



CSR Report **2025**

**Designing
a low-carbon,
resilient and
inclusive future**

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Ana Girós Calpe
and Olivier Hérout

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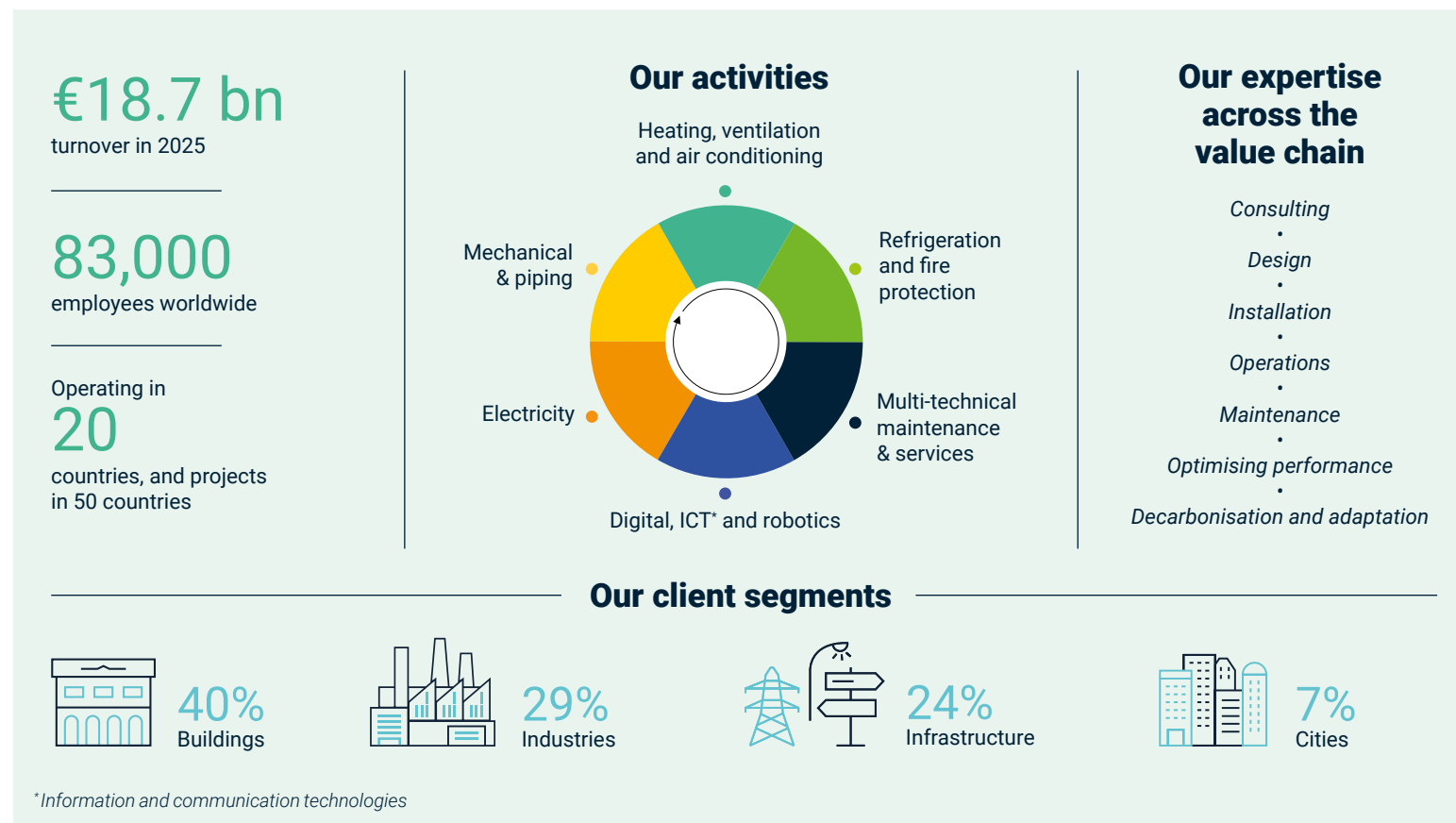


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Profile

Equans, a subsidiary of the Bouygues group, is a world leader in energy and services. We firmly believe that working to help our clients navigate the three transitions – energy, digital and industrial – is the key to taking real action for a low-carbon, resilient and inclusive world.



The values that connect us

At Equans, we share strong values that are part of our DNA and that of the Bouygues Group. Each and every employee can identify with these foundational values. They guide our daily choices and actions. We place them at the centre of our interactions with each other, with our clients and with our partners, in order to build mutual trust.





Editorial

In 2025, we stepped up our efforts to protect and look after our teams, and to accelerate the sustainable transition. Olivier Hérout and Ana Girós Calpe look back at our progress.



2025 was a year of contrasts for health and safety at Equans. Despite strong mobilisation on the ground, accidents increased. These events remind us that every rule and every action counts, because behind every accident there is a person, a family. We have, however, strengthened the maturity of our health and safety practices: carrying out better analysis of major risks, strengthening standards and increasing our sharing of best practices.

This year has also seen a collective drive to ensure that everyone feels increasingly at home in the company and finds greater meaning in their work: alignment of our values with those of the Bouygues group, development of a health strategy based on four pillars, high employee engagement score (91%), an increase in the internal NPS*, early achievement of the 20% target for women in

management roles, roll-out of the Compagnons des Énergies in Switzerland and Belgium, 1.7 million hours of training, and the launch of 18 projects supported by the Equans Foundation.

In 2026, we will be reinforcing action to improve health, safety and well-being at work, with a clear ambition: to enable every employee to thrive in the best possible conditions.

Olivier Hérout

Executive Vice-President of Human Resources and Health & Safety

"Safety is our top priority: behind every number, there is a person and a community that we must protect."

In terms of CSR, 2025 was a year of decisive progress for us. Having defined our goals and established our decarbonisation targets in 2024, we drew up an action plan in 2025, which is currently being rolled out. We are driving forward the circular economy and sustainable resource management, key levers for reducing our emissions, while making progress on biodiversity and societal challenges.

Our climate plan is taking shape: the electrification of our fleets, smart building management and sustainable offerings accounting for 41% of our revenue, in line with the European Taxonomy. Our teams are also strengthening our responsible procurement initiatives, 'Procure for Climate' and 'Procure with Trust'. In the face of climate change, we are fully integrating adaptation measures to anticipate, protect, ensure economic continuity and rebuild.

And because listening guides everything we do, we are proud that our customer NPS* scores are improving across our regions.

In 2026, we will go even further, reaffirming our commitment: to help our customers build a low-carbon, resilient and inclusive future.

