fight against money laundering in investment operations
- The establishment of a corruption risk map for all Egis entities according to the new methodology
- The implementation of a new whistleblowing platform, with an update of the related procedure. In 20218, 28<sup>8</sup> reports were received.

8 Of the 28 reports received in 2021, one was external and 11 were deemed inadmissible (outside the Group's scope or insufficient information). The vast majority of alerts relate to matters of personal integrity. Audits or verifications were carried out or are in progress for admissible alerts.

Our policies and actions with regard to societal aspects contribute to the Sustainable Development Goals (SDGs):



# FOCUS

## Our whistleblowing programme

Since 2018, Egis has had a whistleblowing mechanism in place worldwide.

The purpose of this system is to be able to report any conduct or situations that are contrary to the established common rules. It aims to make it easier and more secure to report a breach, and ensures the confidentiality of information and the protection of personal data. It consists of a procedure that defines the scope of reports that may be made, the means by which they should be made and processed, and the measures in place for protection, an internet platform and hotline accessible to all employees from the Group's intranet.

This platform is a one-stop shop for the declaration of all incidents, including those relating to business ethics.

Continuation of **intensive training initiatives**, including:

- A list of employees directly exposed to risk (managerial, commercial and operational profiles) and required to attend training is updated regularly. A procedure has been drafted defining the principles by which to identify the target population obliged to take training, awareness refreshment, and action management sessions.
- Continued efforts in terms of in-person training (612 people trained - including 582 in India).
- A new e-learning course on business ethics was launched in France and internationally in November 2021. 3,425 employees were invited to take the course, and 37% of them had passed their final test by 31/12/2021.
- A mandatory ethics module for new hires is available in 4 languages: French, English, Spanish and Portuguese.



Legal and compliance: Egis’s compliance with the regulations applicable to our activities

Egis’s projects and activities take place amid increasingly stringent requirements in terms of security and legal compliance (French duty of vigilance, anti-corruption, observance of competition law, General Data Protection regulation – GDPR- , etc.). To take into account all new regulations that are applicable to it, Egis calls on the Group’s Legal Department. The legal team is headed by the Chief Legal Officer, also Group General Secretary, who reports directly to the CEO.

The Legal Department contributes its expertise to many areas, including the protection of personal data in connection with the Group’s Data Protection Officer, competition law and the rules applicable in the field of sanctions and embargoes.

The Legal Department also monitors legal news, changes to regulatory provisions, and developments in case law, to keep abreast of any developments and share them with Group employees.

The processes managed by the Legal Department are fully integrated into Egis’s risk management system and are the subject of a review in collaboration with the Ethics, Compliance, Risk, and Performance Department.

Compliance with the French Sapin 2 Act

The programme to bring Egis into compliance with the provisions of the Sapin 2 Act is coordinated by the Ethics and Compliance Department, which has drawn up the action plans and implemented the anti-corruption measures at Egis.

Compliance with data protection regulations

For several years, Egis has applied a policy of compliance with the General Data Protection Regulation (EU) 2016/679 of 27 April 2016, more commonly known as the GDPR. In 2020, the Group extended this programme to include various regulations on the protection of personal data around the world.

In 2018, the Group appointed a Data Protection Officer who oversees the compliance programme for all of its subsidiaries, including internationally, and mobilised its teams accordingly.

Egis, as data controller or processor, ensures compliance with the principles set out by the regulations in force for all activities and processing involving personal data.



Deployment of the vigilance plan

The French Act of Parliament No. 2017-399 of 27 March 2017 requires the implementation of a vigilance plan, which sets out reasonable measures designed to identify risks and prevent serious violations of human rights and fundamental freedoms, human health and safety and environmental standards, resulting from the Group’s activities or those of the companies it directly or indirectly controls, as well as the activities of subcontractors or suppliers with whom an established business relationship is in place, when these activities relate to the said relationship. Egis has therefore established risk mapping and regular assessment procedures for its suppliers, service providers and subcontractors.

