



# New Generations of Entrepreneurs

Statement of Non-Financial  
Performance for 2022



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## EDITORIAL

# From responsible company to committed company

**ANTOINE METZGER**  
Chairman

Linking people together, and facilitating interaction, sharing and mobility for as many people as possible: these are the ultimate goals of everything we do at NGE. There can be no doubt that the success of our business is a direct result of the incredible energy we put into uniting our stakeholders around achieving the same goal of working together to build engineered structures that are changing the world and which we can be proud of. In doing so, we remain keenly aware of all our responsibilities and commitments!

We were very proud to be able to celebrate our 20<sup>th</sup> anniversary in 2022. As we continue to grow, we also continue to be faced by major challenges. The first, and most important of these, is to take proper care of our most precious assets: our people. We must guarantee their health and safety, and give them the opportunity to acquire the new skills they need to grow and develop together. The second challenge, and one that I see as particularly important, is to increase the number of women employed by the Group.

Talent has no gender, and our strength and prosperity as a business come directly from our multifaceted diversity.

### A PROACTIVE FORCE FOR TRANSFORMATION

As we work towards the ecological transition, our growth lacks neither energy nor imagination. We are constantly reinventing ourselves, and responding to the new needs of our customers by diversifying into new sectors like landscaping, decontamination, deconstruction, electric vehicle charging points, maritime and river contracting, materials recovery centres and smart networks.

Our environmental commitments require us to be continually more vigilant and innovative in our operating methods, at the same time as exercising even greater curiosity and openness to invent new ways of doing things. Reducing our environmental footprint is another priority, because it determines

our appeal and credibility in the new markets we want to conquer.

### THE IMPORTANCE OF CSR AS A LEVER FOR PERFORMANCE

Expectations in terms of social responsibility are becoming increasingly important factors in the choices made by public- and private-sector customers. At NGE, CSR has never been seen as a constraint, and we are determined to make it a distinctive strength of our Group. Integrating CSR issues into our designs, our purchasing criteria and all our business processes means finding ways to drive innovation forward and stand out distinctively from others.



# Structuring ourselves to accelerate the transition

## NGE HAS BEEN COMMITTED TO CSR FOR MANY YEARS, SO WHY WAS IT NECESSARY TO CREATE A DEDICATED DEPARTMENT IN 2022?

**JEAN BERNADET:** We are entrepreneurs. Each of our structures carries out its activities responsibly. Back in 2018, we rolled out a Group-wide CSR policy, and our businesses gradually adopted new and more responsible practices as a result. But in recent years, we've seen and heard the growing expectations of our stakeholders in terms of employment, social and environmental issues. So we felt it was important to change direction and accelerate our transformation. We're a fast-growing Group, and creating a dedicated CSR Department was the right way to support that growth on the basis of shared values and practices, and work towards a vision of construction that fully integrates all these contemporary issues. The new department gives NGE the resources needed to achieve its ambitions, makes it easier to coordinate the initiatives of all its entities, central services departments and people.



**JEAN BERNADET**  
Chief Executive Officer

## WHAT IS YOUR ASSESSMENT OF YEAR ONE FOR THE CSR DEPARTMENT?

**LAURENCE LAVIT:** I took over leadership of the CSR department a year ago. Ours is a cross-disciplinary role, and every day I get to see the human values that unite all our employees, managers and directors right across the Group, so I know that our entrepreneurial spirit, culture of responsibility and business ethics are a reality. All of which bodes very well for my mission, which is to accelerate our awareness and action to ensure that we remain competitive and distinctive in all our markets. We have major challenges ahead of us, beginning with environmental challenges that are sometimes underestimated. There is also a lack of gender diversity in operations and management roles, and we definitely need to share our own CSR expectations and requirements with our partners, because we can only succeed in these challenges

**LAURENCE LAVIT**  
CSR Director



together. I sense a dynamic impetus and enthusiasm around these issues throughout the Group. Not only are we ready to make these internal transformations, but we're equally ready to help transform the world we live in.

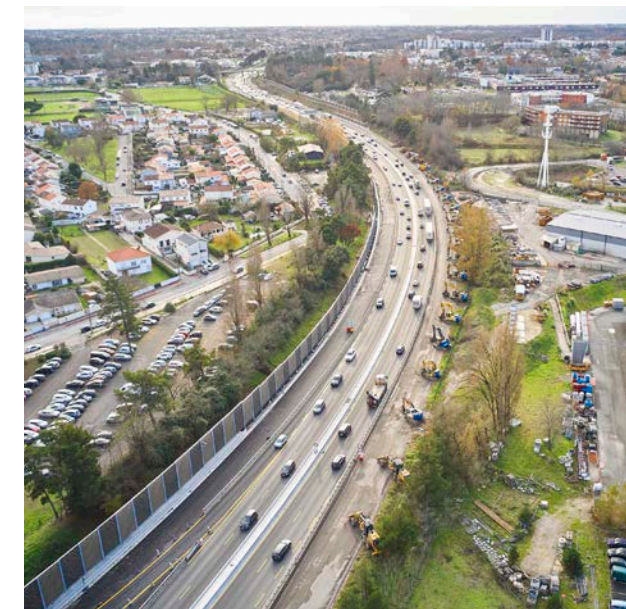
## WHAT WOULD YOU SAY WERE THE HIGHLIGHTS OF 2022?

**JB:** Our CSR roadmap is advancing on all 4 of its priorities, and this report details precisely how and where that progress is being made. But we're operating in a fast-moving context, so the CSR department has coordinated a major project to identify our non-financial challenges and risks and implement appropriate risk prevention measures. We accompanied our analysis of the results with an update of our materiality matrix based on interviews conducted with our stakeholders to gain a better understanding of their expectations and compare them with our challenges. This process has allowed us to challenge our policy and identify issues where we still need to accelerate progress.

## WHAT CAN WE EXPECT FOR 2023?

**LL:** Some major challenges! The first is to gain a better understanding of CSR issues, because thorough understanding allows us to act faster and more effectively. It's important that all of us improve our understanding of how the issues facing society interact with our business challenges so that we can act ahead of regulatory changes and, most importantly, make all our subsidiary executives into persuasive ambassadors for our CSR policy. **JB:** More than at any time in our past, NGE now sees CSR as an invaluable source of opportunities, innovation, performance and cohesion!

**"Working with all Group companies and employees, and cooperating with our ecosystem to help transform the world we live in."**





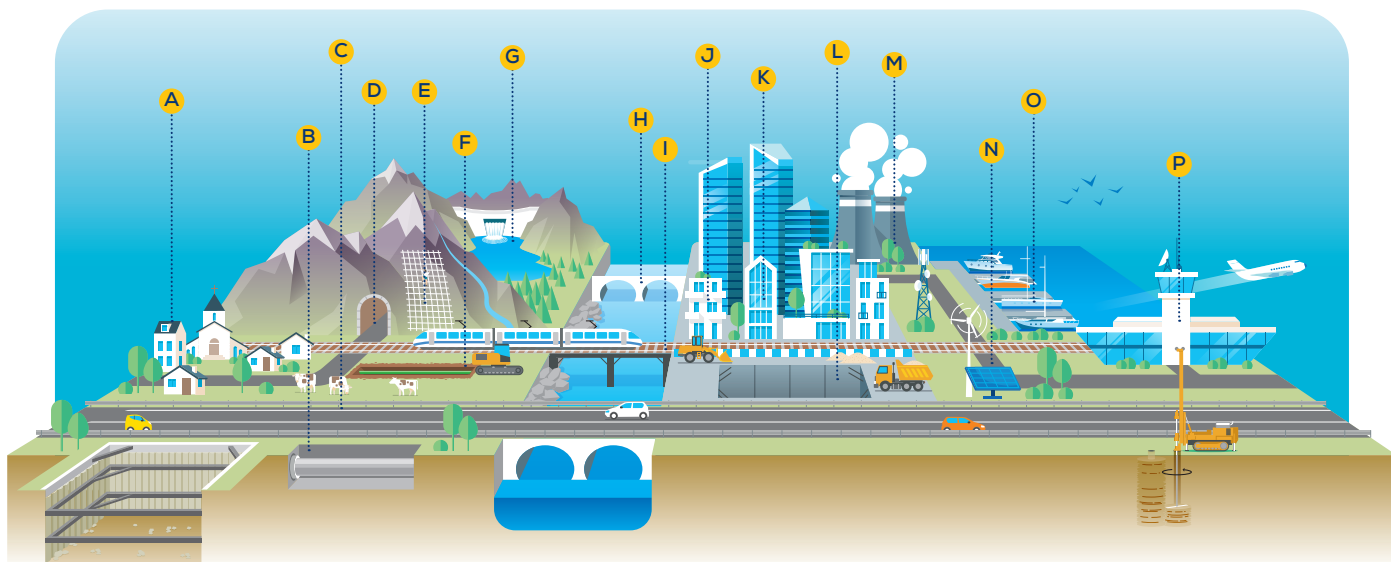
## Group profile & business model

NGE - New Generations of Entrepreneurs - is a French independent group of companies providing expertise in many specialist areas of construction and civil engineering. Its teams create, build and upgrade infrastructures and buildings in France and around the world. They work in close partnership with regions and individual communities to design and build bridges, roads, rail links, fibre networks, living environments and cultural, social and educational facilities. The Group creates connections that bring people together and strengthen relationships by facilitating travel, better standards of living and greater interaction.

# Who are we?

## OUR GLOBAL OFFERING FOR A DIVERSE RANGE OF STRUCTURES

NGE offers a comprehensive range of construction and public contracting services. Combined with this comprehensive platform of specialist expertise, our ability to fund projects allows us to provide independent leadership for projects of all types.



### CONSTRUCTION

Our teams apply their expertise to develop innovative and effective solutions from project design through implementation to maintenance.

- |                                     |  |                                 |
|-------------------------------------|--|---------------------------------|
| A. Urban infrastructures            | H. Engineered structures                                 | N. Environment                  |
| B. Pipelines                        | I. Rail systems  | O. Maritime & River contracting |
| C. Roads and motorways              | J. Property development & building construction projects | P. Airports                     |
| D. Tunnels                          | K. Connected cities and structures                       |                                 |
| E. Geotechnical solutions           | L. Foundations   |                                 |
| F. Optical fibre & utility networks | M. Nuclear power plants                                  |                                 |
| G. Hydropower schemes               |  |                                 |

## OUR ORGANISATION

**- 14 Multi-Expertise Regions across France** provide a local presence for public and private sector contracting authorities, and are structured into six operations departments and more than 200 regional locations.

**- 1 Major Projects and International Division** which pools expertise to create large-scale engineered structures around the world, build resource-sharing links and have the ability to rely on fixed operating locations in international markets to drive growth outside France.

**- 13 National Specialist Subsidiaries** with the ability to mobilise their expertise throughout France. All work closely and synergistically with the Group's regions and major projects teams.

**- 1 Dedicated Project Funding Entity** serving every part of the Group.

Our growth is both organic and external, thanks to the emergence of new businesses and a demand for complementarity expressed by our customers, and linked to the multiplication of our international locations.

# In summary

## NGE IN FIGURES

More than **200** locations

**17** countries in Europe, Africa, the Middle East, Latin America and Canada

**184** subsidiaries, including **163** in France

→ **3.085** billion in annual revenue

→ **7%** EBITDA/REVENUE

→ **€118m** invested in new projects and plant and machinery upgrades to improve safety and reduce greenhouse gas emissions

→ **16,484** employees, including **12,379** in France

→ **+11.8%** more employees than in 2021

→ **8,655** employee shareholders

## OUR VALUES

### UNITY – TRANSPARENCY – AMBITION

Deeply rooted in the company, these core values guide us in everything we do.

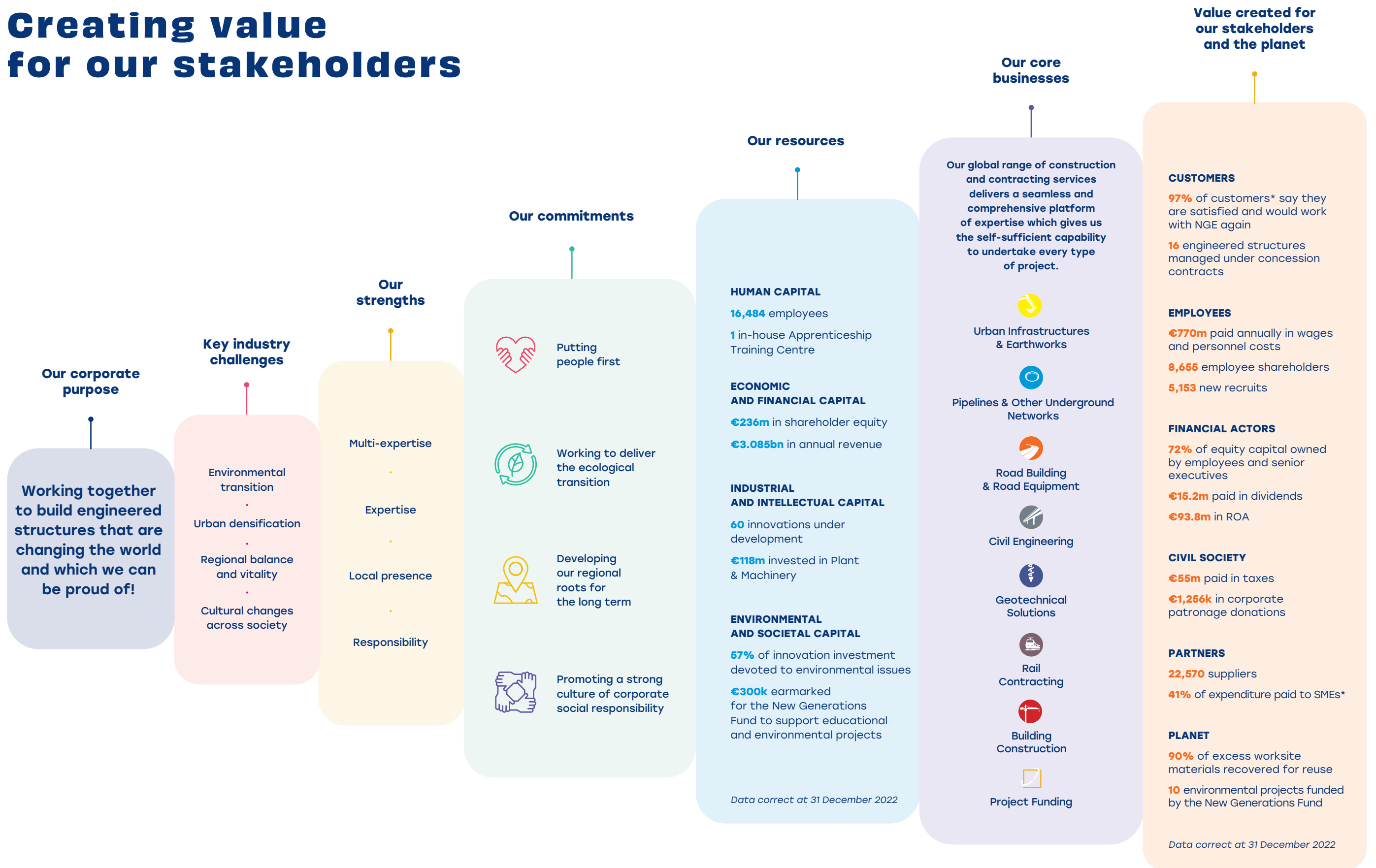
Our corporate culture is also richly enhanced by the mutual solidarity, trust and can-do mindset that explain why our people genuinely enjoy working together on a daily basis.

