2022

Sustainability Report

Making a difference

SYSTRA

Summary

Take action

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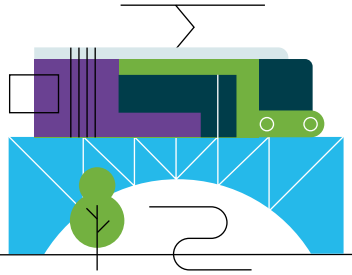
– to protect the environment



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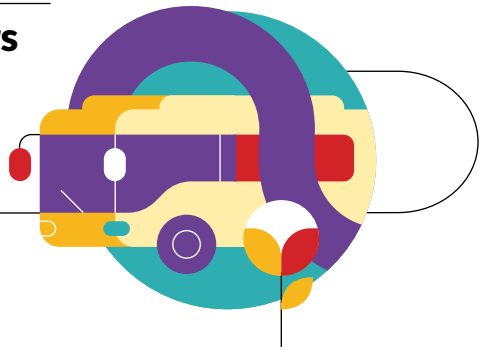

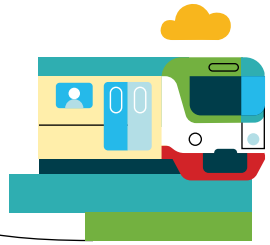

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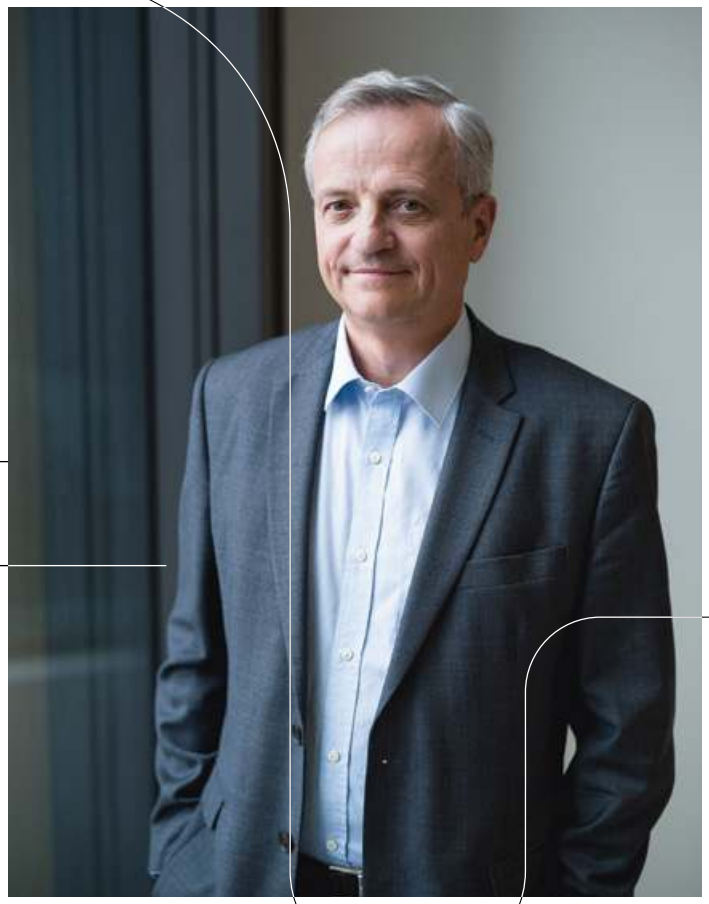
CEO's message

Pierre Verzat



> More than a strategic intent, it is a way to place these issues at the very heart of what we do.

"2022 was marked by increased tensions across-the-board – everything from climate events and energy battles to rising geopolitical unease. As a result, sustainability has become a central concern for all our stakeholders, and they now expect sustainability. At SYSTRA, we have long been absolutely certain that – as a public transport engineering company – sustainability is what we are all about. This summer, we took a step further by making the Group's operations responsible for sustainability. More than a strategic intent, it is a way to place these issues at the very heart of what we do. Since what is important is not talking about it… but taking action.

For SYSTRA, being useful for people and benefitting the regions in which they live is a key component driving our commitment. We use our knowledge of transport systems and our expertise in sustainable development to help our clients reduce their impact on resources and biodiversity, while factoring in the social acceptability of our projects. In 2022, we continued with the transformation already underway to make our company even more energy efficient and inclusive. Among the many initiatives undertaken this year, I am particularly proud of our Climate Trajectory, which we have launched as a way of measuring the environmental impact of our projects and the carbon emissions generated by our sites. Another major breakthrough is our Group's Diversity, Equity and Inclusion Charter. This will form the basis for our forthcoming initiatives in this area.

We can and must do more. Our teams around the world are mobilising every day and striving to achieve our goals. They continue to work on behalf of our users, our stakeholders and the planet."

Pierre Verzat
Chief Executive Officer,
Chairman of the Executive Board

Sharing views between

Christelle Chichignoud

Sustainability Director

Jean-Charles Vollery

Chief Operating Officer

Our sustainable development initiatives intensified throughout 2022. Now overseen by the Group's Operations, sustainability is both inextricably intertwined with the Group's growth and is a guarantee of performance. To achieve its aims, SYSTRA helps its clients to reduce the impact of their projects, and also takes action to reduce its own impact through dedicated tools and solutions. We take a look back at an exciting year with Christelle Chichignoud, Sustainability Director, and Jean-Charles Vollery, Chief Operating Officer.

Sustainability, at SYSTRA, is more than just a word: it has become the very basis of our day-to-day operations. How did this change take place in 2022?