Egis’s vigilance plan is regularly monitored and assessed by the Operational Risks Committee (CRO in French), a body chaired by the Group Chief Executive Officer and which is responsible for approving the Group’s risk mapping and the monitoring of associated action plans. The Group’s risk mapping is also validated by the Audit Committee, a sub-committee of the Egis Board of Directors.

To continue to ensure compliance with the regulatory requirements affecting the Group, an action plan was implemented in 2019 to anticipate any lack of conformity with regard to new regulations. The action plan includes, among other things, the dissemination of a monthly monitoring report to the departments concerned, dedicated to compliance and data protection and covering a worldwide scope. Two performance indicators are produced and tracked: the monitoring achievement rate over the year, and the rate of coverage of this monitoring.

The achievement rate in 2020 is estimated at 90%, is therefore very satisfactory.

The rate of coverage of this reporting, standing at 70% (down on 2020) can be explained by a different method of consolidating the data, which includes a new target audience for the monitoring conducted. Indeed, the target audience was significantly extended during 2021 to support the Group’s organisational changes and the strong growth of teams based in the many countries where the Group operates. In addition, the methodology used to compile the monitoring underwent considerable changes.

In this new organisation, the compliance report and the personal data protection report were combined into a single newsletter which is now written in English, to reach an audience whose activities are largely based in English-speaking regions. The range of topics and articles covered was also broadened during the year, with a view to better supporting the Group’s international development and accompanying the growing need of local teams to benefit from appropriate cross-functional monitoring.



The distribution of the compliance and personal data protection monitoring report was extended in 2021, to reflect the Group’s growing international reach and organisational transformation. It is now available in English.

MAIN RESULTS IN 2021

90% Achievement rate for compliance and personal data protection monitoring

70% Rate of coverage of the compliance monitoring report.



Information systems (IS)

With the rise of digital tech and hyper communication, Egis has adopted a framework that aims to protect the data of the Group, that of our customers and personal data from every threat (internal, external, deliberate, accidental).

For 2021, despite the significant rise in cyber-attacks observed both globally and within our own IS, our mechanisms designed to protect Egis’ data and that of its clients enabled us to achieve our goal. **Egis did not record any disclosure of confidential or sensitive information, or a partial or complete shutdown of our IS.**

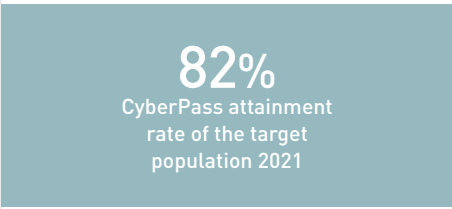
This result was achieved thanks to our comprehensive approach, which sets out common principles of IS security governance and information protection rules. The requirements and best practices of the ISO 27001 standard are set out in the Information Systems Rules, the Information Systems Security Policy, the IT user charter and the IT administrator charter.

New Cyber Pass awareness programme

In 2021, Egis deployed a CyberPass awareness programme. This programme, which is part of our culture as a learning company, immersed 5,000 French-speaking trainees in cyber issues with a view to transforming daily practices and promoting the best practices learned within the company, towards our clients but also in their private lives.

For 95% of the learners (consulting and engineering perimeter) who followed the awareness programme, more than 80% of French-speaking employees (including some employees on expatriation assignments) obtained their CyberPass diploma. CyberPass will now be rolled out to all other Group employees worldwide, including in the operations business line.

These rules and procedures provide a long-term framework for security behaviours. Their deployment relies on the commitment of top management and the managerial chain, as well as on the users who apply the protection rules, on regular awareness-raising campaigns to maintain knowledge at the highest level, and on permanent monitoring of compliance with the principles of data protection.



The aim of this protection mechanism is to provide our users and customers with a digital environment of trust and control the cyber risks that could have an impact on our business.