Ana Girós Calpe

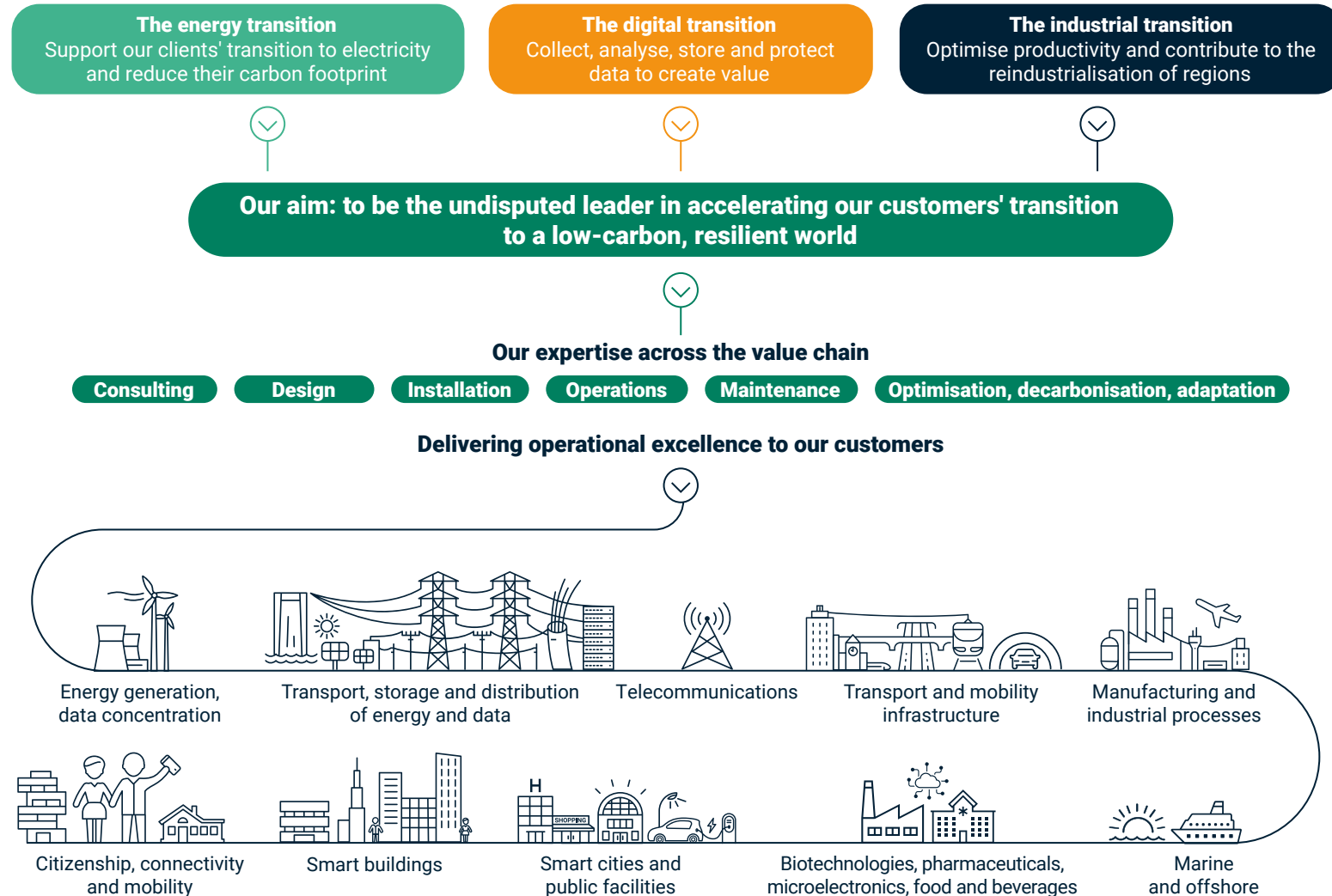
Executive Vice-President in charge of strategy, development and CSR and President of BELUX, Latin America and the Iberian Peninsula

"Adaptation has become essential: making our infrastructures resilient means protecting the future."





Our business model



Our resources

in 2025*

Human and social

- **83,000 employees** including 15,000 engineers, 30,000 technicians and 30,000 skilled workers
- **ISO 45001 certification** (health and safety at work) or equivalent in 76% of countries
- **20% of senior staff** are women
- **Equans' social commitment** through our profit centres (local partnerships and investments)
- **Equans Foundation** launched in 2024

Managerial

- **Empowering teams**, local decision-making system, 1,300 profit centres, close to customers
- **A single operational reporting line** and stable management, ensuring long-term commitment
- **Servant Leadership**, an inverted pyramid system: managers help their teams to succeed in their projects

Financial

- **€13.7 bn** balance sheet total
- **€2.1 bn** net financial surplus

Intellectual and industrial

- **Digitisation** of technical and operational information
- **Launch** of the Work Smart action plan (safety and productivity)
- **More than 60 workshops** for machining, welding and electricals, dedicated to prefabrication
- **99% of innovations** come from the field
- **An Innovation Awards challenge** every two years
- **A process** for managing our relations with partner start-ups
- **Academic collaborations** with over 200 higher education institutions (industrial design, engineering, and business)
- **Innov'Box method for collecting ideas**, developed by *Compagnons des Énergies*
- **A single purchasing system** for greater efficiency worldwide
- **Industrial processes** in design and build

Environmental

- **328,000 m³** water consumption
- **1,548 GWh**: total energy consumption
- **5.4 million tCO₂e on scopes 1, 2 and 3**: carbon footprint

* Unless otherwise stated

** Fleet and buildings

Our value creation

in 2025*

Human and social

- **9,500 new hires in permanent positions**
- **87%** of employees trained
- **1.7 million hours of training** in Equans Academies
- **Catalogue of 900 online training courses**
- **70 participants** in Graduate Programmes in 4 countries
- **3,720 apprentices**
- **3.83 lost-time accident frequency rate**
- **13,000 managers** eligible for the Equans bonus system, based on individual and company performance targets
- **43,000 employees** have undertaken cyber security training courses
- **18 projects** supported by the Foundation

Financial

- **€18.7 bn turnover**
- **72% of sales** eligible for European Taxonomy
- **Operating margin of 4.4%** (+ 0.8% in one year)
- **Net cash increase** of €580 million

Intellectual

- **900,000 projects** in progress
- **Last Planner System® project methodology**
- **Carbon Shift offer** deployed in 5 countries
- **106 patents**
- **411 entries** for the Innovation Awards in 2026
- **Partnerships with 450 start-ups**
- **35% of suppliers with framework contracts assessed by EcoVadis**

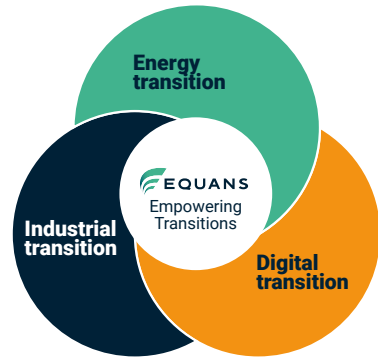
Environmental

- **Targets validated by SBTi** : -42% on scopes 1 and 2** by 2030; -52% on scope 3 in terms of intensity in relation to added value
- **15% reduction** in CO₂ emissions on scopes 1 and 2 ** and **14%** on scope 3 (vs 2023)
- **567,000 tonnes** of waste collected (72% recovered, excluding inert waste)
- **244 CSR meetings** with our suppliers since 2023



Our IMPACT manifesto

We are committed to empowering the energy, digital and industrial transitions through seven objectives for sustainable overall performance.



OPERATIONAL

Delivering operational excellence and working daily on health & safety, ethics and cyber security.

1 2

THE ENVIRONMENT

Responding to the critical environmental challenges of our century by adopting exemplary behaviours that improve our own carbon footprint and by supporting our customers on their low-carbon trajectory.

3 4

SOCIAL

Creating sustainable jobs, encouraging diversity and investing in the communities in which we work, while promoting true equal opportunities.

5 6

Sharing the fruits of our success with our employees through the company savings plan and a bonus system.

7

IMPACT: 7 commitments to achieve sustainable overall performance





Our CSR strategy

We pursue sustainable performance with all our stakeholders: customers, employees, partners and local communities. Driven by our IMPACT manifesto, our CSR strategy integrates the environmental, social and governance (ESG) issues with the greatest impact.

Our expertise benefits each and everyone

Our know-how enables regions, towns, industries, transport, businesses, hospitals and schools to function, operate and stay connected.

Our CSR strategy aims for a positive impact for all

Focused on performance, we're helping to shape a low-carbon, resilient future. We're adapting today to the world ahead and acting to make it sustainable.

This determination to accelerate transitions is enshrined in our CSR strategy, established in 2023, with our IMPACT manifesto setting out both the framework and the ambition.



The environment, at the heart of our business

- Decarbonisation / Adaptation
- Circular economy
- Biodiversity



Social and societal, to foster fulfilment

- Attract
- Develop
- Care



Governance, the primary source of trust

- Ethics
- Responsible procurement



We have set clear targets and roadmaps structured around two complementary plans: Our Planet and Our Teams. We are convinced that making our own transition is the best proof of our commitment. To move forward, we have the full support of our senior management, our enabling functions and our network of local CSR representatives.

Cécile Texier
Chief Sustainability Officer

Our CSR strategy

Our key CSR priorities

■ Environment ● Social ▲ Governance

To prioritise our actions, we have identified and ranked our main environmental, social and governance (ESG) issues using a dual materiality matrix. The analysis brings together two approaches: financial materiality, which assesses the impact of ESG issues on our performance, and impact materiality, which measures the effects of our activities on the environment and society. This matrix, consolidated at Bouygues Group level in 2024 as part of the CSRD*, is based on sector benchmarks, internal interviews and in-depth dialogue with our stakeholders.