Our values contribute to forging and reinforcing our human-scale corporate culture, which is distinctively clear in our business relationships with customers, our management of projects, and the way we attract and train our talents. We are entrepreneurs distinctive for:

- Our **LOCAL PRESENCE**, which is made possible by our decentralised organisational structure, and allows us to build high-quality, long-term relationships
- Our **EXPERTISE** and **OPERATIONAL EXCELLENCE**, which benefit all our customers at every stage of their projects
- Our sense of **RESPONSIBILITY**, which puts people at the heart of our projects and actively promotes ecological transition thanks to our regional roots and well-developed sense of social utility.

Our ambitious, people-centric vision reflects our values: achieving growth by putting our people front and centre of our corporate plan to ensure their safety, personal fulfilment and career development.

# Creating value for our stakeholders



\* in France

# Our governance

NGE has structured its governance around a series of bodies that give it the ability to combine financial performance with ethical business practices, and ensure full consistency with its vision of a more responsible and humane world. This determination and openness are also reflected in the composition of its shareholder base and the way in which the value it creates is shared.



**JOËL ROUSSEAU**  
Chairman of  
the Strategy Board



## OUR SHAREHOLDER BASE AND VALUE SHARING MODEL

In 2022, NGE was owned **72%** by its employees, managers and founders. **8,655** employees are now shareholders in the Group. This figure reflects and demonstrates our desire to involve and retain our employees and cultivate our people-focused vision of open entrepreneurship. This shareholding structure encourages directors and managers to make bold choices that benefit the future of employees, as well as that of the Group. In 2022, NGE paid **€15.2 million** in dividends to its shareholders.

Its compulsory and voluntary profit-sharing schemes complement this form of value sharing. A total of **€18.1 million** was paid out in France during the financial year, reflecting an increase of 19% over 2021.

**"Our governance encourages those at the top of the company to make bold choices when those choices are beneficial for the future of employees, and therefore the future of the Group".**

## OUR FINANCIAL INDEPENDENCE

Given the healthy balance that exists between the founders of the Group, its senior executives and the Montefiore investment fund, the freedom of action available to NGE is self-evident. In 2022, the financial health of the Group was reflected in strong revenue growth, significantly higher profitability and an equally impressive reduction in debt, the combination of which allows us to look very confidently to the future.

## OUR CSR GOVERNANCE BODIES

The NGE governance structure is organised into 3 management bodies: the Strategy Board, Executive Committee and Executive Management Team.

The **Strategy Board** is chaired by Joël Rousseau. The board sets the strategic directions for the Group and supervises the work of the Executive Committee.

The **Executive Management Team** sets targets, monitors their achievement, and supervises the rollout and implementation of the corporate roadmap. It is supported by the **Executive Committee** chaired by Antoine Metzger, which provides oversight of Group strategy implementation, core value application and business development.

In 2017, NGE formed a **Business Ethics Committee** with 3 central missions: to introduce a corruption and insider influence prevention system, ensure complete deployment of the vigilance plan, and ensure full compliance with

the GDPR (General Data Protection Regulation).

The **Responsible Purchasing Committee** sets purchasing policy and implements the action plan to embed CSR criteria more deeply in purchasing processes. It works with suppliers to promote responsible practices.

At the end of 2021, a **CSR Department** was created to implement the Group social and environmental responsibility policy, and coordinate the initiatives adopted by individual central services and operations departments to implement this policy. It also oversees the Environment and Business Ethics & Compliance departments.

# Combatting corruption and promoting ethical business practices

The nature of our business and our locations around the world expose us to the risk of corruption, insider influence and financial malpractice. Combatting corruption and ensuring compliance with exemplary business ethics are naturally major concerns for our senior executives, whose determined action effectively demonstrates our integrity regarding these issues.

## ▸ POLICY AND RESOURCES

Our corruption and insider influence prevention system was updated in 2020 to ensure full compliance with the recommendations of the French Anti-Corruption Agency, and meet the requirements of the French Sapin 2 anti-corruption legislation. Our requirements and recommendations are clearly set out in our code of business ethics. These rules of conduct apply equally to all our employees and business partners. NGE has adopted a process for analysing and evaluating third parties wishing to work with the Group; this process includes assessing the risk of corruption in the broad sense of the word.

In 2022, NGE structured a CSR department to provide leadership on all business ethics issues, and also updated its code of business ethics.



## ▸ TARGETS

- **100% of all employees exposed** to risks of corruption and insider influence to be appropriately **trained by the end of 2023.**
- **Zero proven cases of corruption**

## ▸ FLAGSHIP INITIATIVES

### Employee training

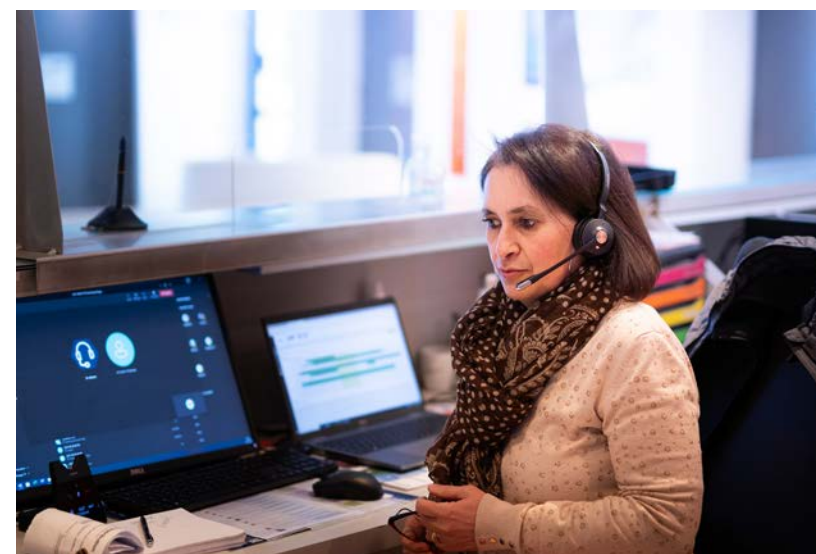
NGE is intensifying its training initiatives for those employees most exposed to the risks of corruption and insider influence, with a new e-learning programme designed for full alignment with third-party assessments, key risks and the risk prevention measures already in place.

It also introduces trainees to all the frameworks and tools available to them, including the code of business ethics, the whistleblower system and the rules governing commercial relationships. All new employees with potential exposure to these risks are automatically registered for this module. For those employees who have already received this training, a new test has been introduced to assess their level of knowledge. Anyone failing this test will be re-registered for the new module.

NGE is also continuing its classroom training programme on criminal risks for managers and employees with responsibility for business relationships.

### The whistleblowing system

A new whistleblowing system is also available online and via a secure e-mail address for all employees and third parties to use in order to report any actions potentially breaching the Group code of business ethics. It is also available in a number of languages. This system protects whistleblowers against any legal and/or disciplinary action. The Whistleblowing Representative will investigate every report, and may refer the matter to the Ethics Committee for a decision on any measures to be taken.



**463**

employees exposed to risks of corruption and insider influence received training in 2022, increasing the percentage of exposed employees already trained to **87%**



**0**

proven cases of corruption during the period





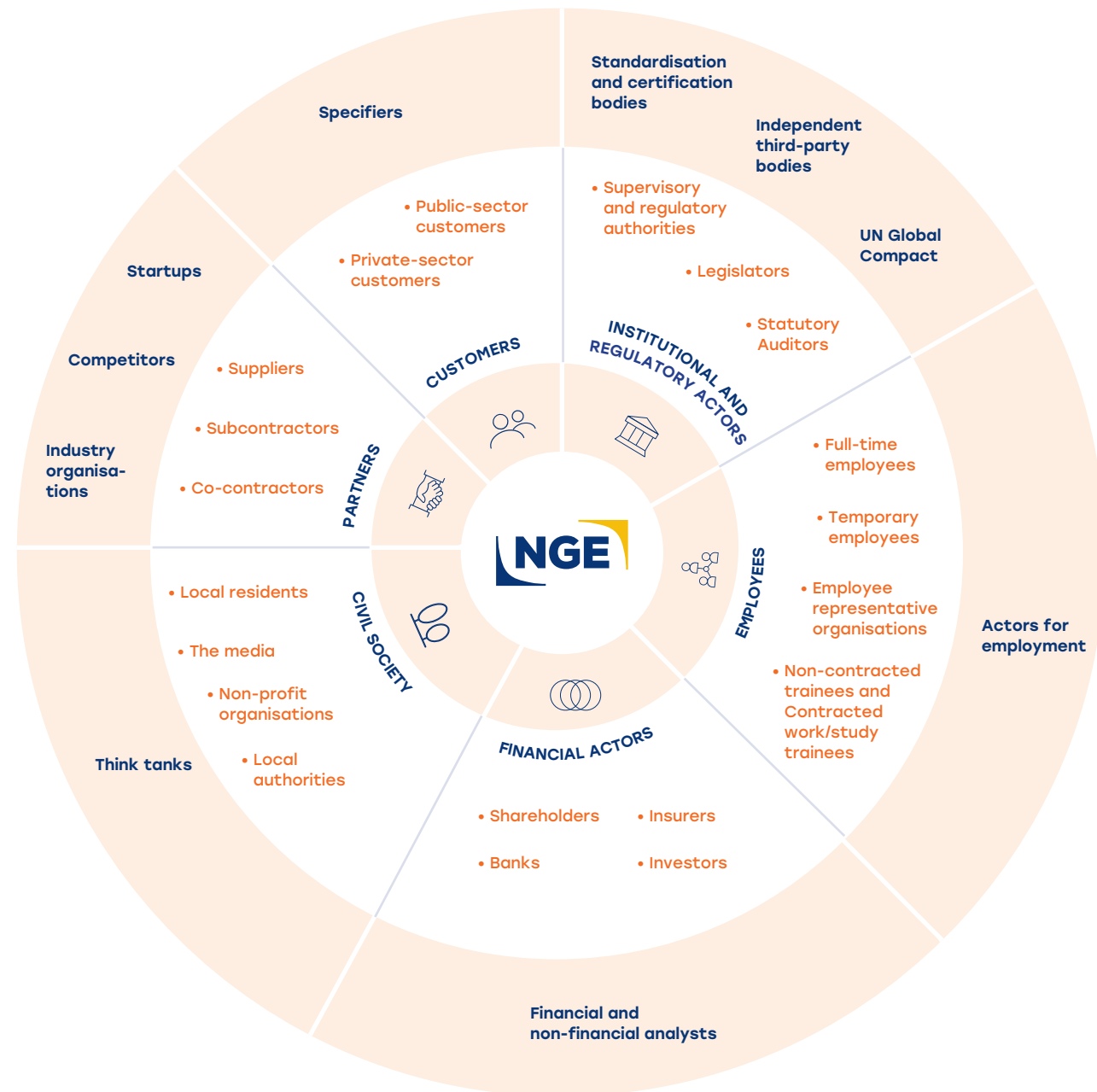
## Non-financial risks

Taking risk identification to a new level is helping NGE to make better-informed decisions and further leveraging its ability to create value for the company and others. The Group risk identification system involves consulting stakeholders, picking up weak signals from markets, and constructing its CSR policy in such a way as to prevent major risks, mitigate their effects and develop new opportunities for further growth.

# Co-construction based on listening and dialogue

Our corporate purpose is to work together to build structures that change the world and which we can be proud of. This is why our business model is designed to listen attentively to the needs and best interests of our stakeholders so that we can serve them better.

So we maintain a permanent, open and constructive process of dialogue with all of them, because we know that this process helps us to define and refine our strategy, and implement actions that have positive practical impact. This process also provides input for Group strategic thinking and direction, and informs our decision-making processes.



## FORMS OF DIALOGUE

## KEY GOALS OF THESE INTERACTIONS

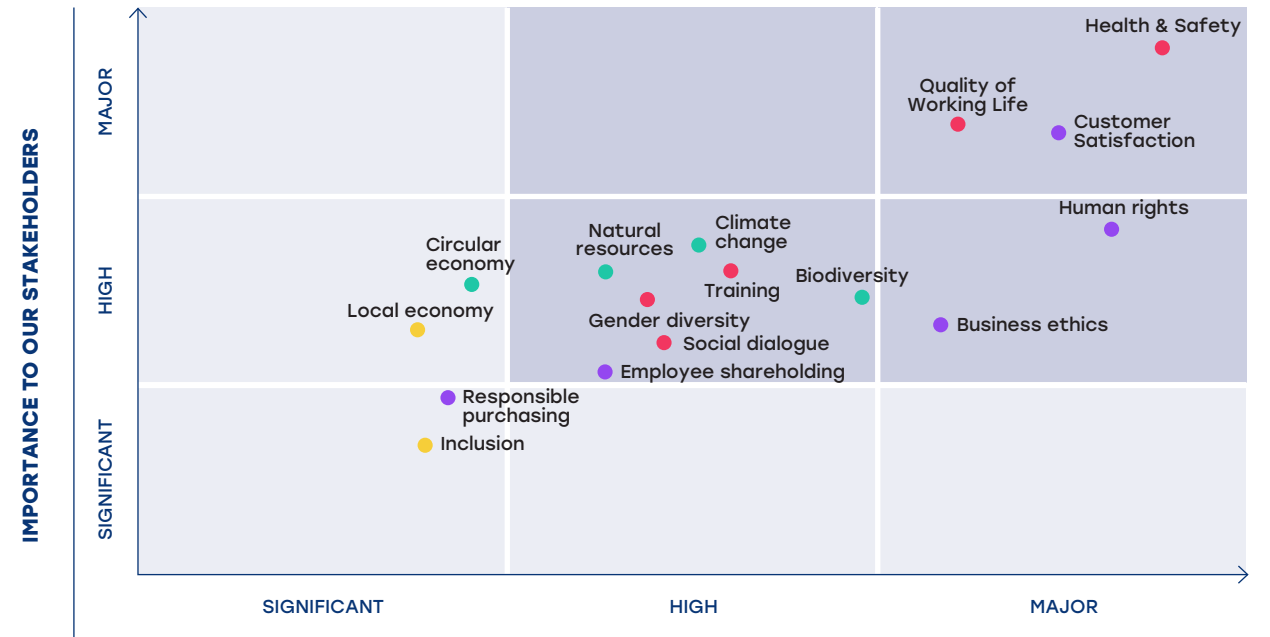
<p><b>OUR EMPLOYEES</b></p> 	<ul style="list-style-type: none"> <li>• Social dialogue with employee representatives, the Social &amp; Economic Committee (CSE) and collective agreements</li> <li>• Annual appraisals, meetings and discussions</li> </ul>	<ul style="list-style-type: none"> <li>• To improve health, safety and working conditions</li> <li>• To attract and retain talent and facilitate career development</li> </ul>
<p><b>OUR CUSTOMERS</b></p> 	<ul style="list-style-type: none"> <li>• Invitations to tender and consultations</li> <li>• Satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• To listen actively to customer expectations and measure their satisfaction</li> </ul>
<p><b>OUR PARTNERS</b></p> 	<ul style="list-style-type: none"> <li>• Sourcing, invitations to tender, consultations and oversight/assessment procedures</li> <li>• Meetings and discussions</li> </ul>	<ul style="list-style-type: none"> <li>• To work together to build high-quality structures</li> <li>• To cooperate on shared projects and remain vigilant</li> </ul>
<p><b>FINANCIAL ACTORS</b></p> 	<ul style="list-style-type: none"> <li>• Meetings with lenders, investors and shareholders</li> <li>• Financial and non-financial assessments</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure a consistent level of long-term Group performance</li> <li>• To provide transparent, clear and comprehensive information</li> </ul>
<p><b>INSTITUTIONAL AND REGULATORY ACTORS</b></p> 	<ul style="list-style-type: none"> <li>• Meetings with institutions</li> <li>• Involvement in consultations</li> <li>• Audits</li> </ul>	<ul style="list-style-type: none"> <li>• To share business challenges</li> <li>• To ensure implementation of best practices</li> </ul>
<p><b>CIVIL SOCIETY</b></p> 	<ul style="list-style-type: none"> <li>• Press releases</li> <li>• Social media and websites</li> <li>• Consultation procedures</li> </ul>	<ul style="list-style-type: none"> <li>• To provide visibility and transparent, clear and comprehensive information about Group activities and projects</li> <li>• To engage collectively in promoting causes that are in the public interest</li> </ul>

