

# Making NGE culture a living reality

Growing without ever sacrificing Group values is the commitment made by NGE to secure the wholehearted and active involvement of all its people.

Encouraging and facilitating employee unity, solidarity, sharing and suitability is THE non-negotiable condition for ensuring that every NGE employee feels that they are integral to the collective adventure that is NGE. Despite recruiting an average of 4,000 people every year, NGE takes great care to perpetuate and pass on its corporate culture and values; a process in which the Group's mentors play an invaluable role. NGE Discovery Days are key career development events and make an important contribution to this commitment, so the Group is keen that everyone, from managers to worksite foremen, supervisors and operators, has the opportunity to take part. In 2022, all Group entities in France hosted Discovery Day events, and, for the first time, sessions were also organised in Casablanca and London. Another essential part of corporate value transmission is employee share ownership, which further encourages ambition, boldness and entrepreneurship. Becoming a shareholder in the Group gives employees the opportunity to play a full part in shaping the destiny of NGE and sharing the fruits of its growth. The Group launched its 7<sup>th</sup> employee shareholding campaign in France during 2022.



▼ Work/study trainees on a course in the mechanical engineering workshop

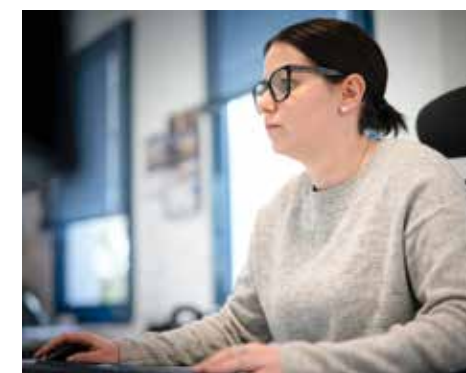
## ACCIDENT RISK PREVENTION IS EVERYONE'S PRIORITY

The occupational accident frequency rate (FR) for 2022 was 11.80, reflecting a fall of 13% year on year. A new occupational health and safety plan developed in conjunction with the Group's accident risk prevention officers was adopted in summer 2022. The new plan involves the very highest level of management, which regularly audits the entities on the basis of feedback and measures implemented with the aim of significantly reducing high-risk situations in the workplace. Implementation of the plan will be accompanied by a communication campaign at operational level. The plan reiterates fundamental measures, such as the vital rules, and sets a FR target of 10 to be achieved by the end of 2023.

## CAREER-LONG TRAINING AND DEVELOPMENT

Over the past three years, the Group has trained no fewer than 6,600 trainees. NGE gives every employee the freedom to build their own career from the point at which they join the Group from full-time education right through to retirement. Plate Forme, the Group's government-approved apprenticeship training centre, provides in-house design and delivery of technical training courses. It supports the growth of the Group by offering new courses relevant to the development of new business sectors and those job profiles where demand for skills outstrip supply. For example, 2022 saw the production of new courses in factory train driving, mechanical engineering, overhead power network installation, landscaping, and many other subjects. Special attention is paid to ensuring that the most experienced and senior employees remain central to the dynamic development of the Group. At NGE, 25% of the workforce are aged 51 and over. The work done by mentors, masters of production, experts, and other senior employees makes it possible to pass on the skills of the most experienced people in the company.

All NGE managers have received, or will receive, training in soft skills production, because the Quality of Life at Work survey has highlighted the fact that local managers are essential links in the way employees perceive personal recognition and fair treatment: two issues where the Group has more progress to make. This training course covers the management of complex situations, the keys to effective communication, and the leadership skills required to manage today's new generations.



**68%**  
of Quality of Life at Work survey respondents said that: "All in all, NGE is a really good company to work for"

**+3**  
percentage points on the 2018 survey

**333**  
mentors

**9,000**  
NGE employees are now shareholders following the 7<sup>th</sup> campaign



## HR process digitalisation

A process to standardise HR information systems is now underway in all entities to provide the Group with a guaranteed level of accounting clarity and to optimise cyber risk prevention. The talent management system already implemented in France has now been introduced internationally.

## Digital Academy

NGE is committed to supporting its employees in embracing and mastering digital technology. The intention is not to make everyone a coding expert, but to ensure that all employees are comfortable using digital tools appropriate to their jobs and tasks. This is important for many reasons, from boosting productivity, to data analysis and exploitation to data security, so Plate Forme has designed appropriate training courses and opened a completely new department to deliver them.

# Reinventing recruitment

NGE is responding to today's tight labour market, the talent war and the emergence of new relationships with the world of work by reinventing itself.



