



## 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.