# Our materiality matrix

Our key stakeholders, central services departments, subsidiary companies and governance bodies have all contributed to the process of updating our materiality analysis. This involves identifying major challenges with the potential to positively or negatively impact our performance and/or value creation, or that could possibly impact our business, society in general and/or the environment.



In 2022, the Group updated its survey of CSR challenges to ensure ongoing alignment with changing stakeholder expectations. This quantitative survey was conducted among internal and external stakeholders (employees, customers, financial actors, suppliers and civil society representatives), generating 1,581 responses. These responses were then weighted on the basis of the stakeholder map (shown above) to give greater importance to those responses received from those stakeholders with major influence and/or impact. The impact of CSR challenges on NGE business activities was assessed on the basis of detailed interviews with the Human Resources, CSR, Purchasing, Internal Audit & Risks and International teams, as well as the Group Executive Management team. The analysis is conducted on the basis of those criteria with potentially significant social, operational, financial, legal and reputational impacts for Group business activities.

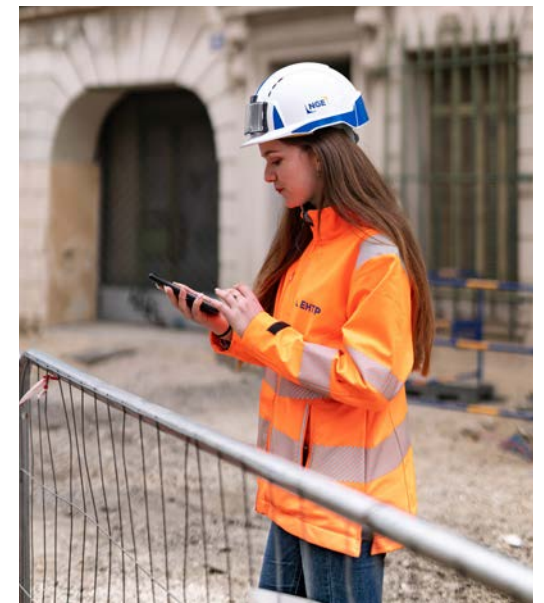


### IMPACT ON GROUP BUSINESS ACTIVITIES

#### Our CSR commitments

- PEOPLE
- ECOLOGICAL TRANSITION
- REGIONAL ROOTS
- A CULTURE OF ACCOUNTABILITY

The updated matrix highlights that employee-related challenges are intensifying in areas such as Quality of Work Life, social dialogue, training and gender diversity, and are impacting performance more significantly than in 2020. Greater pressure is also being imposed by environmental challenges, as seen from the stakeholder perspective and the resulting impact on Group business activities. This is particularly the case with issues around biodiversity, natural resources and - to a lesser degree - the circular economy. The 16 priority challenges identified confirm the overview we already have of our social and environmental responsibilities.



# Our analysis of non-financial risks

For NGE, analysing our non-financial risks goes beyond simply identifying those to which the Group, its businesses and its operating locations may be exposed; it also seeks to pinpoint those that could potentially affect any of its external stakeholders, internal stakeholders or the environment, whether directly or indirectly. The following risk map shows the main potential risks to the long-term future NGE.

## RISK IDENTIFICATION AND PRIORITISATION METHODOLOGY

In 2021, the Group took the decision to uprate its risk management system by creating a new Internal Audit and Risk function with full responsibility for providing an objective opinion on all

its risk management processes and identifying any areas for potential improvement. The risk assessment method used is based on an analysis that assesses the likelihood of each risk actually occurring, and the severity of the potential resulting impact. The Group budget preparation process includes a Strengths,

Weaknesses, Opportunities and Threats (SWOT) analysis of every operations and central services department. The results are then used to prepare a Group-wide major risks map for submission to the Group Audit Committee. The major risks identified using this process have been combined with those highlighted when preparing the materiality matrix of CSR challenges. The non-financial risks to the Group identified by these combined analyses can be grouped around the 4 priorities of our corporate strategy: people, the ecological transition, our regional roots and our culture of responsibility.



## DESCRIPTION OF RISKS

### CHALLENGES AROUND RECRUITMENT AND EMPLOYEE RETENTION

- Tight labour market
- High employee turnover
- Lack of industry employer appeal
- Acceptability of our business activities
- Downgrading of our employer brand

### THREATS TO HEALTH & SAFETY

- Threats to physical and/or mental wellbeing
- Work-related physical strain and occupational illnesses
- Road-related risks
- Downgrading of working conditions as a result of climate and health-related issues

### LACK OF FAIR REPRESENTATION IN EMPLOYEE DIVERSITY

- Non-compliance with legal obligations and stakeholder expectations
- Shortfall in performance, innovation and/or creativity
- Loss of employer appeal

### FAILURE TO ANTICIPATE AND ADAPT TO THE EFFECTS OF CLIMATE CHANGE

- Increasing demands (from regulators, investors, NGOs and/or civil society)
- European taxonomy
- Risks posed by destructive events impacting business activities
- Misalignment between our range of services and the environmental expectations of customers

### ENERGY AND RESOURCE DEPENDENCY

- Natural resource exhaustion
- Imposition of a ban on using certain materials
- Problems obtaining raw materials and energy
- Additional costs and risks of business disruption

### ENVIRONMENTAL DAMAGE

- Pollution risks (soil, air and water) and criminal liability
- Soil artificialisation
- Threats to biodiversity
- Annoyance caused to local residents and users, and reputational damage

### PROBLEMS AROUND SUPPORTING LOCAL JOBS

- Obligations to provide employment integration opportunities
- Local recruitment
- Lack of recognition
- Unfamiliarity with local partners

### LACK OF EFFECTIVE LOCAL PRESENCE

- Low profile
- Lack of recognition
- Unfamiliarity with local partners

### MISALIGNMENT BETWEEN OUR RANGE OF SERVICES AND REGIONAL EXPECTATIONS

- Diversified regional needs
- Dissatisfaction or disputes from civil society or users of completed structures

### CYBERCRIME

- Data theft
- Denial of information and operating systems
- Reputational damage
- Non-compliance with the GDPR

### BUSINESS ETHICS AND COMPLIANCE

- Infringement of fair practice rules
- Non-compliance with the duty of care
- Reputational damage

### SUPPLY CHAIN FRAGILITY

- Human rights violations
- CSR criteria compliance failures by partners
- Raw material price inflation/shortages
- Reputational damage

### MISMATCH BETWEEN WHAT WE SAY AND WHAT WE DO

- Failure to implement our CSR commitments operationally
- Failure to adapt our business activities in response to sociological changes
- Greenwashing and social washing
- Reputational damage



## CSR strategy and commitments

For 20 years, the New Generations of Entrepreneurs have thought collectively, taken the long view together and acted in unison to build the future.

# Our approach to CSR

“Working together to build engineered structures that are changing the world and which we can be proud of. We believe in the strength of the team, we thrive with and for our customers, we move forward continuously and push back our own boundaries, we look to the future with confidence and optimism, we apply our expertise with passion and never compromise on standards, we focus our energies for the benefit of all new generations, and we build structures that make the world a better place”.

This corporate purpose makes it crystal clear who we are and the role we intend to play in society.

We have structured our Corporate Social Responsibility (CSR) commitments and roadmap around 4 key priorities that align perfectly with our core values, corporate purpose and non-financial challenges. Our approach to CSR is accompanied by a series of targets and performance indicators. Our subsidiary companies and entities implement the roadmap in ways compatible with their specific features, and involve their business lines and employees fully in that process. Our CSR strategy is reviewed and adjusted regularly in response to the rapidly changing contexts in which we operate.

As part of creating momentum, sharing good practices and maximising the impact of its actions, NGE has made the conscious decision to join networks of equally committed companies.


### PUTTING PEOPLE FIRST




- CHALLENGES**
  - To make our career opportunities attractive, meeting our own recruitment needs and retaining our employees
  - To take care of employee health and safety
  - To work together as a team to deliver customer satisfaction.
- AMBITION**
  - To recruit 4,000 new people every year and retain all our existing employees
  - To achieve an accident frequency rate for NGE employees of below 8.32 by 2028
  - To employ 430 women in worksite supervisory roles by 2028.
- COMMITMENTS**
  - To protect the health and safety of our employees
  - To improve occupational wellbeing
  - To facilitate skills development
  - To promote gender diversity.



### WORKING TO DELIVER THE ECOLOGICAL TRANSITION



- CHALLENGES**
  - To mitigate and adapt to climate change
  - To control our dependence on energy and resources
  - To minimise environmental damage and restore natural environments.
- AMBITION**
  - To reduce (Scope 1&2) GHG emissions by 4% year on year between 2019 and 2028, i.e. by 126,983 tCO<sub>2</sub>e
  - To reduce energy consumption by 10% in 2023
  - To reduce drinking water consumption by 10% in 2023
  - To recover 80% of waste and surplus worksite materials for reuse.
- COMMITMENTS**
  - To reduce greenhouse gas emissions
  - To protect and conserve water and biodiversity
  - To protect and conserve natural resources and promote the circular economy.



### DEVELOPING OUR REGIONAL ROOTS AND SOCIAL UTILITY SUSTAINABLY



- CHALLENGES**
  - To meet the expectations of our regions and contribute to their economic, social and environmental development
  - To contribute to the quality of the regional living environments
  - To recruit new people through training and the promotion of employment integration.
- AMBITION**
  - To train and recruit 500 people through our employment integration scheme
  - To make 50% of our purchases locally and from SMEs.
- COMMITMENTS**
  - To contribute to regional socio-economic vitality
  - To provide more jobs
  - To promote inclusion
  - To support local and solidarity projects.



### PROMOTING A STRONG CULTURE OF CORPORATE SOCIAL RESPONSIBILITY



- CHALLENGES**
  - To ensure the long-term future and coherence of our business activities by listening to, and involving, our stakeholders and developing new sustainable solutions.
  - To engage and involve our employees in eco-friendly initiatives.
- AMBITION**
  - To make 50% of our purchases from suppliers that have signed our responsible purchasing charter
  - To ensure 79% deployment of our cyber security plan
  - To achieve 100% of customers saying they would work with NGE again.
- COMMITMENTS**
  - To secure supplier commitment to our responsible purchasing policy
  - To inform and engage our people
  - To deliver customer satisfaction and offer long-term solutions
  - To support projects through the New Generations Fund.




NGE has been a signatory of the United Nations Global Compact since 2016, and applies its ten core principles by promoting human rights and international labour standards within its sphere of influence, respecting the environment and putting in place effective measures to fight corruption in all its forms. This voluntary commitment to social responsibility is integral to NGE aligning its economic role with the UN Sustainable Development Goals.



More recently, we joined the French Business Climate Pledge, a cross-sector community of companies and organisations working together to tackle the climate crisis and solve the problems associated with decarbonising our economy.



NGE, NGE BÂTIMENT and NGE Immobilier are now members of the French Low Carbon Specifiers Hub. Led by the IFPEB (French Institute for Building Efficiency) and consultancy Carbone4, this hub provides a collaborative platform for implementation of the best solutions for reducing the carbon impact of buildings and improving their energy performance.



In 2020, NGE formalised its commitment to biodiversity by joining the Act4Nature/Entreprise engagée pour la nature (nature-committed company) initiative led by the French Biodiversity Agency (OFB) with the aim of encouraging companies to address their direct and indirect environmental impacts, their dependencies and their opportunities to take action for nature.



NGE was awarded the EcoVadis gold medal in 2021 for its CSR commitment and performance. This recognition puts the Group in the Top 6% of companies in its industry.



## Putting people first

People are absolutely central to the NGE corporate plan and its ambition of encouraging and facilitating unity and solidarity between all teams.

# Our challenges and contribution to achieving the SDGs

NGE operates in a particularly tight labour market where demand far outstrips supply. There are challenges in recruiting all types of employee profile, and we are seeing the emergence of a new relationship with work, accompanied by new aspirations, particularly among younger people. So to ensure its ability to continue growing, the Group must adopt innovative new ways of recruiting the people it needs, retaining its existing employees and guaranteeing opportunities for personal fulfilment and career development.



## OUR CHALLENGES & VISION

By remaining faithful to its 3 core values of unity, ambition and transparency, NGE strives to maintain and share this corporate culture so that the commitment of its people is maintained by ensuring they perceive their work as meaningful and useful.

The Group therefore pays close attention to the quality of its relationships with the social partners. In this respect, a continual process of constructive dialogue is essential for the ongoing joint development of the company in ways that deliver not only customer satisfaction, but also employee satisfaction.

Our organisation must also be proactive, because the tight labour market, intense competition and the need for management to adapt to the expectations of new generations are all challenges that NGE is now working on.

## OUR WORK IS FOCUSED ON...

- Ensuring the health and safety of our employees
- Improving occupational wellbeing
- Facilitating skills development
- Promoting gender diversity



# Ensuring the health and safety of our employees

We offer a very broad range of career opportunities, but by the nature of our business, some involve a greater level of occupational accident risk than others. So consolidating our accident risk prevention framework, involving management and raising our standards are just three of our primary concerns.