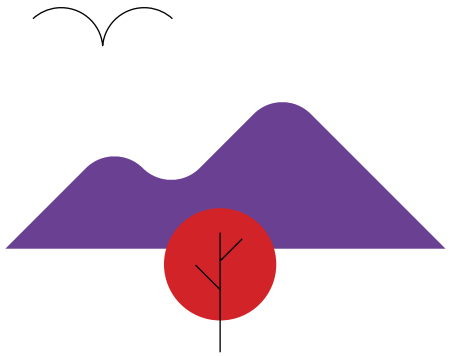
J.-C.V. We have established sustainability as a key component of the Group's operations. It is inextricably intertwined with the company's growth and is overseen by the Group's Operations. We have now adopted a proactive approach. Markets are changing, and so are our clients' expectations. And all against a backdrop of accelerated climate change. This is indeed a challenge, but we also see it as an opportunity for the Group. We have everything we need to make a difference by helping our clients make their own transitions: we have unique technical skills, we enjoy the trust of our partners, we develop innovative solutions… and we have committed teams. It will be the cornerstone of our future growth, and of our profitability. Our collective transformation is underway.

This strategic aim requires a fully-fledged cultural transformation. What are its markers?

C.C. We have reached a milestone with the transformation already underway. What has changed is that these considerations – sustainable design and construction, energy transition, resilient infrastructure, environmental footprint – are increasingly embedded in our corporate culture. The cultural transformation is underway at Group level – which is essential – and with coordinators and local initiatives, especially in relation to its operational aspects. This means we can take action as close as possible to our sites and projects to protect the environment, support communities and play a part in the energy transition for mobility. This year, we have placed the emphasis on the environment. It is a conscious choice: we are mindful of the impacts that our transport and mobility activities can have, and we are looking to maximise positive externalities.

> Sustainability at SYSTRA is no longer just an ambition: it has become a reality. And we have the resources and solutions to have a positive impact on the projects we implement.

Christelle Chichignoud
Sustainability Director



How are the Group's activities supporting this acceleration?

J.-C.V. Christelle put it very well: our strength lies in being able to take concrete action. In terms of carbon emissions, energy efficiency and resource management, our key levers are energy transition and sustainable design. Sustainable development and construction is about finding the most optimised solution and offering it to our clients. To do this, we use the expertise we have acquired in transport projects over 65 years. We encourage our project managers to include additional sustainable design services, even if this was not originally part of the bids. Our knowledge of the regions we serve and the regulations and technical solutions applicable depending on the nature of the projects mean that we can draw on innovative tools and put forward the best solution for each one.

How did SYSTRA start measuring and optimising its impact in 2022?

C.C. Our Climate Trajectory has a dual basis. The first is our engineering expertise. This enables us to work on reducing carbon emissions and effectively manage resources and impacts associated with climate change – all in agreement with our clients. Our Sustainable Design and Construction Framework, which looks for levers of action and indicators in order to measure our efforts, was born of this desire. This is the result of a team effort with networks of experts from various specialist areas. It has been tested and shared, and incorporates methodological components from other international frameworks, adapted for use with our infrastructure projects. It enables our technical teams to identify and track indicators for measuring the impact of our projects. For our clients, it is an evidence-based demonstration that sustainable design and construction adds value to their project, in terms of materials, resources or biodiversity management. In 2023, we will apply this Framework to a selection of projects and continue to deploy it. The second lever for action is the carbon assessments of our various sites, undertaken in the ten countries where most of our staff are concentrated. For these assessments, we have collected real data, taking specific local features into account. In 2023, we will extend the scope of the exercise, and each country will put forward its own targeted action plan. That way, a Climate Trajectory can be consolidated at Group level.

2022 also ended with a major breakthrough: a Diversity, Equity and Inclusion Charter was signed.

C.C. This Charter was eagerly awaited by our teams, who are very committed to these issues. Our first challenge was to identify a common set of values that make sense across the company in the same way, and which serve as a frame of reference for implementing initiatives to suit local contexts. This Charter is a starting point: there is still much work to be done on development and rollout. We are going to put in place a new diversity and inclusion governance system, and then organise dissemination and operations. What makes this document so symbolic of our corporate culture is that it is the result of people from several different areas of expertise in many different countries all mobilising and working together. We are proud of this achievement.

J.-C.V. People count above all else. Faced with the challenge posed by energy transition, we believe in the power of collective intelligence. Corporate culture also means pushing forwards and making progress individually and collectively, in pursuit of a common goal. It strengthens our ability to encourage everyone, current and future talent, to develop their potential. We all have a role to play.

> Faced with the challenge posed by energy transition, we believe in the power of collective intelligence.

Jean-Charles Vollery
Chief Operating Officer

Take action
– to protect the environment

By putting sustainability at the heart of all that we do, and by deploying our expertise in sustainable design and construction as well as in energy transition, we are helping to reduce our clients' environmental impact, limit resource consumption and improve the resilience of infrastructure. To make a difference, we are also developing our Climate Trajectory, through our projects and operations, and at our sites around the world.

Provide services to accelerate energy transition and energy efficiency

SYSTRA is bolstering its offering to drive energy transition for its clients. Against a backdrop of tensions on the energy and raw materials markets, setting our sights on energy efficiency means that we can find new solutions and is evidence of our desire to help create a more responsible economy. With our expertise in transport systems, our knowledge of regional issues and our simulation tools, we are able to test and optimise energy transition scenarios.