All our actions are part of our cyber roadmap, in which we have identified the measures that need to be taken to continue to improve our level of protection and prepare for any changes in line with the Group’s objectives for growth.

**In 2021, as in 2020, we achieved our goals and did not discover any information marked confidential/sensitive disclosed on the internet, for the entire Egis Group.**



# Orientation 3 : Develop our talents for tomorrow.

Our 16,000 people are based in 120 countries: they impact the world of tomorrow in the projects with which they are entrusted.

Our strong and continuous expansion allows us to provide our employees with concrete development prospects for the years to come, and to work on high-level and innovative projects.

To support the Group's development ambitions, Egis provides a supportive and collaborative environment to inspire its employees to shape and positively impact the "world of tomorrow". Policies and actions are implemented to promote respect for people, their dignity and to foster diversity.

The subsidiaries outside France are spread over approximately 120 countries but generally have a small expatriate population so as to encourage local contracts and contribute to local development.

Our policies and actions in view of human resources contribute to the Sustainable Development Goals (SDGs):



The goal of the Group is to ensure compliance with the key principles relating to human resource management set down by Egis, regardless of the continent, zone, country or project.

**These binding principles are set out in the Egis Human Resources Management Code** published in 2017. This code defines the main principles which must be applied everywhere that the Group operates, in terms of social responsibility, health and safety of our teams, managerial practices, diversity, career paths and talent management.

This code notably recalls the main non-financial risks identified by the Group we have identified, which are also covered by more specific policies such as occupational health and safety, quality of work life, skills development and training.

The 16,000 people working at Egis are our greatest asset and what makes us tick, so the human component is a primary concern for the Group.

In 2021, Egis began proactive work to confirm this commitment on the basis of the UK Slavery Act.

More broadly, the quality of the Egis group's HR practices was recognised by the Top Employers Institute certification awarded in 2022 for its 2021 practices in France and India, the two countries with the largest numbers of Egis employees. This certification, obtained following an external audit with a demanding methodology, validates Egis' ambitious positioning in terms of HR practices, while asserting its desire to be involved in a logic of continuous improvement, by comparing itself to the benchmark of participating companies.

## The key features and priorities of the human resources policy are as follows:

### Protect our employees around the world

**Employee safety is a major issue for the Group in view of its substantial business outside France.**

Egis has a documented management system for health, safety and security in the workplace, which applies to all employees, regardless of whether they are in the office, travelling, working on a project or on expatriation. The guidelines are available and accessible to all employees on the company's intranet.

For its entire occupational health and safety policy, Egis has chosen to seek **ISO 45001** certification.





In 2021, **60% of the Group's business scope was certified.**

To anticipate all risks and accidents, Egis has adopted three main mechanisms:

- **A solution for the reporting of incidents, near misses and hazardous situations**, called "avanteam", is deployed. This system will be reinforced in 2022 by an internal control programme applied to health and safety issues.
- In 2021, the accident frequency rate returned to its 2019 level (3.5%), the exceptionally low figure for 2020 being attributable to the COVID situation (less staff travel).
- **A security watch for international activity** is conducted, updated at least 12 times a year and sent to all managers in charge of teams travelling internationally. It is also communicated to the members of the Group's Executive Committee and to certain zone or activity managers. This report is accessible on the company's IT network. It allows the protection measures for personnel to be adapted in line with the country concerned.
- **A safety and security policy** is in place for assignments and stays abroad, using a tool that tracks the itineraries taken during trips, and to locate and alert travellers and expatriates in the event of problems.

60.2 %

OF BUSINESS SCOPE  
CERTIFIED ISO 45001

3.5 %

ACCIDENT FREQUENCY  
RATE

100 %

SECURITY WATCH  
ACHIEVEMENT<sup>9</sup>

### Be an employer of choice:

#### Recruitment

To support its growth ambitions, the Egis Group has a dynamic recruitment policy, with more than 2,000 new hires worldwide in 2021<sup>10</sup>, and is committed to supporting the employment of young people, as well as older workers, and to promoting the values of diversity and inclusion by combating all forms of discrimination.