## POLICY / RESOURCES

The health, safety and wellbeing of our people are invaluable. So our physical and psychosocial risk prevention policy is an absolute priority.

Our two-person Director/Risk Prevention Officer teams are responsible for the effective implementation of our Occupational Health & Safety Plan. They carry out risk prevention inspections, clarify management targets and involve employee representatives via the Health, Safety and Working Conditions Committees (CSSCTs).

The committed backing of the Executive Management Team, the Vital Rules and the range of safety training programmes also contribute to ensuring that safety procedures are implemented effectively by all Group companies. The Accident Risk Prevention Department has its own Accident Investigation unit, as well as a Health unit to address issues around addiction and workstation ergonomics.

## OUR TARGETS

- Zero serious or fatal accidents
- An occupational accident Frequency Rate of below 10 in 2023

## FLAGSHIP INITIATIVES

**Co-construction of an updated Occupational Health & Safety Plan**

A recently conducted review provides a clear picture of how the health and safety of our employees is managed and structured. Its results were combined with accident analysis feedback to inform and expand our action plan. This plan is structured around 5 levers of progress: consolidating the accident risk prevention framework, structuring the accident risk prevention network, empowering key stakeholders, developing the culture of accident prevention, and energising and mobilising the teams.

## Wide-angle cameras

These new systems reduce the risk of accidents by giving machinery operators an overhead view with no blind spots.

## Accident Prevention Days

Accident Prevention Days are held in all Group entities to offer employees, regardless of the jobs they do, the opportunity to revisit the fundamentals of accident risk prevention. A broad range of collaborative workshop sessions cover how best to respond to electrical hazards, falls at ground level, the use of safety harnesses, first aid procedures, using fire extinguishers, etc.

## Accident Prevention Week

Cameroon, Côte d'Ivoire, France, Panama, Mexico, Morocco, Senegal and the United Kingdom all held workshops and meetings on accident risks, road safety, nutrition and breast cancer prevention.



**92%**  
of customers are satisfied with our safety performance\*



**1**  
Serious accident



# Improving occupational wellbeing

Our teams are our most precious asset, so their Quality of Work Life (QWL) is always our priority. Constructive social dialogue is what enables us to work together on the development of long-term solutions, higher performance and universal satisfaction. Integrating new talent, passing on our corporate culture and communicating the pleasures of teamwork are real challenges.



**92%**  
of employees receive annual appraisals\*



**68%**  
of respondents to the Quality of Work Life survey agreed with the statement "All in all, NGE is a really good company to work for" (2021 survey)

## ↳ POLICY / RESOURCES

The Human Resources Department maintains a permanent and close working relationship with the social partners. It introduces new forms of work and provides outsourced welfare services to help employees with personal issues to achieve a healthy work/life balance.

## ↳ OUR TARGETS

- To retain our employees
- To reinforce our corporate culture and the pleasures of teamwork

## ↳ FLAGSHIP INITIATIVES

### Measuring Quality of Work Life (QWL) perceptions

In response to the 2021 QWL survey, 68% of employees agreed that: "All in all, NGE is a really good company to work for". When a survey was conducted in Mexico to measure employee feelings of belonging, teamwork, autonomy and job satisfaction, 85% expressed themselves as: "Very proud to be working at TSO NGE Mexico".

### Taking action on QWL

QWL surveys enable the Group and its entities to identify and implement ways of improving the quality of work life for employees who increasingly say that they get fulfilment from the work they do, and are proud of their achievements and their company.

3 particular priorities have been identified and are now the focus of an action plan in the process of implementation: encouraging consideration of others, recognising the value of everyone's contribution to collective achievement and maximising their sense of belonging; increasing perceptions of fairness; and reducing QWL discrepancies between entities and between managers and non-managers.

### Discovery Days

With around 4,000 new employees recruited annually, Discovery Days are an essential stage in the integration process. They provide a valuable opportunity to share and absorb Group culture and values, remind employees that their health, safety and personal development are our priority, raise awareness of social, environmental and ethical issues, and learn more about the Group's ambitions and strategic roadmap.

### Sponsorship

NGE is extending its commitment to sponsorship for new recruits through the provision of mentors, sponsors and tutors. So the Group now has 333 tutors from a broad diversity of backgrounds and areas of expertise\* who are responsible for welcoming, integrating and supporting new recruits, not only by passing on the technical skills they need, but also our Group culture and values. The tutors' conference of December 2022 was attended by every member of the Executive Management Team.



# Skills development

Regulatory, technological and societal changes are transforming the careers we offer and the skills required for success in those careers. So in addition to meeting its regulatory obligations, NGE has made its training policy into an effective tool for transforming the Group, boosting its employer appeal and retaining its existing employees.



**38%**  
of the training budget is dedicated to non-statutory, qualification-based training\*



**61%**  
of employees have completed at least one training course\*



**583,179**  
training hours delivered (inc. work/study programmes)\*

## ↳ POLICY / RESOURCES

NGE encourages entrepreneurship and provides every employee with career-long support. We favour in-service training and internal skills transfer. Our Plate Forme training hub operates through 4 centres: 2 technical centres and 2 centres run in partnership with AFPA and AFOR TP which give trainees first-hand experience of real worksite conditions.

Its provision of statutory and qualification-based training and valuable contribution to skills development make Plate Forme a very effective springboard for the continuing growth of the Group.

## ↳ OUR TARGETS

- 15% of the training budget dedicated to initiatives designed to facilitate employee development\*

## ↳ FLAGSHIP INITIATIVES

### Skills management

The Human Resources Department implements its policy of forward management and planning of jobs and skills on the basis of a map identifying those skills required for each career. Used in conjunction with the range of assessment and appraisal processes, individual employees can play an active role in their own career development by identifying aptitudes and opportunities for further movement.

### New training opportunities

As part of supporting the ongoing growth of the Group, our Plate Forme training hub and external partnerships offer training programmes to prepare employees for new business sectors and/or skills in high demand. New training courses are now available in factory train driving, mechanical engineering, overhead power network installation, landscaping and timber construction design. Our training hub also provides support for the changes in working practices required to reduce our carbon footprint, such as eco-driving techniques.

### Professional qualifications

In addition to providing the statutory training required by industry regulations, we also develop and deliver courses leading to formal qualifications. These training opportunities respond to our operational needs and expansion into new business sectors.

### Management training

Line managers play a key role across the Group, and are supported with a training programme designed to develop their skills in areas such as managing complex situations, communication and management.

# Promoting gender diversity

At NGE, attracting more women to join the Group is no longer optional, but essential. The Group is in no doubt that having a broad diversity of perspectives, characters and management styles is an asset that has positive effects on both performance and growth. In today's challenging labour market, employing too few women means having too little talent across the entire career spectrum.



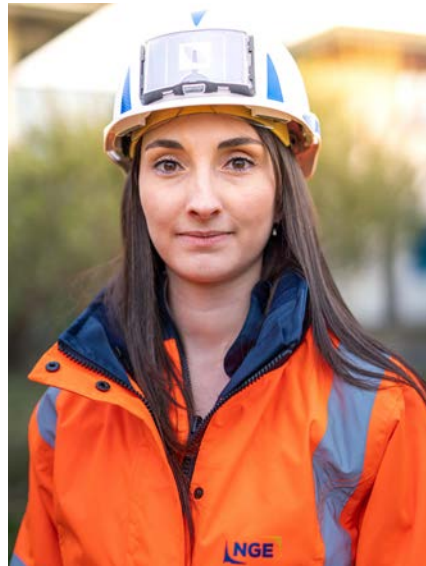
**302** employees have attended awareness-raising training on the issues around stereotyping and sexism



**10.26%** of our global workforce are women



**20%** representation of women among new recruits aged 25 and under in 2022



## ➤ FLAGSHIP INITIATIVES

### Frontline initiatives

Practical solutions are now being rolled out in all regions, including the provision of personal protective equipment designed for women's body shapes, unisex site facilities, etc.

### Raising awareness of the need to combat sexism

Awareness of this issue must be raised at every level of the organisation. Workshop sessions have been held with Group governance bodies to discuss practicalities and translate them into operational action. This awareness-raising campaign is currently being rolled out to all managers.

### Gender diversity and parenting

Parenting and work/life balance are central to gender equality issues. NGE is working on support for young parents through initiatives like partnerships for child daycare places and support for parental leave.

### Partnerships with non-profit organisations

With the help of the non-profit organisation Elles Bougent, women employees from the Group reach out to secondary school, sixth form college and further education students to explain their roles, promote their careers as technicians and engineers and dispel common clichés with the 'Smash Your Stereotypes' challenge.

NGE also collaborates with other non-profits, like Les Elles à l'Unisson and Les SouterReines to increase gender diversity in science and technology disciplines.

## ➤ POLICY / RESOURCES

For the past five years, NGE has applied a policy designed to address the issues around gender diversity and increase the number of women employed in the Group. The 55 ambassadors of the Mixité gender diversity network are engaged in ensuring equal career opportunities and visibility for women, combatting stereotypes and pushing back against sexist behaviour. There is also an urgent need to attract more women to construction industry careers, provide them with the support they need to achieve their goals, and give them a clear overview of their career options. A full-time Gender Diversity Officer is in place to provide leadership for the network and accelerate the achievement of results

## ➤ OUR TARGETS

- To have 225 women in worksite supervisory roles by the end of 2023

# In summary

## ➤ RISKS & risk prevention measures

### CHALLENGES AROUND RECRUITMENT AND EMPLOYEE RETENTION

Partnerships with employment agencies  
Training and career management  
Employer brand  
Employee shareholding  
QWL

### THREATS TO HEALTH & SAFETY

Health & Safety Plan  
Accident Risk Prevention Network  
Management involvement  
Training  
Dedicated procedures for temporary employees

### LACK OF FAIR REPRESENTATION IN EMPLOYEE DIVERSITY

Mixité gender diversity network  
Disability Contacts Network  
Employer Brand  
Equal opportunities agreements  
Anti-stereotyping

## ➤ TARGETS

- To recruit 4,000 new employees per year
- To retain existing employees

- To achieve an accident frequency rate < 10 for NGE employees in 2023

- To achieve a FR < 10 for temporary employees in 2024

- To employ 260 women in worksite supervisory roles by 2024

## ➤ PERFORMANCE INDICATORS FOR 2022

**5,153**

recruitments (exc. transfers between subsidiaries)

**31.6%**

employee turnover (down 0.4 percentage points on 2021)

**11.8%**

frequency rate for lost-time occupational accidents (down 1.72% on 2021 and steadily falling since 2019)

**158**

women in worksite supervisory roles (up 15.33% on 2021 and reflecting a continual increase since 2018)

## ➤ OUTLOOK

The Human Resources Department will provide all employees with a personal remuneration package statement (BSI) detailing the total salary and employee benefits received during the previous year. NGE is committed to involving its people more closely in accident prevention and analysis to reduce accident frequency rates to 10 or below for all permanent and temporary employees. The appointment of a full-time leader and coordinator for the Mixité gender diversity network should enable the Group to attract more women, particularly in management and leadership roles.



## Working to deliver the ecological transition

NGE is responding to the environmental emergency by mobilising its teams to accelerate the ecological transition.

# Our challenges and contribution to achieving the SDGs

Climate change mitigation and adaptation, prudent management of natural resources and biodiversity conservation are key factors for ensuring a sustainable future for the world. So in addition to reducing its direct environmental impacts, NGE's involvement in facilitating the ecological transition alongside local authorities and businesses is fully consistent with its entrepreneurial identity.

## OUR CHALLENGES & VISION

Our sense of responsibility encourages us to improve our environmental performance and contribute to the creation of a more resilient society. As a Group closely involved in the development of cities, public infrastructures and regions, we are fully committed to developing solutions for combatting - and adapting to - the disruptive effects of climate change and the need to protect and conserve natural resources and environments.



Against a background of increasing urbanisation, we make our expertise and skills available to our customers to help them develop low-carbon mobility, renewables and the circular economy, protect and conserve water resources and restore natural environments. Our commitments respond directly to the increasing expectations of existing employees, potential future employees and customers, and all provide us with opportunities to grow through the emergence of new business sectors, including decontamination and landscaping.

## OUR WORK IS FOCUSED ON...

- Reducing greenhouse gas emissions
- Protecting and conserving water and biodiversity
- Protecting and conserving natural resources and promoting the circular economy



# Reducing greenhouse gas emissions

To achieve alignment with the targets of the Paris Agreement and make its contribution to limiting global warming to 1.5/2°C, NGE is stepping up its commitment to reducing the greenhouse gas (GHG) emissions generated by its business activities. The Group is also taking action to decarbonise construction and use infrastructures as a lever for climate change adaptation.



## POLICY / RESOURCES

For NGE, climate action (one of the 4 priorities of the Group Environment Plan) means changing its practices, developing low-carbon solutions, devoting more than 50% of its R&D budget to environmental challenges and increasing new business from environmental improvement projects. Commitments already made include reducing emissions from construction plant and machinery, vehicles, buildings, production centres and travel. Our operations teams are taking positive action with expert support from the CSR, Environment, Plant & Machinery, Scientific & Technical and Innovation Departments to decarbonise our business activities and help regions adapt to climate change.

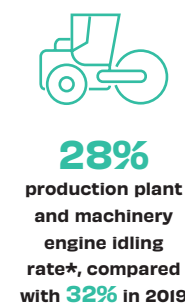
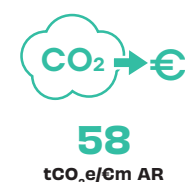
## OUR TARGETS

- To reduce (Scope 1 & 2) GHG emissions by 4% year on year
- To reduce energy consumption by 10% in 2023 (compared with 2022)

## FLAGSHIP INITIATIVES

### Basing our actions on accurate measurements

In 2022, our measurement of GHG emissions was extended to include Scope 3 as part of our ongoing commitment to take action alongside our suppliers, partners and customers at every link in the value chain. As a result, the direct emissions generated by our consumption of energy, our use of materials and services upstream and downstream of construction worksites, and travel by users of motorways managed under concession contracts are now all measured. This degree of accuracy gives us the information we need to refine our action plans and respond more effectively to the needs of customers seeking low-carbon solutions. The plant and machinery fleet fuel consumption and emission figures received in real-time from the smart telemetry system provided by our partner Hiboo have already enabled us to take action on eco-driving, engine idling rates, tyre wear, and other important issues.



\*The idling rate is defined as the length of time that the engine spends running at low rpm while stationary and not performing any productive task. It is calculated only for operations in France.

**Replacement of equipment, vehicles, plant and machinery**

NGE is continuing the process of updating its fleet of vehicles, plant, machinery and tools. Currently, 63% of the French fleet is equipped with the latest generation of technology to control fine particulate and nitrogen oxide emissions (stages 4 and 5). 68% of trucks meet the latest Euro 6 standard. The use of alternative fuels and electric vehicles is reducing GHG emissions, vibration and noise.