Identification of 12 high-impact issues

■ The Environment

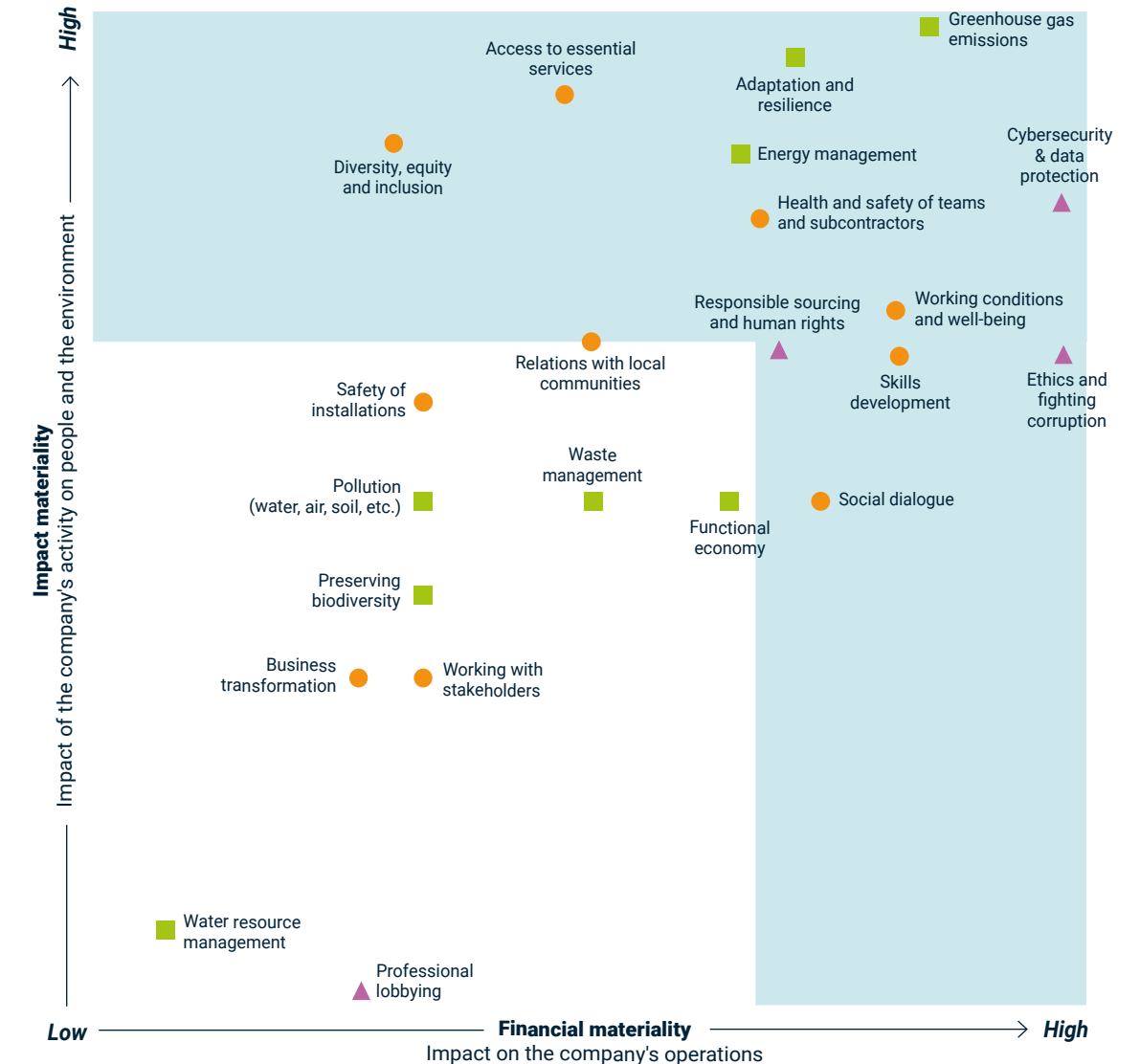
- Greenhouse gas emissions
- Adaptation and resilience
- Energy management

● Social

- Health and safety of teams and subcontractors
- Working conditions and well-being
- Skills development
- Access to essential services
- Diversity, equity and inclusion
- Social dialogue

▲ Governance

- Cybersecurity & data protection
- Responsible sourcing and human rights
- Ethics and fighting corruption



* European Corporate Sustainability Reporting Directive



Our dashboard

Our CSR actions contribute to achieving the United Nations Sustainable Development Goals (SDGs), in particular SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation and Infrastructure), SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action).

Environment

		2023	2024	2025	Progress	2030 Targets	SDG
Climate change and reducing emissions	Scopes 1 and 2 carbon footprint ⁽¹⁾ (ktCO ₂ e)	254	233	217	-15% vs 2023	-42%	
	Scope 3 carbon footprint in intensity ⁽²⁾ (tCO ₂ e/€M)	717	687	616	-14% vs 2023	-52%	
	Electrification of the light and heavy vehicle fleet (% electric vehicles)	< 5%	9%	17%	17%	80% in countries with a favourable energy mix	 
	Energy performance of offices (% of offices with energy consumption below 210 kWh/m²)	65%	82%	94%		95%	
Use of resources and circular economy	% of waste recovered (excluding inert waste)	N/A	N/A	72%		70% of waste recovered as energy or materials	

⁽¹⁾Excluding emissions from energy production, which account for 18% of emissions and are covered by a separate SBTi target.
⁽²⁾ GEVA intensity (per unit of value added) – SBTi definition

Social

		2023	2024	2025	Progress	2026 Targets	SDG
Health and Safety	Lost time injury frequency rate	3.78	3.63	3.83		2.9	
Teams	% of female managers ⁽³⁾	18.7%	19.3%	20%		20%	
	% of employees who received training in the year	78%	84%	87%		100%	 
Local communities	% of apprentices in our workforce	5%	4.9%	5%	5%	7%	 

Governance

		2023	2024	2025	Progress	2030 Targets	SDG
Ethics	% of senior management and high risk employees trained on ethical risks	New indicator	100%			100% of high-risk employees trained every two years	
Responsible purchasing	% of suppliers under framework contract covered by EcoVadis assessments	New indicator	20%	35%	35%	95%	 
	Number of CSR meetings with Equans suppliers who contribute most to greenhouse gas emissions (scope 3a)	31	90	123	244	500	  

⁽³⁾ Data including Axione



Our non-financial performance

72%

of our turnover is eligible under the EU Taxonomy for Sustainable Activities

41%

of our turnover is aligned with the EU Taxonomy for Sustainable Activities



ISO 14001

Environmental management

Austria, Colombia, Czech Republic, France, Germany, Hungary, Italy, Netherlands, Peru, Switzerland, United Kingdom

ISO 50001

Energy management

Italy, Czech Republic, United Kingdom

ISO 45001

Occupational health and safety management

Austria, Belgium, Canada, Chile, Colombia, Czech Republic, France, Germany, Hungary, Italy, Luxembourg, Netherlands, Peru, Switzerland, United Kingdom

Certification coverage varies from country to country, but is always 50% or more.



CSR practices*

Austria, Belgium, Chile, France, Germany, Hungary, Italy, Luxembourg, Netherlands, Switzerland, United Kingdom



HR Practices

Belgium, Canada, France, United Kingdom



Supplier relations and responsible procurement
France



Climate

Belgium, Netherlands



SA 8000 Working conditions

Italy



Sustainable Development
United Kingdom

*EcoVadis recognition pages: Equans France <https://recognition.ecovadis.com/11VibVVVWEqOfMKylAr7XQ>
Equans Belgium <https://recognition.ecovadis.com/D6mdFHOP1UGq1bkA0yQMOW> - Equans UK <https://recognition.ecovadis.com/U3JWR7Me0kG4l0Heg5jYKg>
Equans NL <https://recognition.ecovadis.com/pp6RgEHe8kGyD6UDwOildQ> - Equans Germany <https://recognition.ecovadis.com/LMmik2G8BEmaQ8jtwi0geA>