In France, the recruitment of people with disabilities is facilitated by a specialised firm and vacant positions are advertised on the Agefiph<sup>11</sup> website.

Egis is also committed to promoting gender diversity in industrial professions through awareness-raising initiatives for young people via the NGO "Elles Bougent", job fairs dedicated to women and constant vigilance paid when writing job advertisements and in the choice of the men and women representing Egis at exhibitions in the aim of demonstrating diversity.

<sup>9</sup> Target of 12 updates per year = 100%

<sup>10</sup> Calculated from headcount in the Group at 31/12, includes employees arriving between 1 January and 31 December.

<sup>11</sup> Association for the management of funds for professional integration of people with disabilities.



2,324

NEW HIRES\* WORLDWIDE IN 2021

\*Engineering perimeter

Financial support is provided for the professional integration of people with disabilities and people returning to work, through the payment of 20% of the final part of the apprenticeship tax to approved organisations and associations. From time to time, internships are offered to young people on back-to-work schemes. The Group's recruitment teams are also trained in the fight against all forms of discrimination.

The hiring rates for women, younger and older profiles are monitored monthly. The hiring of young people (<30 years old) is a major component of our employment policy: they constituted 50% of our fixed-term/permanent hires (excluding block release trainees) in 2021, complemented by a focus on the employment of more senior staff (7.4% in 2021, in line with our commitment to a minimum rate of 7%).

### Fully develop the potential of each individual

#### Career advancement:

Egis is convinced that helping our talents grow means helping our company grow!

Supporting the development of talent is a challenge and a commitment that our HR teams and managers meet every day.

Training is an essential part of Egis' HR policy in order to guarantee our expertise, develop our managerial culture, encourage cross-functionality and also ensure the employability of employees (or upskilling/reskilling) in a context of continuous skill development.

In 2021 we continued to develop the Group's strategic skills in line with our "Impact the future" project:

- Strengthen commercial skills in all phases of business, particularly upstream, by guaranteeing exemplary ethics and compliance
- Guarantee the maintenance of technical business know-how and expertise by integrating climate and digital issues
- Consolidate project and contract management skills to secure the company's risks and profitability
- Embody managerial commitments to support the Group's growth and encourage team engagement.

The transformations initiated in 2020 were accelerated as part of the "Global learning" roadmap with a diversification of training and learning formats:

- Worldwide deployment of our "eTalent" platform,
- Proficiency in collaborative tools to conduct distance learning courses, etc.
- Deployment of a new training evaluation system to measure the quality of our courses and the effective use of training by employees

Among our strategic development areas related to the digitalisation of activities, we have deployed the CyberPass course to 5,000 French-speaking employees.



This action had a significant impact on the rate of trained employees in France.

Career support

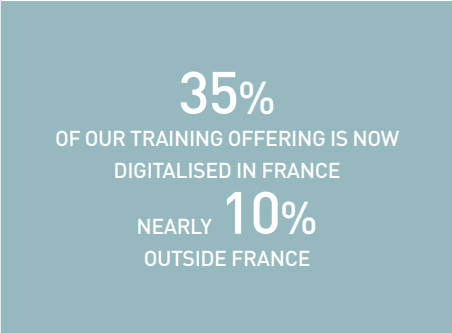
The career support policy at Egis draws on several mechanisms that apply to the entire Group:

Promotion of internal mobility

Egis has implemented an ambitious and dynamic policy to promote internal mobility across the Group, based on two main processes:

- **A Group Mobility Committee**, made up of HR & Recruitment managers, which meets monthly to study requirements and requests,
- **The deployment of "Inside Move"**, a comprehensive digital programme to promote internal mobility within the Group, and a fully digital internal recruitment forum.