233,216 litres of biofuels were consumed during the year, reducing emissions by 590 tCO<sub>2</sub>e, compared with the same volume of standard B7 diesel fuel. The Lunel branch of EHTP is now using an electric mini-excavator, for example. NGE Foundations, TSO Catenaires, the Plant & Machinery Department and R&D are working together to explore hybrid solutions for drilling rigs, elevating work platforms and even generator sets powered by low-carbon energy.

**The energy transition**

In addition to taking action on its own sites and its own plant and machinery, the Group is also engaged in building decarbonised, local and/or renewable energy generation infrastructures for its customers.

NGE has already begun construction work on Normand'HY, Air Liquide's first large-scale carbon-free hydrogen production plant which will effectively prevent atmospheric emissions of 250,000 tCO<sub>2</sub>e per year.

NGE has also delivered the geothermal power plant for the future Paris 2024<sup>®</sup> Olympic Village. The new plant will supply the energy needed to heat and cool the athletes' accommodation, as well as the homes of the future permanent



community of 12,000 residents. In Cameroon, a hydropower dam will meet 30% of national demand for electricity.

**Innovation in plant and machinery**

The Group invests in R&D projects to reduce the carbon footprint of the plant and machinery used on its worksites. It has also developed the BIOSTAR B25<sup>®</sup> surfacing asphalt binder in which 25% of the raw materials used come from renewable wood-derived sources.

Fully substitutable for conventional road surfacing bitumen, it reduces the requirement to use oil derivatives and sequesters carbon at the rate of between 50 and 100 tCO<sub>2</sub>e per kilometre of road.

AGILIS has developed its Climat'ROAD<sup>®</sup> paint in response to the problem of urban heat islands; this new product can lower surface temperatures by as much as 10°C during heatwaves.

Development work also continues on low-carbon concrete, with particular focus on specified property engineering concretes in which at least 50% of the cement content is replaced by steel industry residues.

# Protecting and conserving water and biodiversity

In 2022, the UN Biodiversity Conference (COP15) and Water Summit on Groundwater both confirmed the need to mobilise all stakeholders around the major social and ecological challenges to the provision of these common goods. NGE intends to perpetuate and accelerate its commitment to the protection and restoration of natural ecosystems.



**29,147 m<sup>3</sup>**  
of water consumed  
in 2022  
(48% down on 2021,  
largely as a result  
of the lower use  
made of tunnel  
boring machines)

**➤ POLICY / RESOURCES**

Environmental requirements provide us with opportunities for further progress and the adoption of new business sectors. As a result, landscaping and decontamination are two of the new services now offered by the Group. NGE is a contributor to achieving the Zero Net Artificialisation target by decontaminating and remediating brownfield sites to avoid the need to use agricultural land or greenfield sites. NGE Paysages promotes the renaturation of urban spaces with particular focus on reversing soil sealing, creating urban cooling islands and reintroducing nature into city centres. The range of services offered by this subsidiary company integrates seamlessly into construction, remediation and infrastructure maintenance projects. Water is an increasingly precious commodity. NGE is involved in upgrading and replacing drinking water supply networks to reduce losses and conserve

natural water resources. Responding to water stress and pollution, our teams take action to ensure the efficient use and supply of water and maintain the quality of water supplied.

**➤ OUR TARGETS**

- To reduce our consumption of drinking water by 10% in 2023 (compared with 2022)

**➤ FLAGSHIP INITIATIVES**

**Reducing our consumption**

NGE has implemented an action plan to reduce the consumption of drinking water in all its entities. The plan covers leak detection, the introduction of rainwater harvesting systems for all washing areas, a ban on the use of drinking water for damping down dust on worksite roads, introducing semi-closed circuits into our



**€118m**  
of investment in plant  
and machinery



**€3.83m**  
of the 2022 research  
budget allocated  
to environmental issues



**33**  
environment-focused  
innovation projects  
run in 2022



**9.45**  
litres /  
**€1,000 of AR**  
(53% less than  
in 2021)

processes, and replacing drinking water wherever possible. We already use composting toilets, rainwater harvesting systems and concrete water cleanup stations.

**FNTP Biodiversity Award**

Working in close collaboration with a number of scientific bodies, NGE has developed a digital app that calculates an appropriate mix of seeds for a given local environment. Carefully targeted seeding at the end of a project can help to control invasive non-native species. Natural, eco-friendly and pesticide free, this solution received an FNTP (French National Federation of Public Works Contractors) Biodiversity Award at the TP 2022 Forum.

**Helping nature through eco-engineering**

In addition to traditional landscaping operations, such as planting, fencing and plant control, NGE PAYSAGES is also developing a range of plant engineering services, including using planting for erosion control, and plant-based water filtration and/or purification. Development and maintenance operations like these can help to restore natural habitats and protect, conserve or even increase biodiversity.

**Watercourse remediation**

Near Clermont-Ferrand in central France, NGE teams have worked to return the La Bédard river to its natural course. Improving its flow directly benefits diversification of the indigenous plants and wildlife that inhabit this area. This renaturation project also involved the creation of a riverside footpath serving the centre of the town of Chappes.

**Improving water quality**

The new stormwater treatment plant in Champigny-sur-Marne will encourage greater biodiversity and ensure safe swimming conditions in the River Marne in time for the Paris 2024® Olympics. Three structures are now under construction to collect, transport, store and treat stormwater. In the Grand Port Maritime de Marseille,



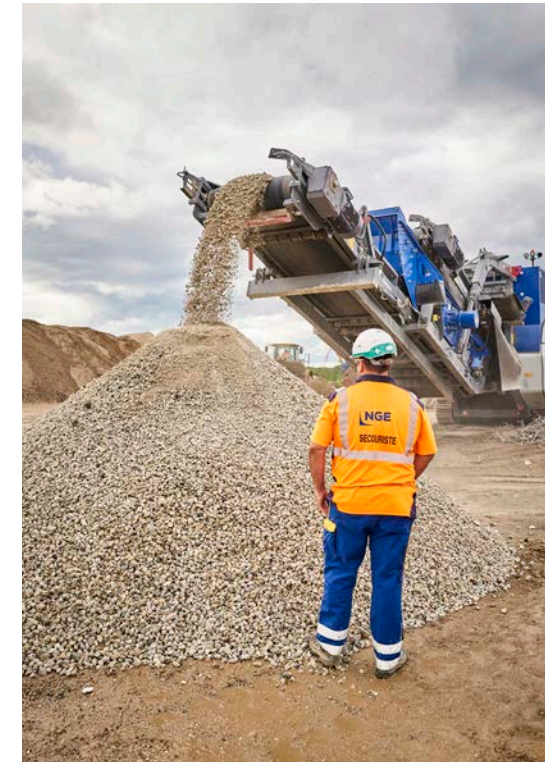
NGE is upgrading the systems used to treat effluents from ship maintenance and repair work. The new system separates contaminated water from clean water, isolates the effluent content, and treats it to a standard compatible with discharge into the natural marine environment.

**New wastewater solutions for Morocco**

In Marrakech, NGE has brought a number of its expert skills together to build the main structure of a mega wastewater treatment plant capable of treating 150,000 m³ of wastewater. The plant will also eventually generate 14 GWh of energy from the methanisation of sewage sludge. The Tadla Azilal region of the country is subject to significant levels of water stress. The Office Chérifienne des Phosphates (OCP) and JESA S.A. have awarded NGE the contract to build a new wastewater treatment plant to increase the use of recycled water in the phosphate production process.

# Conserving natural resources and promoting the circular economy

As part of its contribution to the development of a circular economy, NGE is reducing its carbon footprint and helping regions become more resilient. This local economic model helps protect and conserve natural resources, reduce dependency on external flows, and limit emissions that would otherwise have been generated by transporting materials over greater distances.



**➤ POLICY / RESOURCES**

NGE shares the vision and ambitions set out in the French Ecological Transition for Green Growth legislation. In addition to recycling its non-hazardous waste and surplus worksite materials, NGE also wants to become a major force in materials recycling across France by offering this service wherever and whenever possible. For several years now, the Group has been creating a network of centres across the country and investing in innovative projects that promote the development of new business sectors with the ability to contribute to natural resource protection and conservation.



**44,732**  
tonnes of waste produced



**15 g**  
of waste produced per € of AR (58% less than in 2021)

**➤ OUR TARGETS**

- To recover 80% of our waste for recycling and reuse
- To have 18 operational REVAMA® centres by the end of 2023

**➤ FLAGSHIP INITIATIVES**

**Recovery, recycling and regional roots**

Our national construction worksite waste recovery network now includes 22 in-house centres and 6 Revama® centres.

We recycle non-hazardous and surplus worksite waste (concrete, ballast, asphalt, excavated earth and spoil). Our Revama® centres are profit centres in their own right, limit the need for any further extraction of natural resources and reduce transport emissions. They also provide their services to other construction industry companies.

**REVAM'APP**

The rollout of our Revam'app continued throughout 2022. Developed in-house, this digital solution makes it easier for our operations centres to ensure full traceability of waste materials, excavated soil and sediment, and submit the statutory monthly returns to the appropriate public authorities.

### Recycled concrete taxiways

NGE has resurfaced three taxiways at Paris Charles de Gaulle airport with a project committed to delivering a high level of environmental performance. Two of the taxiways were surfaced using aggregate containing 20% recycled concrete. A recycling centre was installed on the project worksite to crush concrete removed from the old taxiway surface to produce concrete aggregate. The third taxiway was surfaced using an asphalt/concrete composite, which reduces the amount of new natural resources used by 30%. A total of 16,000 tonnes of material were recycled, 6,000 tonnes of it on site.

### Reusing excavated soil

No fewer than 6 NGE companies are working to build the Capitaine Gèze stormwater holding tank in Marseille. The finished structure will manage stormwater run-off to prevent flooding, protect the environment and improve the quality of water discharged into the sea. NGE is promoting the use of circular economy techniques on this worksite, and will store all the earth excavated with the aim of reusing it in the future project to redevelop the surrounding community.

### Poured earth concrete

The Group wants to add more value to excavated soil and use materials readily available on worksites in the construction process. Its R&D teams are working on the development and implementation of poured earth concretes for a range of different applications. Excavated earth is a traditional low-carbon material that deserves to be scaled up and used in more substantial structures using efficient construction techniques.



**22**  
non-REVAMA®  
materials recovery  
centres



**6**  
REVAMA®  
centres



# In summary

## ↘ RISKS & risk prevention measures

### FAILURE TO ANTICIPATE AND ADAPT TO CLIMATE CHANGE

Decarbonisation strategy  
Ongoing development of decontamination, deconstruction, remediation, recovery/recycling, natural environment restoration and landscaping  
R&D and investment in low-carbon solutions  
Project eco-design and production process adaptation and optimisation

### DEPENDENCE ON ENERGY FROM FOSSIL FUELS

Consumption of self-generated energy and photovoltaic solar farms  
Security of supply and responsible purchasing  
Project eco-design  
Biobased, geobased and recycled materials

### ENVIRONMENTAL DAMAGE AS A RESULT OF OUR ACTIVITIES

Environment Plan  
Employee awareness and training  
Contextualised risk analysis

## ↘ TARGETS

- To reduce our GHG emissions by 4% year on year
- To reduce energy consumption by 10% in 2023

- To reduce drinking water consumption by 10% in 2023
- To recover 80% of our waste for reuse

- To have 18 operational REVAMA® centres in 2023

## ↘ PERFORMANCE INDICATORS

**-0.9%**

Scope 1&2 GHG emissions (compared with 2021)

**-6%**

electricity consumption (compared with 2021)

**-48%**

drinking water consumption (compared with 2021, largely as a result of the lower use made of tunnel boring machines)

**90%**

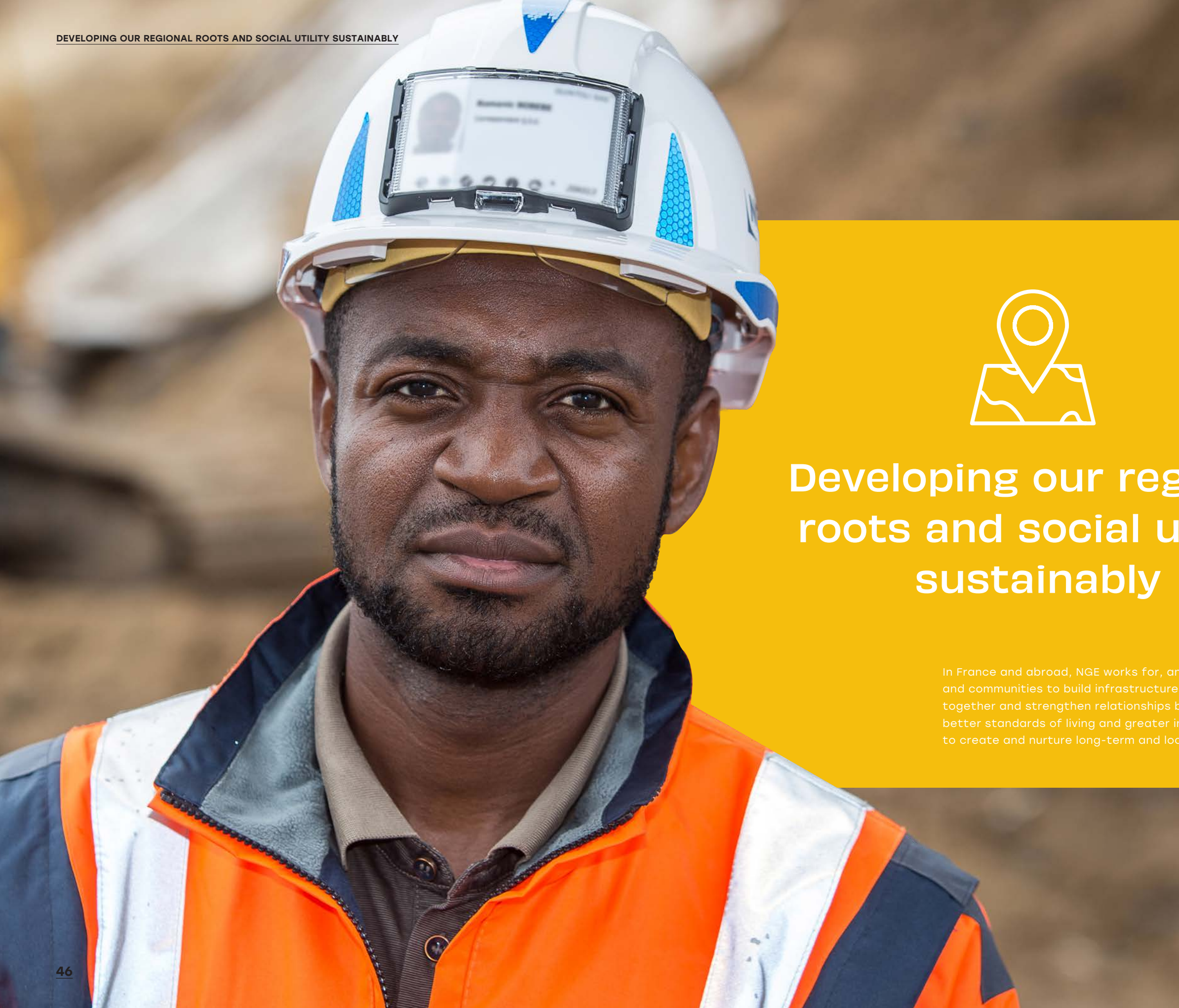
of surplus worksite materials recycled for reuse

**6**

REVAMA® centres

## ↘ OUTLOOK

The NGE Environment Plan for 2023 continues the efforts underway by the Group to reduce its GHG emissions. This will involve increasing the level of expertise available locally and supporting its employees in every region and subsidiary company by appointing expert advisers and raising environmental awareness as broadly as possible. Energy audits will be conducted for the most energy-intensive sites, and an energy conservation plan implemented throughout the Group. Our Scope 3 emissions are currently being calculated, and for this purpose we have identified the 4 major priority families of concrete, timber, plant & machinery rental and fuels, and will also be working closely with suppliers. NGE will continue to develop new business sectors, including decontamination, the use of topsoil and subsoil, the circular economy (via our worksite waste recovery and recycling centres), ecological engineering, river meander restoration, renaturation and plant-based wastewater treatment.