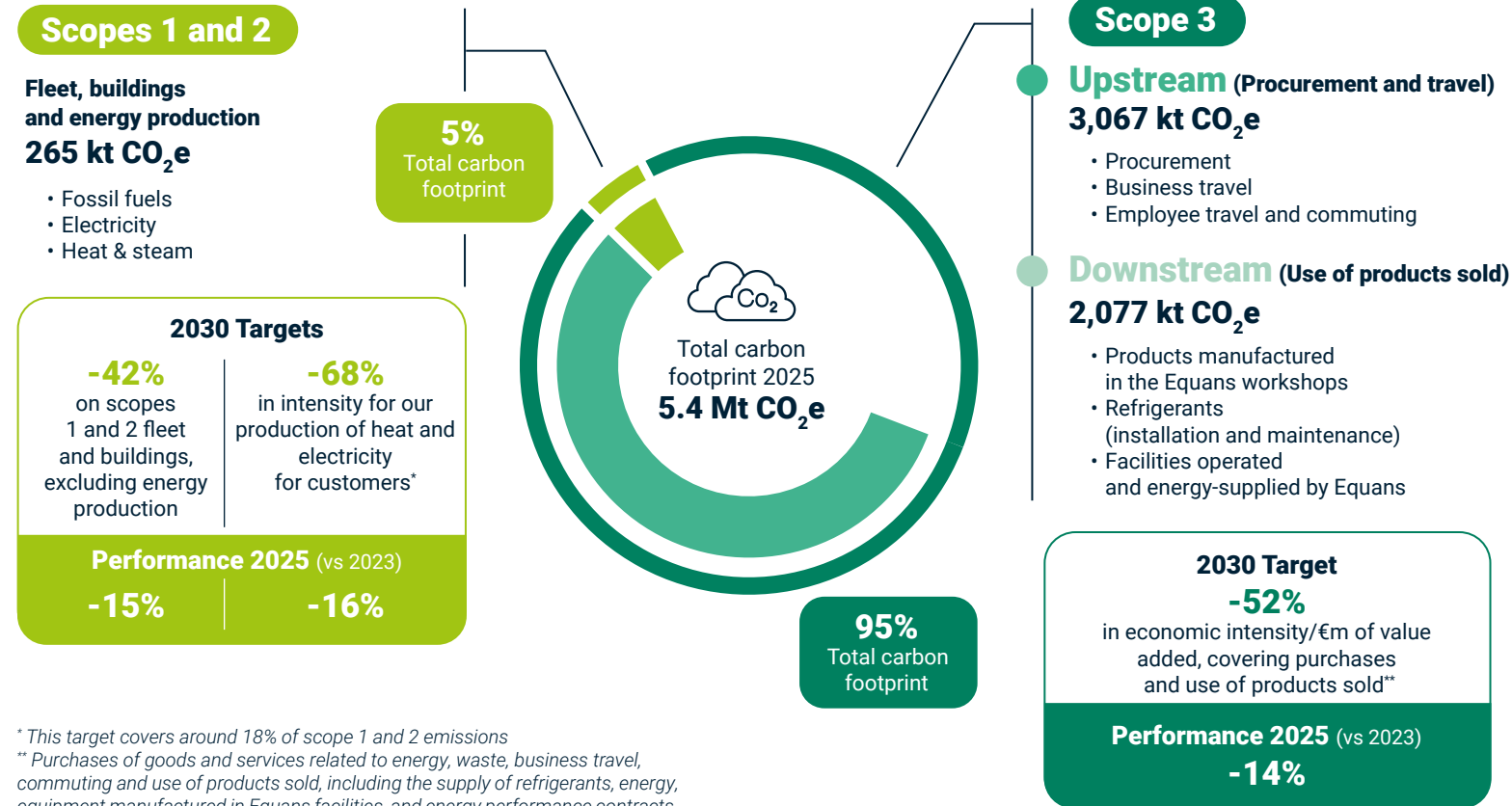


Environment

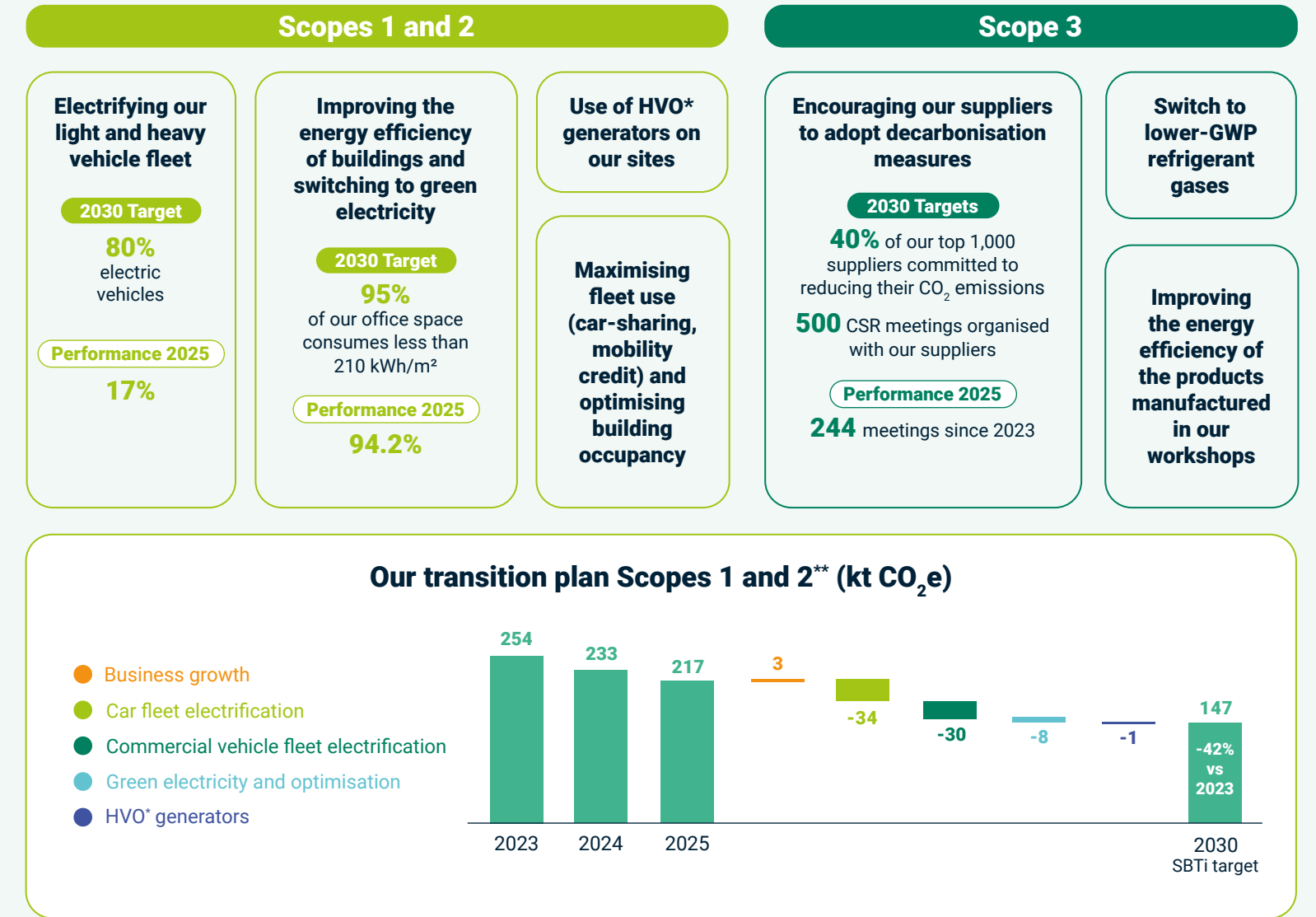
Accelerating the transition to a low-carbon, resilient world

Reducing our carbon footprint

To decarbonise our operations and those of our partners, we're taking action that is both ambitious and measurable. We measure our carbon footprint annually, and in 2024 the Science Based Targets initiative (SBTi) validated the alignment of our trajectory with a 1.5°C global warming scenario.



Our levers for change



Managing and reducing our energy consumption

In line with our climate commitments, we are reducing our energy consumption (-6% since 2023) while transforming our practices: electrification of the vehicle fleet, energy efficiency of buildings, and use of lower-carbon energy sources.



Breakdown of energy consumption		2023	2024	2025
Fleet (cars, light and heavy vehicles, work equipment)	Fossil fuels - Petrol, Diesel, LPG, CNG, E85	894	810	752
	Biofuels - B100, XTL / HVO, Bio CNG	1	5	6
	Electricity	9	10	16
Buildings (offices, warehouses, industrial facilities, construction sites)	Electricity	108	111	112
	Of which renewable electricity	NA	36	38
	Natural gas	294	266	275
	Biomass	332	355	368
	District heating and cooling networks	12	13	12
	Other fuels	5	8	8
Total energy consumption (GWh)		1,654	1,578	1,548



France
Low-carbon energy for our small-scale construction equipment

We need to power small portable electrical equipment and lighting systems on our worksites. To recharge this equipment, we used to rely on generators or leave the engine running in our commercial vehicles. To avoid this, Ineo Réseaux Nouvelle Aquitaine tested a low-carbon solution in collaboration with a partner: installing eco-designed solar panels that fit to the roofs of commercial vehicles. Following a successful test in 2025, the agency is now working on 18 additional installations.