12 Number of employees having followed at least one training course regardless of format >= 0.5 hours, expressed as a proportion of headcount at 31/12/2021



In the first quarter of 2021, more than 2,000 employees worldwide attended one of the programme's events (video, webinars, etc.), and 200 interviews were conducted during the day dedicated to HR meetings.

The event was repeated in December 2021 with the launch of new workshops.

These measures are complemented by greater visibility of internal career opportunities through the publication of as many internal vacancies as possible on the talent management platform eTalent.

Structuring and promotion of consultancy job field

Among our key populations, in 2021 we focused on structuring the expert consultancy sector:

- shared definition of what expert consultancy is, and clarifying the path of an expert consultant at the various stages of their career.
- Increased actions aimed at our specialists and experts: 2 Egis Campus cycles were organised in 2021 covering 30 junior consultants, with the aim of supporting their career path in the technical consulting sector in various areas (collective intelligence, problem solving, innovation, knowledge transmission, etc.).

Managerial actions to support employees

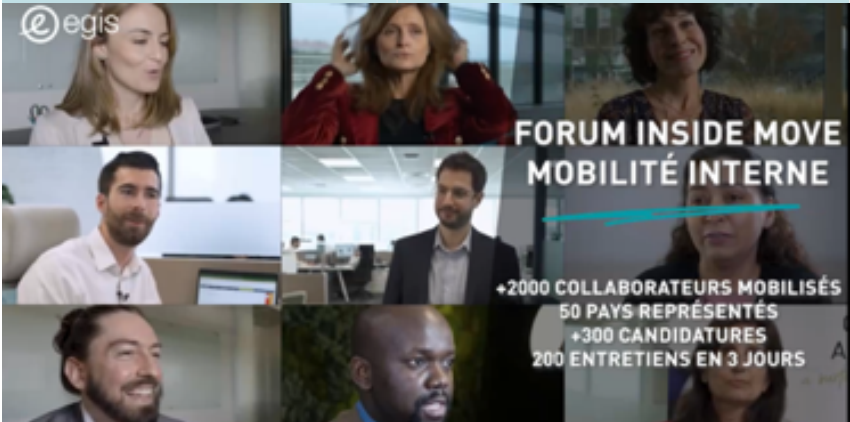
In 2021, emphasis was placed on supporting managers to better accompany them in their role. To this end, a digital training package, a dedicated web page and 23 live sessions for more than 780 managers across the Egis group were delivered on "how to provide constructive feedback".

- Numerous live, digitally facilitated sessions were held for managers from around the world. Topics included "How to engage teams from a distance", "How to have a successful career conversation" and "How to improve delegation skills".
- Launch of a mid-year Performance Check-In, focusing on a discussion between managers and employees to provide individual feedback and outlook for the future, with time devoted to career positioning issues.

FOCUS

Inside Move  
A career booster

Since the end of 2020, an internal recruitment campaign has been running entitled Inside Move, aimed at boosting career paths at Egis, encouraging internal mobility and supporting employees in their internal personal branding. This uses workshops to identify and develop cross-disciplinary skills, learn to adapt a CV to an internal mobility plan, and learn to 'pitch' a desired career path, and round tables with testimonies from employees and managers on what successful mobility is.





Build an inspiring, equitable and inclusive culture

Egis wholeheartedly promotes equality, diversity and inclusion, regardless of people's identities, life choices, preferences, beliefs and convictions.

Egis furthermore encourages leadership at all ages and career stages.

In 2021, at Egis, and throughout the world, particular attention has been paid to anti-discrimination measures, with a strong focus on inclusion as a prerequisite for greater diversity.

A programme to raise awareness was organised around various events throughout the year, culminating in a Diversity and Inclusion Day which brought together more than 400 participants in November 2021. The day was organised around round table discussions with Egis' Diversity and Inclusion Sponsor, interactive workshops and webinars. The aim of these different activities was to develop our employees' knowledge on the subject of diversity, but also to help them understand the image Egis wishes to convey through its ideas and commitments.