## Developing our regional roots and social utility sustainably

In France and abroad, NGE works for, and with, local areas and communities to build infrastructures that bring people together and strengthen relationships by facilitating travel, better standards of living and greater interaction. We work to create and nurture long-term and local relationships.



# Our challenges and contribution to achieving the SDGs

NGE is a major contributor to regional economic, social and environmental development.

Contributing to economic vitality, taking action on environmental protection and ensuring social cohesion are major levers for boosting the appeal and performance of the Group without compromising on its values.

## OUR CHALLENGES & VISION

NGE is a valuable partner in boosting regional appeal and development. As local contributors, we are able to work closely alongside regions to help them connect with others, and facilitate interaction by developing mobility and/or communication solutions.

We are also an effective partner in boosting regional resilience. In response to the increasing prevalence of extreme weather events, we can help to limit the risk of landslides and coastal flooding, provide emergency response to support



local communities, and repair and restore infrastructures as part of our commitment to reducing regional vulnerability to climate change.

We contribute to local development in a number of different ways: economically, through local purchasing and job creation; socially, through employment inclusion and our support for local solidarity projects; and environmentally, through our contribution to the development of a circular economy.

### OUR WORK IS FOCUSED ON...

- Contributing to regional socio-economic vitality
- Creating jobs
- Promoting employment inclusion
- Supporting local solidarity projects



# Contributing to regional socio-economic vitality

NGE applies its expertise for the benefit of regions, their appeal for inward investment, their resilience and their future development. We build local relationships and facilitate the creation of high-quality, long-term relationships with our stakeholders.



## POLICY / RESOURCES

With more than 200 operating locations across 14 Multi-expertise regional divisions in France and 17 other countries, NGE is able to work closely with its customers in full knowledge of the realities of each region and its economic, social and environmental challenges.

Together, we build the structures they need to succeed in their housing, energy, communication, mobility and public service delivery challenges. Our ability to provide project funding on an equity basis can provide another route to regional development.

## OUR TARGETS

- To generate more than 25% of AR from repeat contracts
- To develop our new areas of specialist expertise in our local branches with their existing long-term regional presence
- To make 50% of all purchases from SMEs

## FLAGSHIP INITIATIVES

### Local socio-economic development

We support local VSEs and SMEs through the purchases we make (currently 41%). The local presence of our teams makes it

possible to build long-term, high-quality relationships with the local authorities from which we generate 23% of our annual revenue.

We are also an important local employer. We recruit locally, and our projects make a considerable contribution to local economic activity, as is the case in Panama, for example, where 85% of our teams have been recruited locally.

### Linking communities and boosting economic activity

In Côte d'Ivoire, NGE has built 7 road bridges as part of a government programme to link otherwise isolated villages several hundred kilometres apart.

NGE has installed 25 km of fibre optic backbone in a rural area of Germany to bring high-quality broadband connectivity to 1,300 private and business users.

### The circular and regional economies

NGE has created a national network of recovery and recycling centres to turn construction worksite waste into a valuable resource. 22 in-house centres and 6 REVAMA® sites open to local authorities and other construction companies serve the whole of France, and promote the development of the circular and regional economies, create jobs and provide a source of secondary raw materials.



**81**  
buyers  
throughout  
France and  
internationally  
work to develop  
local purchasing



**41%**  
of all purchases are  
made from SMEs\*

\* in France

# Creating jobs

A tight labour market and fierce competition for talent across the full spectrum of jobs present a real challenge for NGE, which needs to recruit all the new people required to ensure its ongoing growth. We are also working to attract and train young people for successful careers in a fast-expanding industry.



56

final-year trainees recruited under permanent contracts of employment: a conversion rate of 65% (up 10% on 2021)\*



712

Work-study trainees and vocational training contracts\*

## ▾ POLICY / RESOURCES

Recruitment is a key factor governing the successful future growth of the Group. To achieve our ambitions and attract the most talented people, we actively promote recommendation and maintain close relationships with graduate schools in all our operating regions.

We also have our own Plate Forme training hub, which has been certified as a State-approved Apprenticeship Training Centre (CFA) since 2019, and acts as a powerful springboard for employment development.

## ▾ OUR TARGETS

- To recruit 4,000 new people every year
- To sign at least 600 work/study contracts, including 300 with young site operators

## ▾ FLAGSHIP INITIATIVES

### Close relationships with graduate schools

NGE has partnerships in place with more than 50 engineering graduate schools around the world. We recently signed an agreement with the École Polytechnique de Thiès in Senegal to train and integrate engineers on the continent of Africa. In 2022, more than 150 Group employees attended around 100 careers events alongside academic institutions. As part of raising its profile and showcasing all the career opportunities offered by the Group, a new newspaper called 'chaNGE' is now distributed to students, educational staff, principles and careers advisers.



### Induction courses

In 2022, NGE brought together all final-year Master's level trainees and work-study students for a presentation showcasing the strengths of the Group and its real-life career opportunities. The Group also launched a Graduate Program during the year, which currently includes 9 graduate engineers who will spend 3 periods of between 8 and 12 months in 3 Group subsidiaries operating in very different areas of specialist expertise. Each mentored by a member of the Operations Committee, all 9 will therefore have the opportunity to develop a wide range of skills and explore career options.

### Local job creation projects

NGE projects create direct and indirect jobs in all its operating regions. As joint funding provider, operating concession holder, builder and operator of the A69 motorway link between Toulouse and Castres, NGE will make a major contribution not only to opening up the region, but also to local employment with the creation of 1,000 new jobs.

# Promoting employment inclusion

The ability to build tomorrow's infrastructures relies on putting in place the necessary human resources today, with particular emphasis on integrating jobseekers. Offering training and workplace integration pathways is therefore part of NGE's wider responsibility as a major contributor to regional development, and has helped the Group to comply with the employment integration clauses of public-sector contract tenders.

## ▾ POLICY / RESOURCES

NGE believes that the richness of a company also relies on the diversity of its people, their careers and life experiences. Our ambition is to offer jobs and career opportunities to jobseekers.

The mission of our new Work/Study & Employment Inclusion department is to identify candidates for recruitment, and then to provide them with the support and training needed to gain qualification and secure permanent employment. The Group maintains a close working partnership with the Pôle Emploi national employment agency network, and a specialist consultant connects Group entities with their local employment branch offices. The consultant also works with trainees at the Group's Apprenticeship Training Centre.



137,907

hours of employment integration training provided by partner temporary employment agencies\*



199

people recruited on completion of POE and SMV training\*

## ▾ OUR TARGETS

To identify the additional human resources required locally to meet operational needs:

- 500 people recruited via our employment inclusion scheme in 2023
- 30 young work/study trainees under the French voluntary military service (SMV) scheme between 2021 and 2023

## ▾ FLAGSHIP INITIATIVES

### Contractual employment inclusion and long-term employment clauses

Public-sector contract tenders include employment integration clauses to reduce unemployment and exclusion from the world of work. NGE believes that these provisions offer a valuable springboard to employment. This commitment to employment integration is

a major factor in the decision of SNCF Réseau to present TSO Catenaires with an Eole Project Victoires de la Sécurité et du Développement Durable sustainable development award. This project significantly exceeded its employment integration target, and 10 of those who benefited from the scheme were recruited under permanent contracts of employment at the end of the process.

### Promoting our jobs and careers

In conjunction with our partner Pôle Emploi, we have continued to promote careers in the construction public contracting industry, introducing innovative schemes such as job stand-up presentations, reverse job dating events, potential identification workshops and the Pop-Up Companies for Jobs (EEE) scheme. The Group also attended 54 jobs forums and 41 careers information meetings, as well as taking part in Cafés Contact de l'Emploi and job cruise events in La Plaine Saint Denis.

### Qualification-based and job skills programmes

Plate Forme conducted 10 group and individual Operational Employment Preparatory (POE) courses during the year, providing 260 people with the training needed to prepare them for employment.

To date, 17 young jobseekers have joined the Group through the French Voluntary Military Service (SMV) social and employment integration scheme.

12 of them have continued their adventure in a permanent job within the Group.



# Supporting local and solidarity projects

NGE is closely involved in local social and environmental projects in France and abroad, and also contributes to regional development and improving the quality of life for local people.



520 trees. In Cameroon, NHPC, the Nachtigal Dam project company, has distributed 76,000 cocoa plants and 6,000 tree seedlings to 9 surrounding villages as part of a programme to promote sustainable cocoa farming and biodiversity conservation. In Senegal, NGE cleared and prepared a plot of land in preparation for the forthcoming construction of premises for a non-profit organisation and the Niuro urban culture centre.

### Adapting to climate change

NGE is involved in the HYDRO'TARN project. The French department of Tarn is investing massively in initiatives to promote the use of green HGVs. NGE is contributing its expertise in project funding to build the green hydrogen production infrastructures required to achieve this goal.

### Supporting local communities

We also respond to regional emergencies like the wildfires that ravaged the department of Gironde in July 2022, when our teams worked alongside the fire services to build firebreaks to stop the spread of the fires at La Teste de Buch.

### Supporting sport

NGE has signed a partnership agreement with the Blagnac Rugby women's team, which has more players in the French national squad than any other club. This partnership is extremely important to the Group, and another clear demonstration that, like the construction industry, rugby is no longer an exclusively male preserve. It also provides a great opportunity to share NGE core values and inspire careers and vocations.

## ▸ POLICY / RESOURCES

As a business that builds connections, brings people together and is fully aware of its social and environmental impact, NGE helps to benefit local communities by supporting effective initiatives.

## ▸ OUR TARGETS

- To contribute to improving people's quality of life and protecting the environment
- To develop socially beneficial initiatives

## ▸ FLAGSHIP INITIATIVES

### Protecting and conserving biodiversity

No fewer than 100 trees were planted in the village of Athanor in Côte d'Ivoire as part of a reforestation project involving villagers and partners. In Mexico, 60 employees and their families have planted an impressive



**€1,256,000**  
in sponsorship funding

# In summary

## ▸ RISKS & risk prevention measures

### PROBLEMS AROUND SUPPORTING LOCAL JOBS

Network of recruiters across Group entities  
Employment Inclusion Department  
PLATE FORME training programmes  
Partnerships with local employment services, armed forces, graduate schools, etc.

### LACK OF EFFECTIVE LOCAL PRESENCE AND ROOTS

Regional networking, decentralised organisational structure and local senior management  
Local purchasing and SME support policy  
Support for the local economies

### MISALIGNMENT BETWEEN OUR RANGE OF SERVICES AND REGIONAL EXPECTATIONS

Regional networking, decentralised organisational structure and local senior management  
Sales department structured by geographic sectors, business lines and key accounts  
Dedicated points of contact for high-profile societal projects

## ▸ TARGETS

- To convert employment integration contracts into permanent jobs
- To have 18 operational REVAMA® centres in 2023

- To generate more than 25% of AR from repeat contracts
- To recruit and train new employees

- To recruit 4,000 new people every year
- To promote employment inclusion

- To conduct more customer satisfaction surveys

## ▸ PERFORMANCE INDICATORS

**65%**

of employment integration contracts converted into permanent contracts of employment\*

**26%**

representation of repeat contracts in the regional order bank

**5,153**

recruitments (exc. transfers between subsidiaries)

**61%**

of employees completed at least 1 training course\*

**199**

trained via an employment integration scheme (POE or SMV)\*

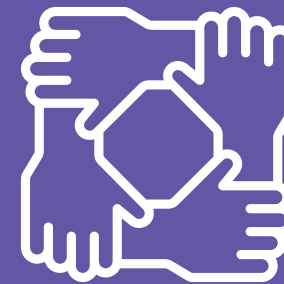
**1,064**

customer satisfaction survey responses received\*

## ▸ OUTLOOK

NGE is conducting a survey to measure its socio-economic footprint in France, and continues to work towards its target of recruiting 4,000 new people every year without compromising the Group's core values and culture. Its Human Resources Department has also created a new Work/Study & Employment Inclusion Department to enhance the skills talent pool of worksite operators. At the same time, around a hundred students on Final Year Projects and a further hundred work-study students - 30% of them women - will also join NGE teams. A dedicated recruitment website is also planned.

NGE is working on the creation of its own Temporary Employment Integration Enterprise (ETTI), and is committed to ensuring that 10% of the 135,000+ hours worked on its A69 construction project will be the result of employment integration.



## Promoting a strong culture of corporate social responsibility

NGE energises and involves its supplier, employee and customer stakeholders in ensuring the operational and efficient implementation of its CSR policy, and maximising its real-world impact.

# Our challenges and contribution to achieving the SDGs

NGE is committed to instilling and embedding ethical values and behaviours within its corporate ecosystem. Taking Group social responsibility to a new level requires an active participatory process to encourage suppliers to engage in responsible business practices, ensure respect for human rights, guarantee our independence, deliver customer satisfaction and support impact projects.

## OUR CHALLENGES & VISION

The relevance of any social responsibility policy relies on meaningful dialogue and co-construction with stakeholders. We now want to continue in this direction, go further by personifying our commitment by working proactively to bring stakeholders even closer together to maximise our collective impact on society. The new generations are particularly and increasingly aware of this need, so our challenge is to take action alongside them. NGE wants to make its supply chain more reliable and deliver customer satisfaction through the provision of appropriate, relevant and ethical services.



## OUR WORK IS FOCUSED ON...

- Securing supplier commitment to our responsible purchasing policy
- Informing and engaging our people
- Delivering customer satisfaction and offering long-term solutions
- Supporting projects through the New Generations Fund



# Securing supplier commitment to our responsible purchasing policy

For NGE, exercising control over every link in the supply chain is a key challenge for continuing on its growth trajectory, at the same time as respecting human rights and protecting the environment. Today's inflationary economic landscape and the increasing scarcity of certain raw materials are challenging our collaborative relationships with suppliers.