Switzerland
Energy renovation carried out in partnership with our landlord

In St. Gallen, the lease of Equans Switzerland's office building was coming to an end. An audit of the premises, conducted at that time, identified several areas for improvement. In agreement with the property owner, who financed the works, Equans Switzerland designed and installed 10 electric-vehicle charging points, a new air-conditioning system, replacing the former equipment with high-energy-efficiency systems, and fully upgraded the building's lighting to LED technology.

4.6 tonnes of CO₂ avoided per year



France
Successful trial of a fully electric telescopic handler

On construction sites, heavy electric machinery is still not widely developed. During the construction of an RTE electrical substation in the Dunkirk area, Equans, in partnership with LOXAM, carried out a field trial of an 18-metre fully electric telescopic handler supplied by Manitou. The results proved highly successful: zero on-site emissions, a quieter worksite, fast charging, and data monitoring capabilities to optimise performance.

Supporting our customers in their energy transition

As experts in energy and services, our teams enable our customers throughout their decarbonisation trajectory, from auditing facilities to proposing solutions, installing equipment and maintenance.

Companies aware of the challenges ahead

The 2025 OpinionWay survey of industrial decision-makers in SMEs and mid-cap companies, conducted for Equans, reveals **that European industries are mobilised to decarbonise**, and highlights the need to streamline and better support their efforts. Among the obstacles identified were the complexity of the solutions proposed and the scale of the investment required.

94% of executives at European industrial SMEs and mid-cap companies believe that decarbonisation is both a necessity and achievable*.

Towards resilience: our tailor-made solutions

As a global partner, Equans offers technical and financial solutions to help our customers decarbonise their activities and reduce their resource consumption to achieve an increasingly resilient model **that is leaner, smarter, greener and more flexible**.

Our Carbon Shift offer: it simplifies the decarbonisation process by providing comprehensive support, managed by a single point of contact.



30 000
electric recharging points
6.5 GW
of solar energy capacity

installed worldwide
by Equans



*Opinion Way survey for Equans

Our decarbonisation solutions



Consume less and local

Optimising consumption: Building Management Systems, including weather data and occupancy rates

Performance contracts: commitment to energy and carbon performance

Electricity consumption: public lighting control offers and evolution towards LEDs

Energy recovery: reducing leaks and recovering waste heat



Consume efficient and flexible

Energy efficiency and renovation:

- Heating & cooling production plant efficiency improvements
- Grid renovation & network optimisation

Energy storage:

- Electrical energy storage
- High-temperature storage for industry

Seasonal storage: geothermal ATEs-BTES

E-mobility: electrical vehicle infrastructure, fleet & traffic management and smart signalling systems

Demand response (peak shaving)



Consume green

Electrification of processes: electric boilers, hydrogen

Photovoltaic panels for self-consumption and micro-grids

Railway electrification

Heat production: heat pumps, etc.

Use of natural refrigerants (NH₃ and CO₂)



Produce green and contribute

Renewable energy production:

- Solar farms, shading systems, photovoltaic roofing
- Solar thermal
- Geothermal technologies
- Generating electricity from waste

Cogeneration (thermal/electrical)

Nuclear facilities

Capturing and converting CO₂ into e-fuel or chemicals

Carbon contribution: Rejoneo



Switzerland
Deployment of photovoltaic systems on 80 buildings

Equans Switzerland is supporting BNP Paribas Asset Management in its sustainability strategy by leading the transformation of its real estate portfolio towards better energy performance. Our teams have advised, managed and supervised the integration of photovoltaic systems on 80 buildings, ensuring their technical compliance and energy performance. They have also deployed energy management and electric mobility infrastructures.

5,200 MWh per year of total energy production



Belgium
Decarbonising Ethias' property portfolio with Carbon Shift

Ethias has set itself a number of sustainable development targets, including taking action on its property portfolio to reduce energy consumption and carbon emissions. Carbon Shift carried out an audit to provide an overview. This structured approach enabled a comprehensive roadmap to be drawn up, including an assessment of energy performance, improvement measures and monitoring.

-20% energy consumption expected per year



Austria
First 100% energy self-sufficient sports complex

Equans, together with its partners Caverion and Sumetzberger, provided the heating, cooling and ventilation for Vienna's Sport Arena, which is supplied with 100% renewable energy. The site relies on the largest photovoltaic installation in Europe, supplemented by geothermal probes and heat recovery from the ventilation system to ensure its energy production.

243 tonnes of CO₂ avoided per year

Engaging our suppliers in decarbonisation

Most of the upstream scope 3 emissions in Equans' carbon footprint come from the procurement of goods and services. Reducing their environmental impact is a major priority: we are working with our suppliers to identify decarbonisation levers and have launched a dedicated programme, Procure for Climate.

Procure for Climate

1. Data collection

Collection of carbon data and commitments from our strategic suppliers. Questionnaire sent to 600 suppliers.

2. Supplier support

Launch of a programme with Carbon Shift to help our suppliers improve their carbon maturity. Organisation of CSR meetings with our main suppliers.

3. Supplier selection

Incorporating supplier performance and commitment into our tendering and contract awarding process.

2030 Target
40% of our
top 1,000
suppliers with
commitments
to reduce their
emissions

244

CSR meetings with our suppliers since 2023

2030 target
500



-14%

in Scope 3a CO₂ emissions since 2023 (measured by economic intensity per €m of value added, covering purchases and use of products sold)

2030 target
-52%

France
Extending the life of the products we buy

For greater safety, we are replacing ladders with light mobile access platforms (PALs). With our supplier TUBESCA, we now have repair and extended warranty clauses in place. In turn, we replace worn components as needed, thereby extending the product's lifespan.

Adaptation, a pathway to resilience

As climate hazards intensify, there is an urgent need to secure the resilience of essential activities. Ensuring business continuity, preserving the value and insurability of property assets, protecting the safety of users and managing legal risks: the needs of our customers in all sectors are multiplying. We are strengthening and structuring our solutions to offer even better support.

What we do for our customers



Risk detection

Installation diagnostics, detection of heatwaves, fire outbreaks and water stress



Protection

Protective measures for buildings and their refrigeration equipment, fire suppression systems, and raising critical equipment above flood level



Emergency situations

Ensure operational continuity of critical sites by delivering the necessary services such as energy and telecoms (batteries, generators, supervision platforms)



Reconstruction

Advice and support during the post-disaster reconstruction phase

Transforming our own infrastructure

Deployment of Axa Climate's Altitude tool in France to refine the assessment of our sites' vulnerability to climate risks, in order to prioritise upcoming operational implementations.

Adaptation of health and safety measures for our employees in the field, particularly during heatwaves.

33%

of companies have already experienced disruption due to exceptional weather conditions

Standard & Poor's 2024 study

ADAPTATION, A PATHWAY TO RESILIENCE



United Kingdom Assessment of climate-related physical risks

The Leeds Teaching Hospitals NHS Trust wanted to make its infrastructure weatherproof. Equans assessed exposure to climate risks, analysed site vulnerability, and estimated and costed the improvements needed to safely accommodate users. They now have a detailed view of the situation and a strategy for adapting to it: they can prioritise their actions.



France Detecting wildfires in under six minutes

For the Gard Fire and Rescue Service in France, Equans deployed NEMOSYS FIRE, an intelligent monitoring system based on a network of thermal cameras and high-resolution sensors. The solution provides unprecedented territorial coverage and can detect a fire outbreak in less than six minutes, even in the most remote areas. Beyond the physical infrastructure, the true innovation lies in the algorithmic processing of data. Thanks to real-time analysis and instant alert transmission, NEMOSYS FIRE strengthens prevention, accelerates operational decision-making and helps sustainably protect natural areas.



Netherlands A gigabattery project to ensure uninterrupted power supply

Operational since 2025, Equans delivered a 35 MW / 100 MWh battery energy storage system at ENGIE's Maxima power plant in Lelystad, one of the largest in the Netherlands. Combining gas generation, solar power and advanced storage, the project will enhance grid flexibility and security of supply even during peaks in consumption or power cuts.

100 MWh energy capacity

Promoting the circular economy

We integrate circular economy principles throughout the lifecycle of our projects, adapting our model to our planet's limited natural resources. In 2025, we defined our first circular economy roadmap, structured around three pillars.

Our circular economy roadmap



Design more circular solutions

Offering more compact designs and equipment, developing repair workshops rather than buying new parts.