In 2021 specific local events were also held:

- In India, a Diversity and Inclusion policy was drafted and signed. The policy includes a statement prohibiting discrimination at all stages of working life.
- In France, a joint discussion group was created to identify factors that may impact gender diversity and equality.
- In Latin America, awareness-raising videos were produced promoting the inclusion of LGBTQ+<sup>13</sup> communities within the company. In addition, employees shared their stories and expectations in their work environments to make Egis a more inclusive company and to support the idea of well-being at work (around the idea of "come as you are").

An anti-sexual harassment campaign was also conducted for all employees to raise awareness on the subject, with training for all management teams in the India, Project Structuring, Operations & New Services, and Aviation Business Units.

Finally, Egis incorporated awareness of Diversity and Inclusion issues in its Leadership by Egis - Managerial excellence programme for 2021.

A vigorous policy for the employment of people with disabilities.

For several years, Egis has pursued a vigorous policy to integrate people with disabilities into the company. Employees are regularly made aware of the various forms of disability (visual, written language, psychological, etc.) through articles in the "Egis Weekly" newsletter, which is distributed worldwide. Egis fact sheets on each disability and



13 LGBTQ+ : designates people who are not heterosexual, non-cisgender or non-binary.

a fact sheet on support for employees with RQTH<sup>14</sup> were also distributed.

In the same spirit of awareness and as it does every year, Egis mobilised for Disability Week in France in November 2021 with the screening of a play to guide employees in their working relationships with people with disabilities. This week was also an opportunity to recall the different types of support offered by the company to accompany people with disabilities in the difficulties they may encounter in their careers and their working lives.

The International Day of Persons with Disabilities was also an opportunity for the human resources teams to share a guide to practices to promote the recruitment of people with disabilities.



FOCUS

Agreement on employment of people with disabilities

Egis signed an agreement on the employment of people with disabilities for a three-year period( 2020-2023), in the aim of building momentum and strengthening its commitments in the following areas:

- Professional support for people with disabilities: job retention, career development
- Active recruitment process: a contract with the consultancy défiRH to promote RTQH profiles

- in search of work; promotion of job adverts on the Agefiph website
- Continuation of awareness-raising and training efforts to change attitudes at all levels
- Renewed cooperation with the special needs and sheltered work sector
- Implementation of an extended network of disability advisers
- A Group agreement to channel a proportion of the final payment of apprentice tax to organisations working to promote de employment of people with disabilities.

14 Recognition of the Quality of Worker with a Disability



Gender diversity

2020 saw the signature of a three-year "Agreement on measures to promote gender diversity and equality in the Egis Group". This agreement covers recruitment, remuneration, promotion and career development, vocational training, work-life balance and working conditions. Indicators on each theme enable these actions to be measured and tracked over time.

2021 highlights

- In 2021, the Egis Group joined the "Elles Bougent" association, which aims to promote careers in science and technology among secondary school girls, a sector to which Egis is particularly attached as an engineering company.
- As part of the Quality of Life at Work week, organisation of virtual "Let's talk about gender equality and sexism at work" meetings, a presentation of the agreement on gender equality and a focus on sexism at work, the distribution of a factsheet entitled "Acting together... against sexism" and a video called "Sexist behaviour: what are we talking about?"
- Provision of an e-learning programme designed by Alter-égales (the Caisse des Dépôts group's women's network) aimed at raising awareness of gender diversity and equality among Group employees.