Support the conversion

The transport sector is responsible for one fifth of global emissions. To help people make the transition to less-polluting forms of mobility, the Group helps its clients convert their train lines or bus routes from diesel to electric or other alternative forms of energy. And it creates master plans for installing public electric charging stations. We also develop in-house digital solutions to drive the sustainable design of each project.

Driving and optimising sustainable design

We have developed Carbontracker, which measures the carbon impact of design-phase decisions across the entire asset lifecycle in real time, at transport infrastructure scale. This tool uses a carbon database which is compatible with BIM technology and adapts to the data of each project. In 2022, we started using it with metro projects in France and abroad. The result is that we can now use our digital models and automatically determine the carbon impacts of the infrastructure built. We have also implemented it on highway and rail projects: we can now assess their contribution to the reduction targets that our clients have set themselves. The tool can also be used to compare the carbon and financial optimisations achieved by reducing the quantities of materials used.

With eBRT2030, SYSTRA is boosting bus electromobility in Europe

SYSTRA is contributing to the European project eBRT2030 (Bus Rapid Transit), the aim of which is to reduce emissions and congestion, and move towards sustainable zero-emission forms of transport. Within the international association of public transport UITP-led cluster, we will help demonstrate the utility of a new generation of high service level electric bus systems and provide cost-effective automation and connectivity solutions. This project, funded by the European Commission and involving more than 45 partners, will shape the future of electromobility across the European public transport sector.

Infraday: optimising investments for less polluting infrastructure

US: at the 3rd Infraday – a show all about infrastructure –, Frédéric Bana, Chief Operating Officer in the US, hosted a roundtable discussion on optimising infrastructure investments to achieve net-zero targets.

Ibrahim Fazah
Director of production and growth for the Australia and New Zealand markets

"In New Zealand, about 80% of energy produced is green. The rail network however, which is mainly used for freight, is not very electrified. SYSTRA is therefore helping transport authority Kiwi Rail with its long-term energy transition. This involves a project to investigate options for electrifying four railway lines, and effecting the transition to hydrogen. The expertise of the other Group entities is a major asset, as is our detailed knowledge of the country's topography and specific technical constraints to which it is subject. As is the case in Australia, energy transition is underway, and it's happening very fast. We are pleased to give everything we've got to helping to make it happen."

Innovating for energy transition

To help improve the sustainability of infrastructure and fleets, we are drawing on our capacity for innovation to develop digital and technical solutions. We enable our clients to better manage their energy performance and influence the carbon impact of projects through their design, while factoring in the costs and operational constraints of their implementation and operation.

Digital tools to optimise operation

In Canada, SYSTRA has developed TESS, a decision-support simulator for planning and optimising the electrification of urban transit fleets. By modelling and simulating real-world operating scenarios, and taking into account the operational constraints of depots, it can be used to define an optimal operating strategy, reduce electric power peaks by 60% and optimise energy consumption.

Low-carbon technical solutions

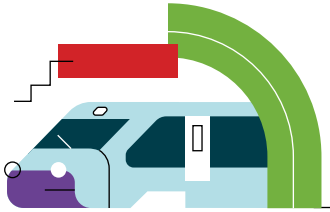
Railway line regeneration or construction projects require significant investment from transport authorities and infrastructure managers. To support them, SYSTRA has developed Slab Track, a new generation of patented tracks on slabs. Slab Track is made in France and is the only system of its kind in the world. Easy to lay, it is produced on an entirely prefabricated low carbon reinforced concrete structure and has a very low environmental impact. Its carbon balance is 31% lower than the lifecycle of a traditional ballasted track and the low-carbon concrete parts are designed to last a minimum of 50 years.

Youcef Alloui
Project Manager, France

"Slab Track's terms of reference were bold: develop a disruptive slab track concept, fully prefabricated, interchangeable and incorporating a track geometry correction system, and all this while taking into consideration the environmental challenges which we are facing. For equivalent production costs and service life, this patented concept results in a very significant reduction in subsequent maintenance costs. It represents a real alternative to traditional track ballast replacement operations."

Vincent Berducou
Director of Urban Systems Operation and Maintenance, Canada

"TESS is the result of innovative collaborations with several engineering, software development and public transport organisations, as well as research centres. The innovation lies in making users self-sufficient, and in making detailed, precise and powerful simulations possible."



Put sustainable design and construction at the core of our projects

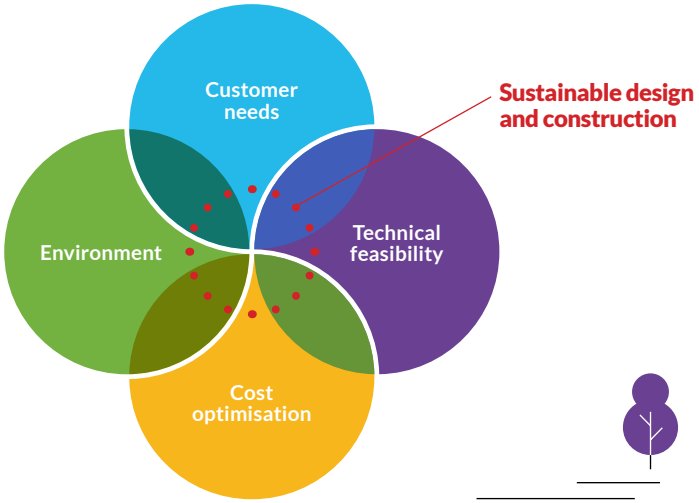
Our projects must take into account an increasing number of complex and interrelated factors, extreme weather conditions and resource scarcity. By enabling infrastructure performance, safety and resilience to be reconciled, sustainable design and construction is a key driver. Mobilising and sharing our expertise to speed up its implementation in each of our projects is a key component of SYSTRA's Climate Trajectory.