Develop circularity in sourcing

Encouraging the use of recycled or bio-sourced materials and work with suppliers to identify them. Incorporating circular economy criteria into our purchasing processes.



Enhance recycling and reuse in our activities

Improving the recycling and reuse of materials on our sites and projects.

2030 Target

70%
of waste recovered in the form of energy or materials (excluding inert waste)

Performance 2025

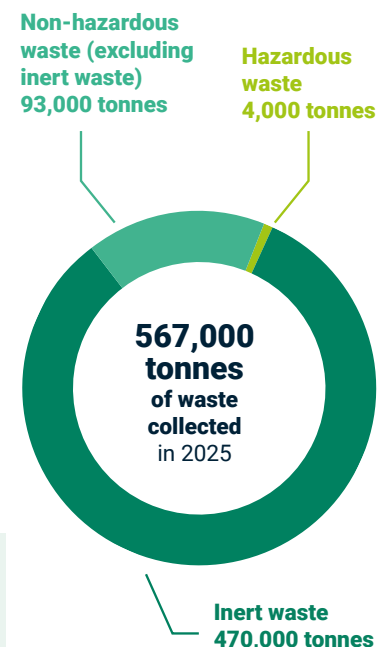
72%

Developing sustainable models alongside our partners

In 2025, Equans joined:

- the "Circular Industry" Coalition launched by the CEA* and Circul'R to promote circular economy solutions
- ESSEC Business School's Global Chair in the Circular Economy, where Equans contributes its expertise to academic knowledge.

328,000 m³
of water consumed at 1,439 sites



* Atomic Energy and Alternative Energies Commission

PROMOTING THE CIRCULAR ECONOMY



Europe Developing in-house recycling platforms

Operating in France and the UK, the "Re-Use Corner" internal re-use platform facilitates the exchange and re-use of unused equipment (materials, surplus, tools), whether new or second-hand, between Equans employees. In 2025, similar platforms were launched in Belgium and the Netherlands.

837 tonnes of CO₂
avoided thanks to Re-Use Corner



5,304 solar panels,
delivering a total installed capacity of 3 MWp

Netherlands 100% recyclable solar panels for Achmea's headquarters

For the headquarters of insurance company Achmea, Equans designed a solar carport fitted with innovative photovoltaic panels. Manufactured by Solarge using fibre-reinforced polymer materials, these panels are free from PFAS and antimony. Fully recyclable, they have a significantly lower carbon footprint than conventional panels—up to 80% lower during the manufacturing phase. They are also 50% lighter, making it possible to opt for a timber structure for the carport, further reducing its overall environmental impact.



France Equipping a building with refurbished solutions

For the Six Degrés project in Gentilly, France, SCOR Investment Partners entrusted Equans with a comprehensive scope of works, including electrical installations, fire safety systems, video surveillance, sanitary facilities and HVAC packages. The project enabled large-scale reuse initiatives, combined with the prefabrication of technical equipment, helping to reduce the carbon footprint, construction timelines and energy consumption.

100% of common-area sanitary facilities delivered through reuse



Switzerland Upcycling and inclusion of people with disabilities

As part of its corporate rebranding, Equans Switzerland in Chur gave a second life to its former communication banners. They were handled by people with disabilities working in a local workshop, who transformed the materials into bags and pouches. These upcycled products were then distributed to employees, clients and partners.

Preserving biodiversity

Biodiversity is an issue closely linked to the climate; it also determines the quality of soil, water, natural resources and the resilience of ecosystems. We work to preserve and restore biodiversity through our projects, deploying local actions adapted to the specific challenges of our activities.

Our approach

Identifying the most impactful activities and mobilising teams

- Analysing pressures and dependencies at Group level, with deeper focus on specific activities in France and the United Kingdom
- Rolling out internal awareness-raising initiatives, in particular the Biodiversity Fresco
- Providing employee support for and participation in the initiatives of biodiversity protection organisations (clean-up operations in natural environments, tree planting, etc.)

Our activities with the greatest potential impact on biodiversity



Energy infrastructure
(solar farms)



Procurement of biomass



Network infrastructure
(lighting, high-voltage lines, etc.)



Territorial planning



Green space management

Deploying best practice on pilot projects

- United Kingdom: new biodiversity strategy in 2026
- France: experiments carried out to protect flora and fauna, particularly on network infrastructure projects
- Traceability of our wood supplies to limit the impact on forest ecosystems

Capitalising on feedback

Using feedback from these pilot projects to systematically integrate the protection and restoration of biodiversity into our projects, giving priority to the activities that have the greatest impact.

Around
25%
of our business involves projects outside buildings

PRESERVING BIODIVERSITY



United Kingdom Protecting species while ensuring the continuity of projects

As part of an overhead power line project, Equans was involved from the pre-construction phase in order to integrate the site's environmental constraints, in particular the presence of a large tree identified as a risk factor. Bat experts, trained in rope access techniques, carried out the initial inspection and then a preliminary check on the day work took place. Equans' involvement ensured that the project was carried out in compliance with environmental standards and the safety requirements associated with pruning work carried out near live electrical infrastructure.



Colombia Reforestation of strategic ecosystems

Equans contributed to the reforestation of a strategic ecosystem vulnerable to climate change. With the Regional Environment Secretariat, 156 trees were planted in the Tibanica marshlands. Fertilisers, soil, seedlings and stakes were supplied by Equans, whose employees mobilised to carry out the planting.



Australia Solar farm and biodiversity conservation

As part of Neoen's environmental strategy on the Culcairn Solar Farm, Equans was engaged to deliver a number of conservation measures, some of which included designating 85.5 hectares as environmental protection zones; installing nesting boxes; relocating habitat features to areas exclusively dedicated to vegetation; managing riparian zones along watercourses; and outlining procedures for the recovery, rescue and relocation of wildlife.



France Public lighting reduces its impact on biodiversity

Demonstrating how innovation can support biodiversity, a pioneering project carried out in Avord, France, adapts public lighting to the natural environment. Teams from Ineo, an Equans subsidiary, installed 67 streetlights and configured smart systems combining automation and energy efficiency. Light intensity and colour vary according to the seasons — warmer tones in winter and cooler tones in summer— to respect wildlife rhythms. At night, lighting levels are reduced to save energy.

Social

Creating positive impact for our teams and communities

Listening to our employees to strengthen their commitment

Every year, we carry out an engagement survey among all our employees. This project, called ECHO, is part of the "Our Teams" strategic plan. All our colleagues have the opportunity to share their perceptions of the company, management, working conditions and their career. The feedback is shared with everyone and turned into action plans at country level.

OUR TEAMS Attract - Develop - Care

RESULTS OF THE ECHO 2025 SURVEY (43,000 respondents)



63%
participation
rate
(54% in 2024)



91%
say they are
proud
to be part
of Equans



87%
feel
committed
over the
long term



96%
feel they work
in a safe
environment



+22
Net Promoter
Score*
(up 18 points in 1 year)

**In 2025,
43,000 respondents
shared their
expectations:**

- Closer links with management
- More transparent and regular communication on projects and decisions
- Simplifying processes and modernising tools
- Greater visibility on career paths
- Greater individual and collective recognition

* Employer Net Promoter Score

Our absolute priority: health and safety

At Equans, the health and safety of our teams and anyone working on our premises or construction sites is an absolute must have. Health and safety are at the heart of our practices and embedded at the highest level of the organisation.

A year of contrasts

In 2025, our teams showed strong commitment to health and safety. These efforts have delivered tangible results in certain teams. Nevertheless, the number of very serious accidents has not fallen, and accidents at work (with and without lost time) have risen slightly. Our ambition remains unchanged, and we are stepping up our efforts to achieve zero serious accidents and a continuous reduction in our work-related accidents.

An ambition embedded at the highest level

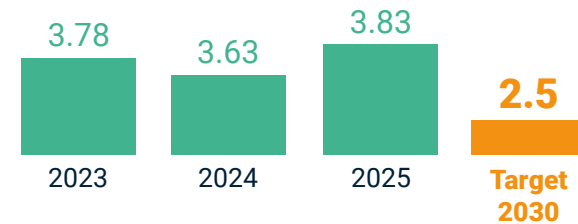
Since 2022, the Equans Safety Board, which includes members of the Executive Committee and occupational health and safety specialists from our various countries, has been defining prevention initiatives and monitoring their implementation within the Group.