*“Engineering professions generally suffer from a lack of appeal among women, starting with higher education in engineering colleges. At Egis, we strive to promote our job disciplines to leading academic institutions and we are attentive to the development of our female workforce. In 2021, we signed the Syntec-Ingénierie Engineering Charter for Gender Equality and we became partners of the Elles Bougent association to combat the stereotypes that prevail in our sector and thereby actively contribute to greater gender diversity in our professions.”*

Laurent Fabres,  
Egis Group HR Operations and Integration Director

MAIN RESULTS IN  
2021: PROPORTION OF  
FEMALE WORKFORCE IN  
ENGINEERING AT EGIS

28%  
WORLDWIDE

37%  
IN FRANCE

GENDER EQUALITY INDEX


84 POINTS TO 98 POINTS

Scope: subsidiaries headquartered in France

PAY GAP IN 2021  
(average weighted by category and age bracket)

2.8%

IN FAVOUR OF MEN  
(3.5% IN 2020)



The proportion of women in the governance bodies reflects the gender distribution in the engineering professions.

In 2021, of the 14 members of the Board of Directors, six were women. In the Executive Committee (COMEX), there were four women out of 18 members.


Inter-generation

To ensure the sustainable integration of young people into the workforce through access to permanent contracts, encourage the hiring and retention of older employees and ensure the transmission of knowledge and skills, **Egis signed an agreement in 2020 on strategic workforce planning, which provides a framework for the employment of young people and older employees.**

In this agreement, the Group undertakes to promote the use of apprenticeship and vocational training contracts. With regard to the employment of senior employees, our agreement sets out training and individual support actions.

In concrete terms, the internship and sandwich course policy proved to be dynamic in 2021: 382 internships and block release traineeships compared with 308 in 2020, of which more than 30% were transformed into fixed-term or permanent contracts following graduation.

Also in France, a survey was specifically conducted among our interns and alternates: HappyTrainees was launched in 2021 and Egis was awarded the label in its first year, with a score of 8.24/10 (8<sup>th</sup> place in the list of companies hosting 200 to 500 interns and block release trainees).



EGIS LABELLED

92.7 %

OF OUR INTERNS AND  
BLOCK RELEASE TRAINEES  
RECOMMEND OUR GROUP!


**Mentoring system - Worldwide scope**

A **mentoring** system is implemented within each Egis Business Unit by the HR and management teams. These teams are supported by an Egis mentoring guide, available on the My Egis corporate intranet.

In 2021, Egis launched a **mentoring** programme in which members of top management mentor 40 talented people in the Group, thus promoting intergenerational connections and the transmission of soft skills and know-how.

Policies, action plans, main results and contributions to sustainable development goals.

Note for readers: the indicators in blue relate to the Group perimeter, while those in black concern the France, Brazil or India perimeter when stated. This principle is valid for all the tables in the non-financial performance statement.

The logo  indicates that the risk is ranked as a major risk in the Egis group risk mapping.

Orientation 1 : Place the environmental challenges of the 21<sup>st</sup> century at the heart of our disciplines and our development strategy

Main risks and opportunities	Policies	Actions	Performance indicators	2020 results	2021 results	Contribution to SDGs
Protection and restoration of the environment	Environmental policy	Control the environmental impact of the Group’s activities	Proportion of business activity holding ISO 14001 certification	46.2% <sup>15</sup>	45.6 <sup>16</sup>	<div><div>6 CLEAN WATER AND SANITATION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div></div>
<div><div></div><div>Climate change</div><div>Reduction of projects’ carbon emissions</div></div>	Environmental policy, Climate pledges	Reduce the carbon and environmental impact of operations managed by Egis	<div>Proportion of km of eco-operated motorways</div> <div>Proportion of passengers passing through Airport Carbon Accreditation certified airports</div>	<div>Not measured</div> <div>Not measured</div>	<div>60%</div> <div>44%</div>	<div><div>13 CLIMATE ACTION</div></div>
<div><div></div><div>Climate change</div><div>Reduction of internal carbon footprint</div></div>	Environmental policy, Climate pledges	Reduce the Group’s carbon footprint	Carbon footprint assessment deployment rate	Not measured	60.2%	<div><div>13 CLIMATE ACTION</div></div>
<div><div></div><div>Climate change</div><div>Insufficient anticipation of client request Opportunity to develop new solutions and designs</div></div>	R&D policy	Research and development: lead a proactive policy in projects relating to the ecological and energy transition	<div>R&amp;D investment in climate and biodiversity as a proportion of total R&amp;D investment</div> <div>Millions of euros invested</div>	<div>32%</div> <div>11</div>	<div>34.5%</div> <div>14.2</div>	<div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div></div>

15 Restated 2020 percentage  
16 This figure is slightly down due to new acquisitions which increase the Group’s result without holding ISO 14001 certification. Moreover, some certified activities saw their proportion of activity drop.