Transversality and collaboration

Sustainable design and construction is something which sets us apart from the rest. This approach requires decompartmentalising specialities, transforming collaborative work and adapting our organisational structure. Our teams have thus developed a framework that is adapted to all our infrastructure projects. It offers an integrated approach to sustainable construction, and extends to all of a project's phases and components – civil engineering, systems, architects, environmentalists, management, etc.

A Sustainable Design and Construction Framework

This Framework offers a per-theme integrated approach: use resources effectively, mitigate and adapt to climate change, protect the natural environment and improve quality of life. In particular, it enables project teams to better reconcile project profitability and sustainability during the infrastructure design and construction phases, and offer improved performance objectives that exceed regulatory requirements. Specific per-theme indicators make it possible to monitor and enhance the sustainable design and construction approach in projects.



Canada: sustainable design and construction serving decarbonisation

SYSTRA took part in the Quebec Transport Association (AQTr) symposium on decarbonising the railway sector as a way of helping to get to net zero globally by 2050. The opportunity to share our expertise with other mobility stakeholders around a key theme: "Sustainable design and construction in infrastructure projects: a challenge for the evolution of engineering as a profession."

Davide Clauser
Head of Infrastructure, Italy

"Sustainability has become central to the development of infrastructure projects. The Sustainable Design and Construction Framework is a fundamental tool for guiding technicians towards a common vision and a concrete approach to the challenges posed by sustainable development and climate change. It also meets the regulatory requests of the Italian market, which makes it a necessary tool to meet the expectations of our various clients."

Vincent Duguay
Director of Urban Projects, France

"Awarded by the professional associations Bétocib and CIMbéton, the Trophée Béton Pro 2022 award recognises the way in which concrete has been used in four stations on Paris metro Line 14, as well as how infrastructure has been simplified and structures have been optimised. One of the strengths of its sustainable design and construction is the way in which hollow slabs or studs have been used to support pedestrian traffic infrastructure. This award recognises our efforts and demonstrates our ability to deploy sustainable design and construction solutions in our projects."

Sofia Fotiadou
Group Sustainable Design and Construction Manager

"The Sustainable Design and Construction Framework streamlines all efforts across the Group to improve project performance on environmental sustainability and human well-being. It provides a common methodology, as well as tracking criteria and indicators, so as to address major challenges linked to resource use, climate change, the natural environment, and quality of life for users and local residents of the infrastructure we create."

Design robust and sustainable infrastructure

The year's extreme weather events around the world have increased the need to design resilient projects that are adapted to current and, above all, future weather conditions – when the infrastructure is brought into service. The sustainability and operationality of transport infrastructure are essential for maintaining access to services and for the movement of goods and people. We therefore seek to design projects that contribute to human well-being in the long term, while taking into account the challenges of managing resources and water, as well as protecting the planet's biodiversity.

Reduced footprint technical solutions

We also seek to minimise the negative impact of our projects, such as the Mumbai Coastal Road project in India, for which SYSTRA has chosen to design the foundations using monopile technology. This unique large-diameter pile reduces construction time and the footprint of the project on the seabed and marine ecosystems.

Reducing exposure to risks

To improve resilience and reduce the exposure of infrastructure to natural risks, we have developed special processes and tools. This year, we have independently monitored, reviewed and certified the design files for the maritime connection between Malé and Thilafushi in the Maldives, a 25-metre wide road comprising a two-lane pavement, a footpath and a utility corridor. Because the bridge is exposed to harsh marine conditions, including tsunami risks, specific construction methods have been implemented.

Cristina Bicalho-Bizet
Head of Hydrogeology Studies, France

"In Europe, the climate crisis has exacerbated the fragility of water resources to an alarming degree. Transport infrastructure project owners need to apply the principles of resource non-deterioration and, if possible, improve the situation of water bodies. In this area, SYSTRA has bolstered its expertise to better support its clients in integrated and resilient urban planning."

With MINERVE, SYSTRA is contributing to the development of innovative digital methods

Designing digital infrastructure modelling tools and processes enables more reliable and efficient railway construction and operation. SYSTRA, together with IREX[1] and other companies operating in France's railway sector, is participating in MINERVE, a national project, the aim of which is to develop new modelling methods for reducing the impacts of railway infrastructure on the environment, adapting railway infrastructure to the effects of climate change and better meeting the needs of decarbonised forms of mobility.

(1) Institut pour la recherche appliquée et l'expérimentation en génie civil (Institute for applied research and experimentation in civil engineering).

Ana Togridou
Ecology Senior Design Manager, United Kingdom and Ireland

"Biodiversity is an essential element of the solution to climate change. In the United Kingdom, we work with universities, professional institutions and conservation organisations to develop cost-effective, practical and innovative solutions and encourage our clients to protect biodiversity."

Limit the environmental impact of our sites throughout the world

To help achieve net zero by 2050, SYSTRA is committed to the development of a Climate Trajectory aligned with the Paris Agreement. 2022 was a major milestone in creating an ambitious and pragmatic climate strategy for the entire Group. Among the flagship initiatives, we increased the numbers of countries involved in measuring and optimising carbon emissions and are now undertaking a consolidated carbon assessment at Group level. To coordinate and strengthen our efforts, coordinators have been appointed in each country.