Shared rules

- **12 golden rules and 5 drivers of progress** across our projects and profit centres.
- **A STOP card distributed** to all employees, reminding them that management empowers them to stop work if they are in danger.
- **Measures to protect against major risks** and in particular the risk of falling, with the wearing of chinstraps with helmets and the replacement of ladders with safer equipment.
- Regular reminders of **fundamental principles**: the right to stop work and the right to raise concerns.

We are also implementing **specific local prevention initiatives**, such as the annual Health and Safety Month.

Lost-time accident frequency rate



Safeguarding Equans employees: an ambitious vision

In 2025 we designed a holistic health strategy around 4 pillars to better protect our teams' health.

Under each pillar, both proactive and reactive actions are planned. They all have a single goal: to improve the health and well-being of our employees.



Feel good
Mental health



Be fit
Physical health

The 4 pillars of the Equans Health Strategy



Work smart
Practical and ergonomic workplace adaptation



Work clean
Reducing exposure to hazardous substances

Measuring and embedding the safety culture

To assess our level of maturity and target priority actions, we have set up a survey to measure how managers and their teams perceive safety-related issues. In 2025, two tools were deployed:

- **For all employees, the Health & Safety Culture Survey:** a 20-question anonymous questionnaire covering mental health, which positions each

entity on our Safety Culture Scale to identify one or two areas for improvement.

- **The Leadership Self-Assessment for all managers:** 25 questions and ideas for personal reflection on the 7 attributes of safety leadership, to help managers gain perspective, put these issues at the heart of their relationship with their teams and define short-term priorities.



Target

0
serious accidents across our entire workforce and subcontractors working on our sites

Developing skills to prepare for the future

Skills development drives team performance and fulfilment. In a sector that is constantly evolving, we invest in continuous training to enable everyone to progress and adapt to the new challenges of the energy, digital and industrial transitions.

Progress throughout your career

Our training offering combines different formats to meet the needs of all employees:

- **The Equans Academies:** bringing together our training centres and offering technical courses tailored to our trades: electrical engineering, heating, ventilation, air conditioning, fire safety, etc.
- **Equans Group Academy:** cross-functional programmes to support the development of our key talent (profit centre managers, engineers, project managers).
- **The Equans Learning Hub:** our e-learning platform accessible to all, with over 200 training modules and 900 in-house digital training courses.

- **Graduate Programmes:** designed for recent graduates, these programmes give them experience across several areas of expertise in the Group over a period of 12 to 24 months.

Encouraging knowledge-sharing and internal mobility

Equans' Expertise department runs professional communities offering content, webinars and specialist advice. Mentoring is also developing thanks to programmes such as Télémaque in France and PushFar in the UK. And, since 2025, the BOOST digital platform has enabled all employees to access career opportunities within the Bouygues Group in the following countries: Australia, Canada, France, New Zealand, United Kingdom and Switzerland.

3,720
apprentices and work-study students, i.e. 5% of the permanent workforce

87%
of employees trained in 2025

1.7 million
hours of training (+70% vs 2024)



Compagnons des Énergies: a growing network of experts

Created in 2023 in France and extended to Switzerland and Belgium in 2025, the Ordre des Compagnons des Énergies brings together around 420 people within Equans. Electrical, thermal and digital engineers and technicians – these skilled workers are recognised for their professional expertise. Esteemed by their peers, managers, senior leadership and the entire Bouygues Group, the Compagnons embody the values of knowledge-sharing, solidarity, respect and professionalism.



The Ordre des Compagnons is a group of people recognised for their values.

I like the idea that work isn't just about completing a task. As well as a job well done, you want to learn from others and pass on what you know. Being a Compagnon means being aware that you don't just build structures. We also 'build' people, and they go on to shape the technologies, not the other way round.

Jean-Claude Kytouca, electrician and project manager, Compagnon des Énergies

350
members in France

45
in Belgium

27
in Switzerland

The *Compagnons* are also involved in health and safety: they promote preventive measures and test and evaluate innovations in safety and ergonomics.

Giving everyone the same opportunities

We are committed to providing fair and equal opportunities for all. This commitment is embodied in a corporate culture based on respect, diversity and inclusion, enshrined in the "Our Teams" plan and deployed at every level of the company.

Our Gender+ plan to promote gender equality



Making technical and scientific careers more attractive
(Break The Code campaign, school partnerships, etc.)



Supporting career paths
(people reviews, mentoring involving members of the Executive Committee, leadership and retraining programmes dedicated to female talent, etc.)



Creating an inclusive culture
(analysing pay gaps, training for managers, employee networks dedicated to promoting gender equality)

10,000

managers trained in diversity, equity and inclusion in 2025, representing 48% of this population

2,500

employees active in ERGs*, including 1,600 in gender equality ERGs

* Employee Resource Group

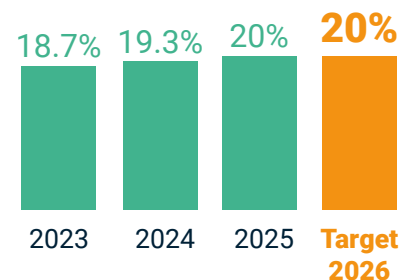
Leveraging the experience of senior employees

20% of our employees are over 55. At local level, entities take into account the physical demands of the work, particularly for site workers. We also ensure that their technical skills are passed on to younger generations, in particular through the *Compagnons des Énergies* and mentoring schemes.

Ensuring the inclusion of people with disabilities

Adapted facilities, awareness training for all employees: we guarantee a working environment accessible to all and encourage our business units to take steps to recruit people with disabilities and keep them in employment.

Percentage of female managers



In 2025, a year ahead of schedule, we reached our target of 20% female managers.



GIVING EVERYONE THE SAME OPPORTUNITIES



France

Long-term inclusion of our employees with disabilities

We support our employees with disabilities to help them integrate and remain in their jobs, and we raise awareness among our teams to change attitudes and adopt best practice in terms of inclusion: training courses on the realities of disability for managers and HR teams, webinars and e-learning accessible to all employees. Each year we also organise an awareness-raising month focusing on a number of themes, such as sensory, psychosocial and physical disabilities.

200 awareness-raising campaigns across France

6.03% employment rate of workers with disabilities in France in 2025



Global

Break The Code: raising awareness of the impact of algorithmic bias on young women's career choices

Launched in 2025, this campaign aims to raise public awareness of the impact of algorithmic biases which, by reproducing pre-existing societal prejudices, contribute to the low numbers of women in technical and scientific fields. In 2025, the campaign reached 120 female secondary school students in France, raised awareness among Equans employees through information workshops, and shared dozens of pieces of diversity and inclusion content on our social media channels.

More than 400 Equans ambassadors shared Break The Code content on social media channels, reaching around 200,000 people worldwide



United Kingdom and Ireland

Catalyst programme: creating the right conditions for all our people to succeed

An initiative dedicated to leadership and career advancement, the Catalyst programme supports employees from ethnically diverse backgrounds in management positions. The programme offers targeted support, development pathways and career progression opportunities. 20% of the employees who took part were promoted, demonstrating the positive impact of the programme on both accelerating career progression and broadening representation on management teams.

18 programme participants in 2025, 49 since launch

Generating a positive impact in communities

In the many countries where we operate, our teams are committed to the economic and social development of local communities. And since 2024, the Equans Foundation has been working to combat energy poverty and promote access to energy-related professions for the long-term unemployed.



United Kingdom

A Community Fund to support employee engagement

Through the Fund, Equans UK employees can apply for financial contributions to support charities or local organisations that they believe will have a positive impact on local communities, and whose missions are aligned with Equans' social commitment.

124 applications approved
with a value of approximately £90,000



Latin America

Actions that improve children's lives

Equans Peru, winner of the "Gota de Oro" award, works with three schools catering for 1,800 pupils, providing them with a 4,500-litre water tank and 200 school supply kits. Equans Chile is committed to the Damas de Café Foundation, which supports children with cancer. In 2025, 335 kg of plastic bottle caps were collected for the Foundation's collection programme.

100 gifts given
to children in hospital and 150 food parcels for their families

Equans Foundation: promoting inclusion and solidarity

Each year, the Foundation invites employees to submit projects with a strong local impact, or to support project leaders and learners on our training programmes.

In 2025, the Equans Foundation supported 18 projects with financial, human or technical resources.



Energy solutions

Projects to provide essential energy systems for heating, cooking and food preservation, and to improve the long-term comfort of vulnerable groups.



Support for training

Helping the long-term unemployed to find jobs in the energy, services and digital sectors, by funding training centres.