Orientation 2 : Act for responsible growth and support our clients in the long term

Main risks and opportunities	Policies	Actions	Performance indicators	2020 results	2021 results	Contribution to SDGs
<div></div> <div>Business ethics</div>	Code of ethics Code of integrity Procedure on anti-money laundering in investments Corruption risk mapping	Group whistleblowing procedure	Number of whistleblowing reports	27	28 <sup>17</sup>	 
	Training policy	Continuation of distance and in-person training	Percentage of population trained in-person	84%	88%	
			Percentage of population trained through e-learning	31%	37%	
<div></div> <div>Legal compliance</div>	Compliance policy	Legal requirement monitoring	Achievement rate of compliance and personal data protection monitoring	Not measured	90%	
			Coverage ratio of compliance monitoring	Not measured	70%	
<div></div> <div>Disclosure of sensitive data</div>	Information systems: IT Policy	Implementation of action plan	Disclosure of confidential and/or sensitive information originating from Egis IS	0	0	
		CyberPass awareness campaign	Share of employees having obtained their CyberPass diploma	Not applicable	80%	

17 Of the 28 reports received in 2021, one was external and 11 were deemed inadmissible (outside the Group's scope or insufficient information). The vast majority of alerts relate to matters of personal integrity. Audits or verifications were carried out or are in progress for admissible alerts.

Orientation 3 : Develop our talents for tomorrow

Main risks and opportunities	Policies	Actions	Performance indicators	2020 results	2021 results	Contribution to SDGs
<div></div> <div>Working conditions relating to employee safety and security</div>	Employee health and safety <sup>18</sup> policy, Safety Attitude, ISO 45001	Monthly update of country ranking by risk level <sup>19</sup>	Rate of update of security watch in the year	100%	100%	
		Deployment of health and safety management system	Proportion of business certified ISO 45001	59.49% <sup>20</sup>	60.2%	
		Tracking of accidents	Occupational accident frequency rate, all accidents	2.59%	3.5% <sup>21</sup>	
Skill criticality	Professional development and career support	Global Learning roadmap	Proportion of employees having followed at least one training course in the year <sup>22</sup>	France 49%	France 88%	
				Brazil 31%	Brazil 51%	
				Not measured	India 65%	
Discrimination	Diversity and Inclusion	Agreement on employment of people with disabilities				
			Gender equality index		Between 84 and 98 points <sup>23</sup>	
			Gender pay gap	3.5%	2.8% <sup>24</sup>	
		Agreement on gender diversity	Proportion of women headcount in engineering disciplines – France		37%	
			Proportion of women headcount in engineering disciplines – Worldwide		28%	
			Proportion of women in governance bodies		31%	

18 Safety in the sense of physical integrity of employees  
19 This is country-by-country monitoring, identifying all the risks that might jeopardise the safety of travelling employees. Rate of update of country security watch in the year (with a target of 12 updates per year = 100%)  
20 Restated 2020 percentage  
21 The figure is almost identical to the 2019 figure. 2020 was an exceptionally low year due to less travel by employees.  
22 Number of employees having followed at least one training course regardless of format >= 0.5 hours, expressed as a proportion of headcount at 31/12/2021  
23 The number of points varies between Group entities. We have not calculated an average for the whole Group.  
24 Pay gap, average weighted by category and age bracket - % in favour of men.



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