Consolidating the measurement of our carbon footprint

To produce our Group carbon report, we use the international carbon accounting standard (GHG Protocol), which covers direct and indirect emissions associated with our sites. Indicators include energy consumption, IT assets, business travel, building energy performance and the use of digital technologies. In 2022, to identify ways to make mobility more sustainable, each country involved conducted a survey of its employees' commuting habits. Together with our partner, we have also deployed the Traace platform, which allows us to take into account the emission factors specific to each country and the local characteristics of our entities, and to make monitoring autonomous. This tool facilitates the collection of data, the measurement of emissions and the monitoring of action plans.

Digital footprint: measure, reduce, consider

For the second year, the IT Services Department has bolstered and consolidated the way in which digital usage and electronic equipment are monitored across SYSTRA. To better understand the carbon impact of our digitalised activities, we use Lecko Analytics, which converts our employees' activities into greenhouse gas emissions. The aim: measure the dynamic evolution, adopt a common approach to all IT tools, and better involve our teams in adopting more sustainable digital practices.

Edwige Vieille
Director of Security, Methods and Services, France

"At our main sites in France, we have introduced reusable cups, and are collecting and recycling our helmets and worksite clothing across the whole region. Our paper use fell by 23% in 2022. We are currently assessing our water and electricity consumption, taking into account the technical constraints of our buildings and the equipment we can modernise. In 2022, we also launched a series of monthly eco-gesture cards intended for all our employees."

Abdallah Ghrab
Head of General Services, Saudi Arabia

"We are measuring the carbon footprint of our teams in Saudi Arabia for the first time. We're thinking about what we can do to reduce our emissions and adopt more virtuous behaviours, such as eliminating single-use plastic or introducing carpooling. Installing our office in a new energy-saving building will also help us achieve our carbon footprint reduction targets."

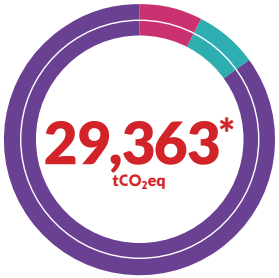
Simone de Bergh
Landscape architect, Sweden

"By conducting an annual carbon assessment, we want to raise awareness and motivate our colleagues to make improvements, not only in their projects, but also in their daily business. Every action counts. With collective efforts, we continue to reduce our footprint so that we achieve Sweden's climate neutrality target by 2045."

3.3 tCO_2eq
ON AVERAGE PER EMPLOYEE

1,647 tCO_2eq
DIGITAL FOOTPRINT, I.E.:
- 1,500 tCO_2eq FOR EQUIPMENT COMPUTERS, SCREENS, TELEPHONES, PRINTERS...
- 147 tCO_2eq FOR USES (E-MAIL, ONEDRIVE, SHAREPOINT)

Breakdown of GHG emissions by scope



7.3% Scope 1 (direct emissions particularly fuel consumption of SYSTRA vehicles): 2,139 tCO_2eq

7.7% Scope 2 (indirect emissions associated with energy): 2,262 tCO_2eq

85% Scope 3 (indirect emissions): 24,962 tCO_2eq

tCO_2eq: equivalent tonnes of CO_2.
* With the exception of our clients' carbon emissions generated by projects that we implement.

Breakdown of GHG emissions by category

43.9% Purchased goods and services: 12,876 tCO_2eq

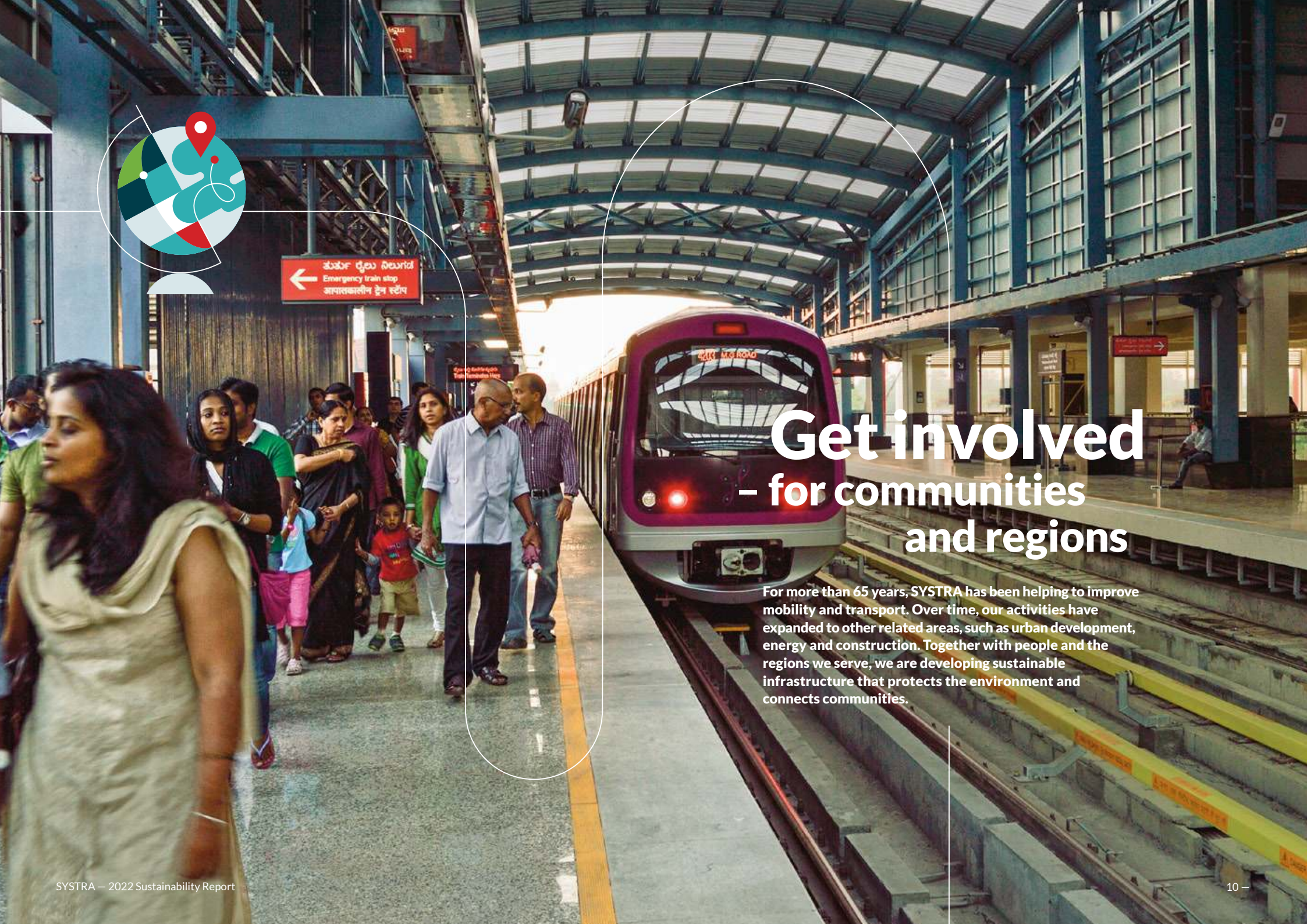
32.5% Business travel and commuting: 9,552 tCO_2eq