3 types of support

Financial support

for projects and training

Support in kind

in the form of skills-based volunteering

Volunteering through employee

community engagement

Lazare

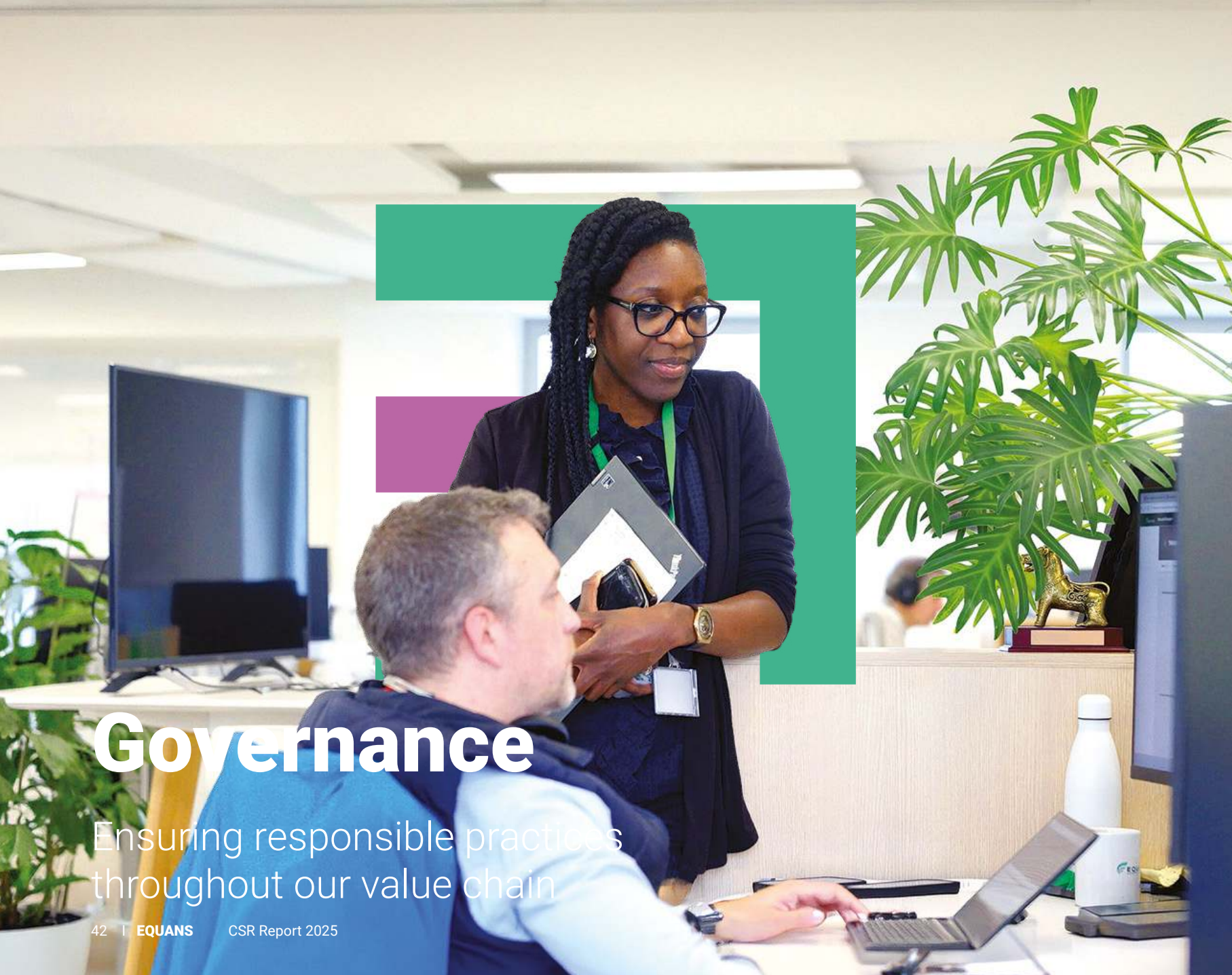
Developing co-living arrangements between people who have experienced homelessness and young professionals



France

A solidarity project for the Lazare organisation

This organisation offers co-living arrangements between people who have experienced homelessness and young professionals. The Foundation helped finance the renovation of the new Lazare home in Toulouse, which can accommodate 20 people. Compagnons from the Ordre des Énergies also volunteered to carry out the electrical connection.



Governance

Ensuring responsible practices throughout our value chain



Clear governance to support CSR performance

Our CSR strategy is underpinned by structured governance, involving the Group's Executive management and key functions. This ensures regular steering, consistent deployment across countries and rigorous monitoring of commitments and performance.

Our CSR governance

Ethics & CSR Committee of the Board of Directors (strategic steering)

- Chaired by Bouygues SA
- 2 meetings per year
- Monitoring CSR, ethics and corporate philanthropy

Executive Committee (operational integration)

- Monthly monitoring of CSR issues
- Involvement of CSR, Procurement, Finance, HR and Ethics departments
- Strategic decisions and trade offs

Group CSR Committee (deployment & performance)

- Country coordination
- Monitoring indicators and targets
- Implementation of the CSRD

Networks of CSR contributors (on-the-ground contacts)

- Led by the CSR Departments
- Adapting and disseminating the strategy at local level
- Feedback on initiatives and data on the ground

Engaging our employees in our CSR strategy

- **Senior management remuneration** includes CSR performance criteria (carbon, safety, ethics).
- Our national entities carry out **training and awareness-raising activities**: environmental quarter-hours, fresks, events, and "Our Planet in Action" engagement month.
- The 1,150 members of our **Ambassadors network** promote our people, our expertise and our company, both internally and externally.
- In the UK, the internal **Green Network** unites Equans UK teams around climate action, decarbonisation and environmental innovation.

Strengthening responsible procurement worldwide

Equans applies a rigorous duty of vigilance approach: Procure with Trust. It has two aims: to prevent the social, environmental and ethical risks associated with procurement and to ensure responsible supplier relations.



35%
of our suppliers under framework contracts assessed by EcoVadis

2030 Target
95%

7
social audits completed in 2025

2026 Target
20

Eight guidelines for our buyers

- 1 Include**
the supplier and subcontractor CSR charter in contracts.
- 2 Assess**
the environmental and social performance of third parties (suppliers and subcontractors) through EcoVadis.
- 3 Take**
appropriate corrective action based on the results of the assessment (e.g. additional clauses in contracts, audit).
- 4 Include**
evaluation criteria based on the CSR performance of their suppliers in the tendering process.
- 5 Include**
environmental criteria in the selection of products and product lines.
- 6 Consult,**
wherever possible, companies from the sheltered and supported employment sector in tender processes.
- 7 Strictly comply**
with the principles set out in the Equans ethics booklet (competition, corruption, and human rights).
- 8 Comply**
with local regulations on payment practices, particularly with regard to payment terms.

Zero tolerance on ethical misconduct

Ethics are essential: they provide a framework for every decision we make and every action we take, at every level of the organisation. We apply a zero tolerance policy to any breach of our principles. And we expect the same commitment from our employees and stakeholders.

Clearly established governance

It is structured around:

- **The Ethics, CSR and Corporate Philanthropy Committee.** Reporting to the Board of Directors, it ensures that ethical rules are properly applied by our leaders and employees.
- **The network of Ethics Officers and Data Privacy Managers.** With members in every country, it gives everyone a clear understanding of the ethical issues, provides training and answers questions from teams.

All trained, all aware

Every Equans employee follows the mandatory ethics training course and is expected to comply with the rules. For the highest-risk functions, such as Procurement and Finance, in-depth modules are provided.

New policies developed in 2025

These policies strengthen our systems, particularly in the areas of human rights, internal investigations and anti-corruption accounting controls.

Every employee can raise a concern

Equans provides employees and third parties with a secure whistleblowing platform.

Anyone can report a situation that does not comply with the ethical principles or laws in force, anonymously if they so wish. The confidentiality of the information, the identity of the whistleblower and the persons concerned are strictly guaranteed.

equans.besignal.com

100%

of high-risk managers have made a formal commitment to promote ethical principles among their teams

328

alerts received on the BeSignal platform in 2025

High-voltage line at Rittershausen, Germany.

This document is a voluntary publication. The Equans Group carries out reporting for the purposes of the Bouygues Group's sustainability report, drawn up in accordance with European Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) requirements. This information has been certified by the Bouygues Group's statutory auditors.



49-51, rue Louis-Blanc – 92400 Courbevoie – France
contact-media@equans.com
www.equans.com
linkedin.com/company/equans

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