▼ A Discovery Day event for trainees working on their final year projects

**5,153**  
new people recruited, including 2,302 outside France

**1/4**  
of those recruited are under 25

**1 in 5**  
young people joining NGE is a woman, i.e. 20% of new employees aged 25 and under

**712**  
Work/study contracts in place

## ATTRACTING AND RETAINING NEW PEOPLE

Aware that company culture, the leadership ability of its executive management team and considerations around environmental issues all influence the choices made by candidates, the Group provides clear evidence of its commitments. In order to sustain its growth project and achieve €3.5 billion in annual revenue by 2025, NGE is stepping up its efforts to attract and retain a new generation of entrepreneurs.

## MEETING THE ASPIRATIONS OF TODAY'S YOUNG PEOPLE

In 2022, NGE commissioned an independent research firm to conduct a survey of 2,000 young people aged between 18 and 35 to gain a clearer understanding of their aspirations. The survey results revealed that two-thirds of young people want to feel that they are doing a job that is useful to society, and that the issues they most want to hear about are education, health, housing and the environment. All are committed to making a positive impact on the world. When asked about the construction and civil engineering industry, they ranked it in the Top 3 of sectors where environmental issues are considered as extremely important. Those respondents already working in the industry were the most optimistic about the future.

## SUCCEEDING IN THE RECRUITMENT CHALLENGE

With more than 16,500 entrepreneurs already on its payroll, NGE is on track to increase that total to 20,000 by 2025. In 2022 alone, 5,153 people were recruited to fuel the growth of the Group. NGE has doubled the number of recruiters, launched a new recruitment campaign and further strengthened its already close relationships with the academic world. As sponsor of the ESTP (Ecole Spécialisée des Travaux Publics) student intake for the 2021-2024 course, NGE offered second-year students a learning expedition to find out more about its areas of specialist expertise and the structures it builds. For young people approaching the end of their studies, NGE hosted a morning of open interaction and discussion with members of the Executive Management Team, followed by a design fiction session led by the Making Tomorrow collective. 2022 also saw the creation of a dedicated inclusion unit to identify people under the employment radar. NGE uses a broad range of levers for inclusion, including potential identification workshop sessions, the renewal of its agreement with the French Voluntary Military Service (SMV) scheme, and active participation in the Pop-Up Companies for Jobs (EEE) scheme.

## WORKFORCE FEMINISATION: A SELF-EVIDENT NECESSITY

Attracting many more women into our workforce is now an essential precondition for the future growth of NGE. It is also one of the CSR performance criteria included by the Group in the terms and conditions of the loan advanced to the Group at the end of 2021. With its network of 55 female ambassadors for gender diversity, the Group is working to guarantee equal career development opportunities and visibility for women, at the same time as pushing back against sexist behaviours and prejudices. At the request of the Executive Management Team, all members of the Executive, Operations and Central Services Committees received heightened awareness training on gender issues in 2022. In 2023, this programme will be rolled out to all managers.



## The construction company that gives you a future

This is the optimistic and impactful slogan that NGE uses to attract jobseekers in France. Produced by street photographer and video maker Philippe Barbosa, this viral campaign reveals NGE as a construction company that is straight-talking, inclusive, entrepreneurial and prepared to give everyone an opportunity to succeed. In this company, personality and team spirit count for more than qualifications, age or gender. Its liberated and punchy tone depicts today's young people as they really are.

## NGE and Pôle emploi... working hand in hand

NGE has always been actively committed to inclusive employment integration, and works at local level with many employment agencies, including the Pôle emploi national employment agency network. Since 2022, one of its corporate advisers has been embedded within the HR teams to act as the gateway to Pôle emploi services for the entire Group.



▼ Signature of the partnership agreement with the Bagnac Rugby women's team on 22 November 2022

## Rugby... a shining example of feminisation

At the 2022 Salon des Maires et des Collectivités Locales, NGE signed a three-year partnership with Bagnac Rugby Club. Bagnac has pioneered women's rugby in France, and has more players in the French national squad than any other club. Its example is now inspiring NGE in its ambitions to bring many more women into operations management roles. Like rugby, the construction industry is not an exclusively male preserve!

## Working with teachers in their role of opinion leaders

NGE distributes the *Change* magazine that takes readers behind the scenes of its core business sectors and career opportunities to 2,000 contacts in French schools, universities and vocational training colleges. Designed and produced in the style of a fanzine, it provides a direct link with those professionals who guide young people in their choices. The topics covered provide an immersive overview of construction industry careers, with a major focus on personal experiences, and the ultimate aim of sparking vocations and encouraging a preference for the opportunities offered by NGE.