12.8% Building energy: 3,757 tCO_2eq

8.7% Asset purchasing: 2,549 tCO_2eq

1.6% Waste: 477 tCO_2eq

0.5% Other indirect emissions: 152 tCO_2eq



Get involved – for communities and regions

For more than 65 years, SYSTRA has been helping to improve mobility and transport. Over time, our activities have expanded to other related areas, such as urban development, energy and construction. Together with people and the regions we serve, we are developing sustainable infrastructure that protects the environment and connects communities.

Develop the appeal and influence of regions

Our aim is to help increase the influence of regions, both in countries with infrastructure that needs to be maintained or developed, and in those regions that need to put such infrastructure in place. To do this, we seek to reconcile our operational objectives with the societal and environmental acceptability of each project. Our knowledge of the regions in which we operate and cooperation are our key assets in addressing this challenge.

Facilitating mobility

By designing transport systems and infrastructure, we enable cities to embark on a sustainable form of urbanisation, to better link up their public services and business areas, and to boost their tourism sectors. In India, for example, we have helped facilitate mobility in four cities through their metro projects. In Ahmedabad this year, we inaugurated phase 1 of the metro. In Pune, we have, over four years, helped create a 12-kilometre network and ten stations. In Kanpur, we have built a U-shaped viaduct to lay the first section of the metro line that will transform the daily lives of its 3 million residents. In Nagpur, we have been involved in the metro project, which will use renewable energy sources to meet 60% of its energy requirements. The project also includes a rainwater recovery system at each station, which will contribute to the country's efforts to provide access to water for people in the city.

Bangladesh: an eagerly awaited overhead line

After India and Pakistan, Bangladesh is the third country in South Asia to have a metro system. Our teams helped bring the first line into service, which was eagerly awaited by the people of Dhaka, one of the most congested capital cities in the world. Opened in December 2022, this overhead line is powered by a continuous 1,500-volt catenary, which required pylons to support it, integrated into the viaduct infrastructure.

Raghunandan Chappalli
Vice President of Operations, India

"We are working with our clients on alternative solutions, such as the use of alternative energy sources like the installation of solar panels for metro stations. We advise cities on more sustainable transport options for alternative transit such as cable cars, Metro Neo, Metrolite, etc. Our projects also aim to improve first- and last-mile connectivity, encourage e-mobility, and rationalise city bus routes. Finally, we are in the process of preparing a climate change mitigation strategy for urban transport."

Belal Deiranieh
Managing Director, Saudi Arabia

"At the heart of the Saudi government's Vision 2030 plan, which aims to develop the country's cultural and tourist offering, the AlUla tram project is part of an overall plan to enhance the area's architectural, historical and archaeological heritage. Therefore we are going to design a tram system that offers passengers a unique and immersive experience, while taking into account the environmental and low-carbon goals."

Facilitate access to essential services

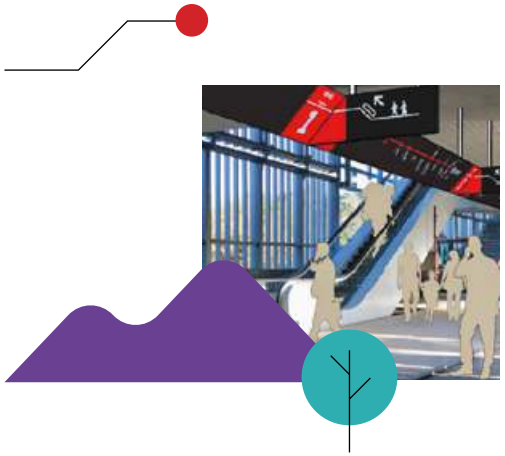
SYSTRA listens to people's needs and wants to have a positive impact on the regions it serves. It therefore undertakes analyses and produces scenarios for the evolution of transport plans. We contribute directly and actively to facilitating access to essential services for all.