## POLICY / RESOURCES

A responsible purchasing committee provides guidance and oversight for the action plan implemented to integrate CSR criteria more closely into our purchasing processes to encourage suppliers to join us in this virtuous circle.

The Group implements a charter of commitments that includes respect for fundamental human rights and the reduction of its own social, environmental and ethical impacts. Its General Terms & Conditions of Purchase incorporate CSR clauses, and all key suppliers are encouraged to complete a CSR questionnaire.



**1,015**  
suppliers  
assessed against  
CSR criteria\*



**87.5%**  
of buyers  
trained in  
subcontracting\*

## OUR TARGETS

- To assess 1,000 suppliers on the basis of CSR criteria
- To devote 50% of our annual purchasing expenditure to suppliers that sign our Responsible Purchasing Commitments.

## FLAGSHIP INITIATIVES

### Updated contracts for vehicles and equipment

Lease contracts for vehicles and small items of equipment have been updated to include GHG emissions criteria. The Ile-de-

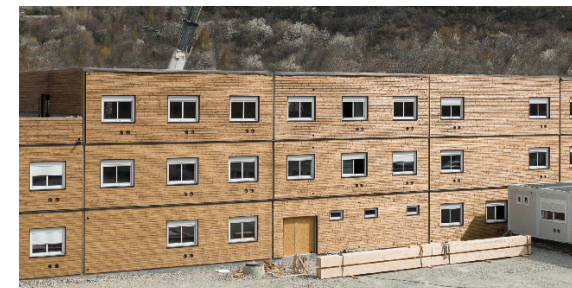
France and Auvergne-Rhône-Alpes regions have both signed framework contracts to promote the use of biofuels.

### Artificial intelligence

NGE is working with its partner company FasFox on the development of a digital solution called CONCRETE DISPATCH. This comprehensive concrete management app covers formulations, planning, order traceability, order reliability and delivery, quality oversight, budgeting, financial criteria and carbon footprint.

### Eco-designed worksite facilities

NGE has developed energy-efficient worksite facilities for major construction projects like the A69 motorway and the Lyon-Turin rail tunnel. Fully compliant with the French Thermal Regulation 2012 (RT 2012), each building is equipped with LED lighting, rainwater harvesting systems and solar panels to limit their energy dependence.



# Informing and engaging our people

Our employees are simultaneously our social responsibility ambassadors and proactive stakeholders. So we are committed to raising their awareness of CSR issues and training them about the associated risks as part of boosting their commitment and maximising the impact of our initiatives.



## ↳ POLICY / RESOURCES

NGE encourages its employees to share their suggestions and initiatives as part of involving them more closely in its CSR approach.

Every project includes 15-minute on-site environment briefings to remind all the teams, including subcontractors, of the issues raised by the worksite environmental analysis. In addressing the challenges of cybersecurity, the Group has consolidated its Information System Security Policy and continues to raise employee awareness of the dangers involved.

### CSR workshops

NGE continues to run edutainment sessions to raise awareness of the Group CSR policy and procedures. Created in-house, this learning game helps employees to grasp the issues involved and understand the correct actions to take. In 2022, sessions were held as part of Discovery Day events in France and internationally for employees based in Morocco, Senegal, Côte d'Ivoire, Saudi Arabia, Germany and the UK.

### Wish you'd thought of that?

In its company magazine, NGE showcases solutions devised by employees to improve worksite performance and working conditions. So in Côte d'Ivoire, a water treatment system has been installed to maintain team hydration levels and considerably reduce the amount of waste generated by plastic bottles. Elsewhere, the introduction of new equipment to prevent the need for operators to kneel when concreting is helping to reduce and relieve musculoskeletal problems. Initiatives like these encourage and reward the entrepreneurial spirit that typifies the NGE Group.

## ↳ OUR TARGETS

- To increase overall ownership of, and commitment to, our CSR initiatives
- To achieve 88% implementation of our cyber risk protection plan in 2023

## ↳ FLAGSHIP INITIATIVES

### Defending ourselves against cyber attacks

NGE has promoted the Cyrius platform, which offers bespoke coaching sessions to raise the level of cybersecurity across the Group. 3,000 employees have taken part in these sessions. NGE regularly publishes IT security awareness campaigns to explain the procedures to follow in the event of online fraud or attempted identity theft.



281

employees attended a CSR Discovery Workshop in 2022

# Delivering customer satisfaction and offering long-term solutions

Creating long-term relationships with our customers by building high-quality structures and maintaining a continuous process of dialogue is the bedrock of our corporate strategy. We measure our performance and anticipate future needs by conducting customer satisfaction surveys.



90%

of customers are happy with the quality of work they receive\*



92%

of customers are happy with our safety performance\*



87%

of customers are happy with our environmental performance\*

## ↳ POLICY / RESOURCES

Echoing its founding value of unity, NGE forms Multi-expertise teams to work even closer with its contract customers on the basis of their detailed understanding of local needs, and offers a 'one-stop shop' to handle customer requests.

## ↳ OUR TARGETS

- To have 80% of entities using the online customer satisfaction measurement system in 2022
- To achieve 100% of customers saying they would work with NGE again
- To propose projects that meet the societal expectations of our customers

## ↳ FLAGSHIP INITIATIVES

### Listening attentively to customers and specifiers

In 2022, NGE made the decision to update its materiality analysis. The Group then surveyed its stakeholders in France and internationally to gain a better understanding of their

expectations of social responsibility and those areas of CSR in which they are most interested. 1,581 stakeholders from the Group ecosystem responded to the survey, including 90 customers.

### Adapting to today's new expectations

As we approach the digital and ecological transitions, we are responding to the new needs of our customers by moving into new business sectors, such as smart grids, decontamination, deconstruction, and maritime and river contracting. Innovations like a digital hypervisor platform to manage public service infrastructures, eco-designed housing, low-carbon mobility solutions, and all the techniques involved in dismantling and upgrading engineered structures illustrate our ability to respond to the challenges faced by our customers, and provide them with the support they need.

### Local Mayors and Communities trade fairs

NGE attends a broad range of national and local trade fairs to meet its customers, discuss their needs and share its innovations and expertise. In 2022, Agilis received an award at the *Victoires de l'Investissement Local* investment awards ceremony in Nice for its contribution to the construction of a wildlife tunnel for migrating amphibians. The same project also received another award, this time presented by Cerema Méditerranée (the Mediterranean Centre for Studies and Expertise on Risks, the Environment, Mobility and Urban Planning) for its innovation, adaptive response to climate change and local community involvement.

# The New Generations endowment fund



The New Generations Fund is another high-profile assertion of the NGE commitment to social responsibility. The Group implements and supports practical initiatives that increase its impact in ways that benefit the public good and support the initiatives launched by its stakeholder ecosystem.

a community initiative to combat food waste by setting up a canning facility in the Paris region, the donation of a modular building to store veterinary equipment in the Lorraine wildlife protection centre, and a pollution cleanup operation in the Etang de Berre lagoon on France's Mediterranean coast.

### Supporting youth initiatives

In 2022, the endowment fund launched its 2<sup>nd</sup> call for student projects to encourage and reward student bodies. The 8 winning projects all received funding to address a broad range of topics. From humanitarian missions to community education initiatives, all are designed to deliver practical solutions to local needs. They also address today's societal challenges, from lessons in signing to the creation of a carbon fibre prototype powered by a hydrogen fuel cell to compete in the Shell Eco-marathon worldwide energy efficiency competition. Similarly, 62 engineers of the future currently studying at ISA BTP in Anglet have received support from the fund to build a health centre for between 3,000 and 5,000 people in Paraguay as part of their final-year project.

### Employment integration

In 2022, the Fund renewed its support for the École de la 2<sup>ème</sup> chance de Marseille, which works to facilitate the employment, civic and social integration of young people aged between 16 and 25 who have dropped out of the formal education system.



### ▸ POLICY / RESOURCES

In 2019, NGE set up an endowment fund to carry out and fund educational and environmental projects that benefit the public good. In education, the fund works to promote youth training, equal opportunities, employment integration and to reduce the number of young people dropping out of the formal education system. In terms of environmental issues, its focus is on community awareness raising and the provision of information about environmental challenges, as well as positive initiatives for protecting and conserving nature and biodiversity. In 2022, €54,000 was invested in supporting non-profit organisations and other bodies working to promote good causes that benefit education and environmental protection, as well as funding cultural and scientific sponsorship programmes and facilitating research and training in both areas.

### ▸ FLAGSHIP INITIATIVES

#### Employee engagement

In response to the in-house call for proposals at the end of 2021, the New Generations Fund provided €45,000 in funding for 10 employee-sponsored projects. These included international projects, such as a science popularisation campaign in Morocco, and literacy programmes in Côte d'Ivoire. In terms of eco-initiatives, this support is helping projects such as



**€54,000**  
paid to non-profit organisations by the New Generations Fund

# In summary

## ▸ RISKS & risk prevention measures

CYBERCRIME	NON-COMPLIANCE IN TERMS OF BUSINESS ETHICS	SUPPLY CHAIN FRAGILITY	MISMATCH BETWEEN WHAT WE SAY ABOUT CSR AND WHAT WE DO
DPO and Ethics Committee Systems security strategy plan Employee awareness plan	Ethics Committee Code of Ethics Corruption risk map Third party assessment procedure Whistleblowing system Accounting audit system Training for employees exposed to ethics-related risks	Responsible purchasing commitments and code of ethics CSR clauses in procurement contracts Assessment of third parties Societal mediation procedure	CSR awareness workshops Independent assessment Stakeholder feedback systems Involvement in CSR networks

## ▸ TARGETS

<b>50%</b> of purchases made from suppliers that have signed the NGE responsible purchasing charter	<b>88%</b> implementation of our cyber risk protection plan in 2023	<b>100%</b> of customers say they would work with NGE again
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## ▸ PERFORMANCE INDICATORS

<b>41%</b> of annual purchasing expenditure devoted to suppliers that have signed our Responsible Purchasing Commitments* <b>10%+</b> of suppliers have signed the NGE Responsible Purchasing Commitments (2021 figure)	<b>68%</b> implementation of our cyber risk protection plan	<b>97%</b> of customers say they would work with NGE again*
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## ▸ OUTLOOK

The purchasing department is stepping up its action by incorporating CSR criteria into the strategic purchasing families. Over the medium term, NGE will work towards certified compliance with the ISO 27001 international information security management standard.

The Group is working to improve its monitoring and follow-up of contentious issues and customer satisfaction failures, with particular emphasis on environmental criteria.

Lastly, the New Generations Fund will select the winners of its national call for major partner projects in 2023.

# Appendices

## Our methodology

### DATA COLLECTION

The risks and opportunities related to Group business activities were identified internally by NGE through the joint efforts of the CSR, Quality and Internal Audit & Risks departments, and validated by the Executive Management Team. The list of indicators used for this Statement of Non-Financial Performance was prepared in accordance with these risks. The data used in the preparation of this report was collected by multiple contributors working in NGE departments, and coordinated by the CSR Department. Some data is available directly from the operations and social services departments and/or subsidiary companies concerned, while other data is sourced centrally. This data was collected between December 2022 and March 2023, and relates to the period from 1 January 2022 to 31 December 2022. In terms of scope, this report covers NGE in France and abroad, including all subsidiary companies and entities, except where a different scope is stated.

### RISK AND OPPORTUNITY ANALYSIS

We have taken all the non-financial risks and opportunities initially identified, and selected the most relevant and significant for the publication of this Statement for 2022. At Group level, these risks are not only those to which it is exposed as a result of its business activities and geographic presence, but also those posed by the Group to all its external or internal stakeholders and to the environment, whether directly or indirectly. We have therefore taken into consideration our business model, our key stakeholders, our departments, our entities, our products and services, our legislative and regulatory environment and our existing analyses. Over the period covered by this report, we collected analyses from our operations and central services departments and selected those that would be used for this publication internally. This process involved the new Internal Audit & Risk Department, the CSR Department and the Executive Management Team. The resulting map is shown on pages 22-23. As part of our continuous improvement process, we updated our materiality matrix in 2022 on the basis of consultation with internal and external stakeholders. This updated version is shown on pages 20-21.

### FIELDS COVERED AND OMISSIONS

In this voluntary Statement of Non-Financial Performance, we address issues relating to social, environmental and societal challenges. The reference framework chosen is that set out in Ministerial Order no. 2017-1180 of 19 July 2017 and Decree no. 2017-1265 of 9 August 2017. Mandatory information:

- Climate change: pp. 39-40
- Commitments to sustainable development: p. 30, p. 38, pp. 48-49, p.52 and p.56
- Commitments to the circular economy: pp. 43-44
- Commitments to combat food waste and food insecurity: not applicable
- Responsible, fair and sustainable food: not applicable
- Respect for animal welfare: not applicable
- Collective agreements and their impact on financial performance and employee working conditions: p. 12 and pp. 28-35
- Combating discrimination and promoting diversity: p. 34 and pp. 50-51



# Non-financial report

	Unit	2022	2021	Change 2022-2021	GRI
<b>ECONOMY &amp; GOVERNANCE</b>					
Total revenue	€m	3,085	2,776	+11%	201-1
Repeat contracts as a proportion of the NGE Regions order bank	%	26			
Revenue from new activities (decontamination, deconstruction, landscaping, maritime and river contracting and REVAMA®)	K€	46,183			
R&D expenditure	K€	6,760	6,463	5%	
	% of AR	0.22	0.23	-6%	
<b>EMPLOYEE SHAREHOLDING</b>					
Number of employee shareholders	No.	8,655	8,000	8%	
Share of equity capital owned by employees and senior executives	%	72	72	0%	
<b>WORKFORCE</b>					
Global workforce	No.	16,484	14,746	12%	102-7
Ratio of workforce growth to revenue growth	%	11.79	8.85	33%	
Percentage employed under permanent contracts*	%	91.2	94	-2.8	102-8
Number of recruitments (exc. transfers between subsidiaries)	No.	5,153	4,825	7%	401-1
Number of employees promoted during the year*	No.	1 781	1 383	29%	
Employee turnover	%	31.6	32	0	401-1
<b>EMPLOYEE &amp; GENDER DIVERSITY</b>					
Women as a percentage of the global workforce	%	10.26	10.55	-0.29	102-8
Number of women in worksite supervisory roles	No.	158	137	15%	
Percentage representation of women in management roles	%	7.09	6.70	0.39	405-1
Percentage representation of women on boards of directors	%	12.5	12.5	0.00	405-1
Economic and Social Unit workplace gender equality index for NGE	%	85	85	0.00	
Economic and Social Unit workplace gender equality for TSO	%	85	85	0.00	
Percentage representation of disabled employees in the workforce*	%	1.2	1.26	-0.06	
<b>TRAINING</b>					
Total number of training hours*	No.	583,179	463,956	26%	
Percentage represented by work/study*	%	65.7	64	2	
Number of employees receiving training during the year*	%	61	68	-7	
Average number of training hours per employee trained*	No.	26,33	20	31%	404-1
Percentage of payroll dedicated to training	%	3.4	2.72	0.68	
<b>OCCUPATIONAL HEALTH &amp; SAFETY</b>					
Frequency rate for lost-time occupational accidents	Rate	11.8	13.52	-1.72	403-2
Overall accident frequency rate (inc. temporary employees)	Rate	15.34	21.47	-6.13	403-2
Occupational accident severity rate	Rate	0.4	0.8	-0.4	403-2
Number of lost-time occupational accidents	No.	325	344	-6%	403-2
Number of non-lost-time occupational accidents	No.	424	361	17%	403-2

	Unit	2022	2021	Change 2022-2021	GRI
Number of absences for occupational illnesses	No.	26	41	-37%	403-2
Number of serious or fatal accidents	No.	1			
<b>ENVIRONMENT</b>					
GHG emissions (scopes 1 and 2)	TeCO <sub>2</sub>	165,456	166,933	-0.9%	305-1 / 305-2
Carbon intensity	TeCO <sub>2</sub> /€m AR	58	65	-11%	305-4
Idling rate of production machinery*	%	28	29	-1	
Percentage of employees informed of the need for energy conservation and air pollution reduction	%	100	78	28%	
Electricity consumption (Buildings+worksites+quarries+production plants+...)*	KWh	19,930,316	21,279,003	-6%	302-1
	KWh/k€ AR	6.47	7.67	-16%	302-3
Worksite excess materials recovery rate	%	90	76	14	306-2
	t	44,732	87,723	-49%	306-2
Waste generated	t/k€ AR	0,015	0,032	-54%	306-2
	L	29,147,359	55,542,012	-48%	303-1
Water consumption	L/k€ AR	9.45	20.0	-53%	
	%	57	53	4	
Proportion of R&D expenditure devoted to environmental issues including biodiversity	%	57	53	4	
Number of contentious issues (complaints from local residents, customer complaints, non-conformities, etc.)	No.	132	317	-58%	
<b>QUALITY</b>					
Percentage of customers saying they would work with NGE again*	%	97.0	97.3	-0.3	
Percentage of customers satisfied with the quality of work done*	%	90.3	95.7	-5.4	
Percentage of customers satisfied with our safety performance*	%	91.5	95.1	-3.6	
Percentage of customers satisfied with our environmental performance*	%	87.0	95.1	-8.1	
Percentage of annual revenue generated from QSE-certified operations	%	65	68	-3	
Number of sites certified compliant with QSE standards ISO 9001, 14001 and 45001	No.	204	195	-5%	
<b>RESPONSIBLE PURCHASING</b>					
Percentage of expenditure with suppliers that have signed the NGE Responsible Purchasing Commitments*	%	41	40	1	102-11
Number of suppliers assessed on the basis of CSR criteria*	No.	1,015	1,171	-13%	
Percentage of expenditure paid to SMEs*	%	41	43	-2	102-9
Percentage of purchases made in France for French activities*	%	99	93	6	102-9
<b>BUSINESS ETHICS</b>					
Percentage of the most exposed employees receiving business ethics training	%	87	88	-1	
Number of proven cases of corruption	No.	0	0	0	
Number of whistleblowing reports	No.	2	0	2	
<b>CYBERCRIME</b>					
Cyber risk protection plan implementation rate	%	68			

# Impact loan

In 2021, NGE made the first issue in France of sustainability-linked Euro PP Impact bonds for listing on a regulated market. This €150 million loan with maturity dates of 2028 and 2029 gives NGE the financial resources it needs to deliver its 2021-2025 business plan, and adds an additional level of incentive to achieve its CSR targets.

issues as those addressed by these CSR indicators. From 2022 onwards, NGE's performance against each of these indicators will be published in the CSR report and audited by an independent third party. NGE has also extended these criteria to apply to the new €350m Loan Agreement signed in 2021 with the Group's banks.

The indicators and trajectories agreed with investors are consistent with the challenges faced by our industry:

- **Occupational accident frequency rate:** a cumulative annual reduction of 6%, compared with the 2020 baseline
- **GHG emissions:** a cumulative annual reduction of 4% compared with the 2019 baseline

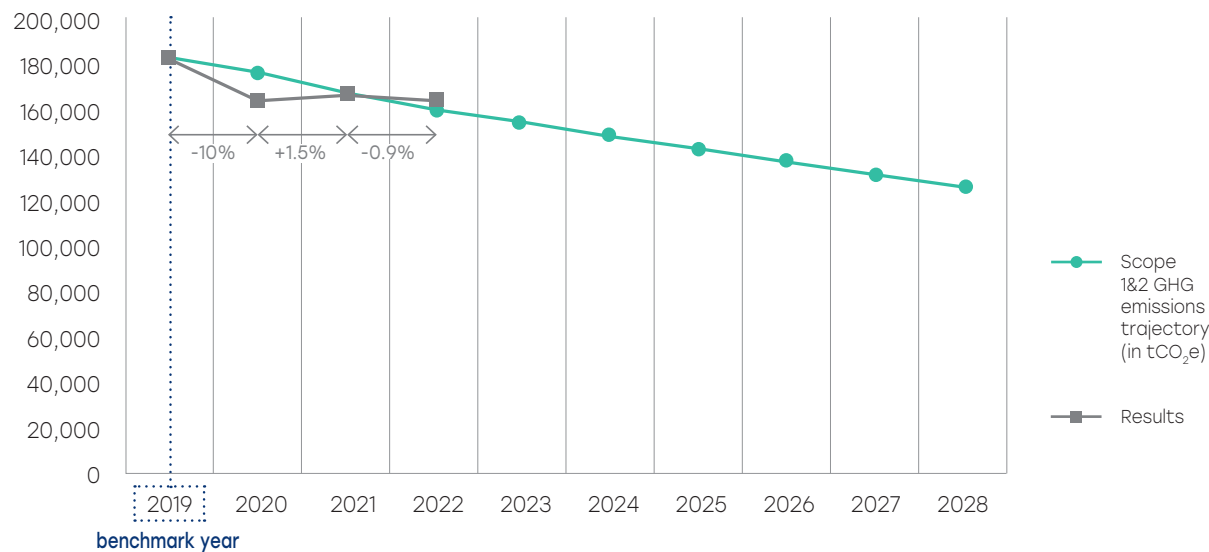
- **Number of women in worksite leadership roles:** 200 in 2022 (the commitment made in 2018), followed by a year-on-year increase of around 13.5% (i.e. 1.5 times the workforce growth rate forecast).

If these three targets are not met, NGE will not only be subject to penalties, but will also make donations to non-profit organisations working on the same

**"NGE is a company with a substantial reputation, which means that the close working relationship we have with our long-term banking partners allows us to succeed in transactions like these, and attract high-profile investors. Given our healthy level of debt and the control we have over our borrowings, we saw it as important to take a step forward at this time by adopting the new trend towards indexing our borrowings against our CSR performance. These transactions add an extra level of importance to our achievement of the targets we have set, which can only be a good thing".**

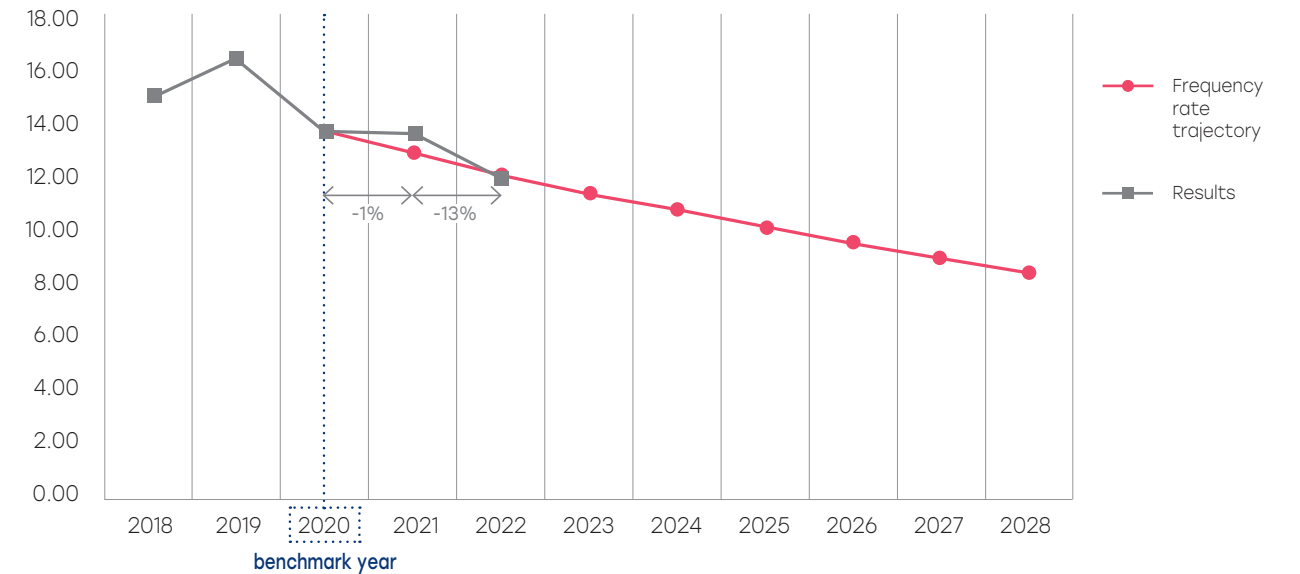
## SCOPE 1&2 GHG EMISSIONS (IN TCO<sub>2</sub>E)

Year	2019 benchmark year	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>TARGETS</b>	183,360	≤ 176,025	≤ 166,933	≤ 162,226	≤ 155,737	≤ 149,507	≤ 143,527	≤ 137,786	≤ 132,274	≤ 126,983
<b>RESULTS</b>	183,360	164,416	167,024	165,456						
Year-on-year trend		-10%	+1.5%	-0.9%						



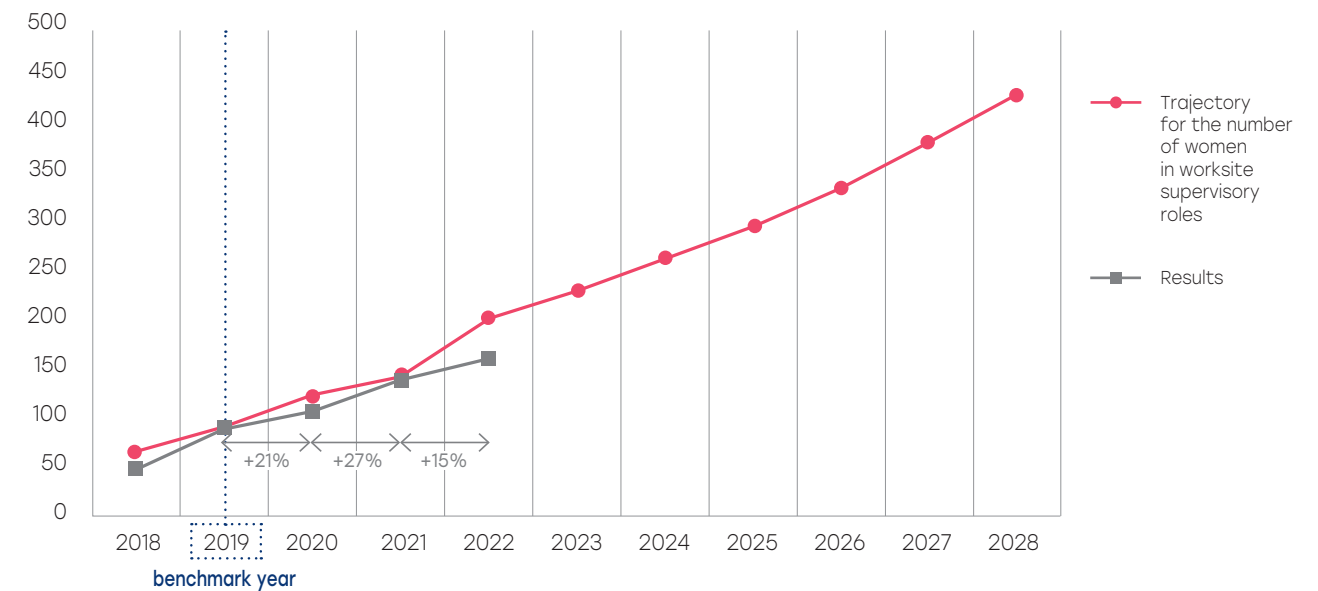
## OCCUPATIONAL ACCIDENT FREQUENCY RATE

Year	2018	2019	2020 benchmark year	2021	2022	2023	2024	2025	2026	2027	2028
<b>TARGETS</b>	15.06	16.41	13.65	12.83	≤ 12.06	≤ 11.34	≤ 10.66	≤ 10.02	≤ 9.42	≤ 8.85	< 8.32
<b>RESULTS</b>	15.06	16.41	13.65	13.52	11.80						
Year-on-year trend				-1%	-13%						



## NUMBER OF WOMEN IN WORKSITE LEADERSHIP ROLES

Year	2018	2019 benchmark year	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>TARGETS</b>	65	89	120	140	> 200	> 225	> 260	> 290	> 330	> 380	> 430
<b>RESULTS</b>	42	86	105	137	158						
Year-on-year trend				+27%	+15%						





**JEAN-SÉBASTIEN LEONI**  
Executive Vice President  
Finance and CSR at NGE

“ In 2022, we were unable to hit our annual targets for absolute GHG emissions reduction. The fact is that our Group is growing rapidly, with annual revenue up by 11% year on year. However, we were successful in stabilising our Scopes 1&2 GHG emissions with a reduction of 0.9%. So I think we must celebrate the efforts made by NGE and all its teams over the year. Over the past 3 years, our carbon intensity - our GHG emissions per million euros of annual revenue - has fallen by one-third.

And in 2023, the Group has prepared an ambitious Environmental Plan. This plan focuses on its most energy-intensive sites, and will involve the wide-ranging rollout of the eco-driving training programme for vehicle, plant and machine drivers. 100% of managers will attend awareness-raising sessions to gain a clearer understanding of today's climate issues. All these initiatives should enable the Group to make further progress.

Our occupational accident frequency rate is consistent with the trajectory set in the impact loan. The health and safety of our people is a non-negotiable priority, and all our teams are energised and committed to maintaining a strong culture of accident risk prevention. The resources and action plans devoted to this issue been further uprated, and we are already seeing the benefits of the collective efforts made. NGE fully intends to perpetuate this trend over the coming years, and keep up its performance by further reducing occupational accidents. 2022 ended with 158 women in worksite leadership roles, which is 21 more than the previous year, and almost four times the figure for 2018. To deliver on this particular commitment, we are relying on the excellent work of our expanding 'Mixité' gender diversity network.”



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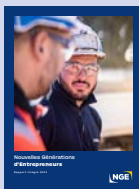
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