Relieve traffic congestion in cities

This year, we supported the Philippine government, which wants to better serve the coastal city of Navotas and its 250,000 residents by doing something about its endemic traffic jams. Two BRT (Bus Rapid Transit) routes will be created, linking Navotas to the adjoining metropolis of Caloocan. The feasibility study involves deciding the routes, locating the stations and determining service frequency and timetables, as well as sizing the infrastructure to be built in order to implement this new system on the streets.

Innovating to open up regions

To decarbonise mobility across Occitanie, in the South of France, the region wants to acquire a whole ecosystem based on low-carbon hydrogen generated using renewable energies. Reopening the Toulouse-Montréal-Luchon line is an innovative project in more ways than one. The three trains operating on the line will be "dual operation" trains. They will be electrically powered by overhead catenaries on the Toulouse-Montréal section, then powered by hydrogen (with a fuel battery that converts it into electricity) after that point. Ultimately, the line will offer low-carbon travel. Trains will only discharge water locally, and will have a low-carbon footprint, since the hydrogen will be produced from renewable energy.



The Mumbai metro signage gets an award

SYSTRA wins the Best Design Award 2022 for the signage in Mumbai's metro stations (India) – the result of a collaboration between our teams in India and the Design and Information Centre in France. The prize is the recognition of the visible and fluid signage, which systematically uses pictograms with plenty of imagery, both for the representation of travellers in all their diversity, and for journeys or movements across the stations (stairs, lifts, levels served).

Maud Bernard
Group Strategy and Development Manager

"Networks are life. We need to move to study, work, play, and have access to healthcare services. Public transport, rail, metro, soft mobility: we are present at all levels, serving the regions in which we operate, to connect people, provide them with solutions and enable them to go beyond their day-to-day lives. Mobility is not about to stop, especially when it is shared and sustainable. It is what drives us."

Marie Demonceau
COP Occitanie Head of the Project Management and Training Department, France

"The roadmap for this project is clear: the aim is to bolster low-carbon public transport and encourage people to take the train. We are ready to meet this aim and establish this project as a template for revitalising small regional lines."

Getting our employees to engage with communities

Taking action to make the regions we serve accessible and upholding our values also means going beyond business as usual. As such, 2022 was an exceptional year: thanks to the NGO Bridges to Prosperity, an international joint SYSTRA team spent two weeks in Rwanda building a pedestrian footbridge.

A suspended footbridge to deal with the floods

Our long-standing partnership with Bridges to Prosperity – an NGO that provides access to healthcare, education and economic opportunities through bridge building – illustrates our values: serving local communities, sharing an experience that strengthens the ties of our connected teams throughout the world, and enabling our employees to engage in aid projects. This year in Muhanga, ten of our employees – alongside a construction engineer and 36 local workers – helped build an 80-metre suspended bridge, so that the 2,500 residents could cross the river on a regular basis when it was flooded.

A human and technical adventure

Coming from all over the world – France, Brazil, Dubai, India – and from various professions (engineering, support, IT or the environment), our ten employees pooled all their experience and expertise to help this unforgettable technical and human adventure to succeed. It was also an opportunity for each of them to breathe life into their beliefs by helping local people improve their living conditions, by meeting them and sharing their daily lives.

William Blondel
Division Manager, Group's Business Lines & Production Department

"The fact that people from all over the world came together and worked together has made a real difference. We also worked with local communities, visited schools and shared the joy of the children. These were rare and special moments for me!"

"Working on this project was one of the most fulfilling events of my life. Despite different cultures and backgrounds, the entire team was aligned and supportive. The community members, children, and teachers were incredibly open and grateful."

Philippe Bakhos
Technical, Design and Build Director, Dubai

Houssam Matli
Overhead Civil Engineering Design Manager, France

"Watching communities from both villages cross the bridge for the very first time and celebrate their safe uninterrupted access to education, healthcare, and to each other has become the most rewarding moment of my life. This experience will drive the rest of my career towards designing sustainable bridges that connect people as efficiently and ecologically as the footbridge we built with the strong beautiful people of Muhanga."

Giovanna Campedelli
Bridge Engineer, Brazil

"I started this project with the intention of making a difference for a community by putting into practice what I work on every day in my office: bridge engineering. But this experience was much more than that: engaging with people from different backgrounds, overcoming language barriers, motivating and helping each other… I am proud of what we achieved, and I am determined to have a positive impact on the world."

Build
– with our employees

Quest for excellence, working as part of connected teams, being bold: our values guide what we do. And to uphold them, our talented people are our most important asset. Their safety is a top priority, and we provide them with rewarding and inclusive career paths internationally.

Give meaning to what our employees do and foster their commitment

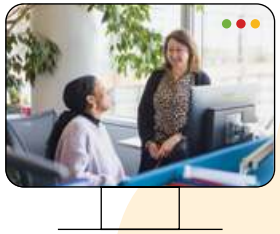
By contributing to people's mobility and by designing sustainable infrastructure, what we do enables our employees to work in meaningful jobs. Technical excellence, driven by increasingly varied expertise, is only meaningful when it is shared. That's why we encourage initiatives and ensure they are deployed.

In 2022, focus on mobility and training

In 2022, we launched several initiatives at Group level and in the different BUs/home countries to better define career paths, professions and skills needs, in order to facilitate everyone's development.

An internal network dedicated to sustainability

Enable our employees to enrich one another's lives and create positive dynamics into which everyone can integrate: SYSTRA draws on its "Connected Teams" value to structure business communities around the world. In 2022, sustainability became more structured. A network of local coordinators was created and a website for engaging in discussion on sustainability issues was set up. Based on feedback from our 2021 Global People Survey (GPS), we have improved the way in which we share information about strategy with discussion sessions, and we have promoted internal mobility by clarifying processes and showcasing opportunities. A second GPS launched in early 2023 will measure perceived progress and enable us to continue with our action plans.



SYSTRA 360: our jobs as if you were there

This virtual reality solution provides interactive and fun immersive experiences for three of our projects. In 2022, it was deployed at recruitment fairs and on days for welcoming new employees in France.

Cécilia Clerwall
Group Operations HR Director

"People First! The goal is to further develop employee engagement through a comprehensive, coherent and structured HR approach, based on local best practices and expectations. The focus is on mobility and training."

Ana Tanasescu
Virtual Reality Project Manager, Group Human Resources

"I created this project to showcase our professions, both for current employees and external candidates. I have been lucky enough to have been able to transform my idea into a tool that is now indispensable at our HR events, and soon our trade events and shows!"

Nick Hunter
Sustainability Director, UK and Ireland

"In the UK and Ireland, we have recently launched our simple, aligned sustainability mission to make a positive difference. There is real power in our colleagues and stakeholders understanding what sustainability means to us and how we can help each other. Now is the time to turn intentions into actions that make this difference – through our teams, operations, and projects."

Romain Dufros
Sustainable Development Project Manager, New Zealand

"Devoting my career to public transport is an opportunity to serve people but also to have a positive impact on the environment. A few years ago, I was appointed environmental coordinator on an iconic project. No matter your role, you have a part to play. All you need is interest. Sustainability is all around us, in our projects and daily life!"

3,900
EMPLOYEES REPRESENTING 80 NATIONALITIES

81%
EMPLOYEE ENGAGEMENT LEVEL IN 2022, I.E. +2 POINTS INCREASE COMPARED WITH 2021

MORE THAN 60%
OF OUR EMPLOYEES RECEIVED TRAINING IN 2022 FOR SYSTRA SA AND SYSTRA FRANCE

23H
OF TRAINING ON AVERAGE PER EMPLOYEE FOR SYSTRA SA AND 16H ON AVERAGE FOR SYSTRA FRANCE

Take action to promote diversity, equity and inclusion

We are convinced that having a diverse workforce made up of people of different origins is a great asset. SYSTRA is committed to tackling all forms of discrimination and actively seeks to recruit women in its teams, particularly in engineering roles. We have chosen to formalise our commitments to Diversity, Equity and Inclusion in a Group Charter, which provides a common framework for everything we do.

Promoting diversity

The 2021 Global People Survey (GPS) identified diversity and inclusion as priority areas for making progress. Our recruitment teams in the UK, Ireland, Australia and New Zealand have established a process that fosters diversity in teams, and they have signed up to external professional organisations so as to build on initiatives implemented by other companies. In the UK and Canada, several training sessions and conferences have been held on the topic of diversity and dedicated internal "resource-groups" have been created. The role of women in engineering is also a key issue in which we have an active role to play. This is why we have continued our information campaigns in schools, and renewed our mentoring programme initiated by the independent international network Women@SYSTRA.

A Diversity, Equity and Inclusion Charter

The Diversity and Inclusion index of our GPS is 77%. This shows that respect and non-discrimination are rooted in our corporate culture. In order to embody these principles and provide a framework to go further, the Group has worked alongside its various entities and created a Diversity, Equity and Inclusion Charter. Designed to serve as a tool for each employee, it provides a common platform for targeted initiatives at local level. This Charter will be the starting point for new Group-wide initiatives in 2023, and Business Unit level initiatives will be consolidated and shared.

France: two events for European Disability Employment Week

SYSTRA showed its commitment by putting on a show on its premises based on words that people use to indicate difference, together with a contribution from iconic disabled tennis player Michaël Jérémiasz, about his career and his advice for bouncing back after a setback.

3.09%
EMPLOYMENT RATE FOR PEOPLE WITH DISABILITIES

27%
OF WOMEN IN THE GLOBAL LEADERSHIP TEAM

82
WOMEN-MEN EQUALITY INDEX FOR SYSTRA SA (GROUP SUPPORT FUNCTIONS)

Helen Williams
Executive General Manager, Australia and New Zealand

"In Australia, the issue of diversity and inclusion of people of different genders, sexuality, culture, language and ability is crucial. Within three years, we want our teams to reflect the diversity of our society. As part of our Diversity, Equity and Inclusion strategy, we facilitate awareness-raising, education and visibility initiatives to show our support for these causes so that we are recognised as an inclusive and equitable company. We also offer our employees cultural awareness training in line with our commitment to the Reconciliation Action Plan, in a push for more equitable futures for Aboriginal and Torres Strait Islander peoples."

Safeguard the health and safety of employees and partners throughout the world

To create safe working conditions and ensure good quality of life in the workplace, we have processes driven by the commitment of managers and rely on examples of best practices being shared internationally.

Health, Safety and Security: a robust management system

Our Health, Safety and Security (HSS) Management System aims for continuous improvement in order to guarantee everyone's safety. It does this with the help of contributions from all our employees. This commitment has been renewed by the Executive Board and went a step further this year. We deployed the 3S Passport internationally: 430 people from 14 countries took this course designed to help them understand and implement this Management System at local level. Our increasingly connected 3S network of coordinators have continued to systematically share examples of best practices and feedback about incidents.

Our Health, Safety and Security commitments

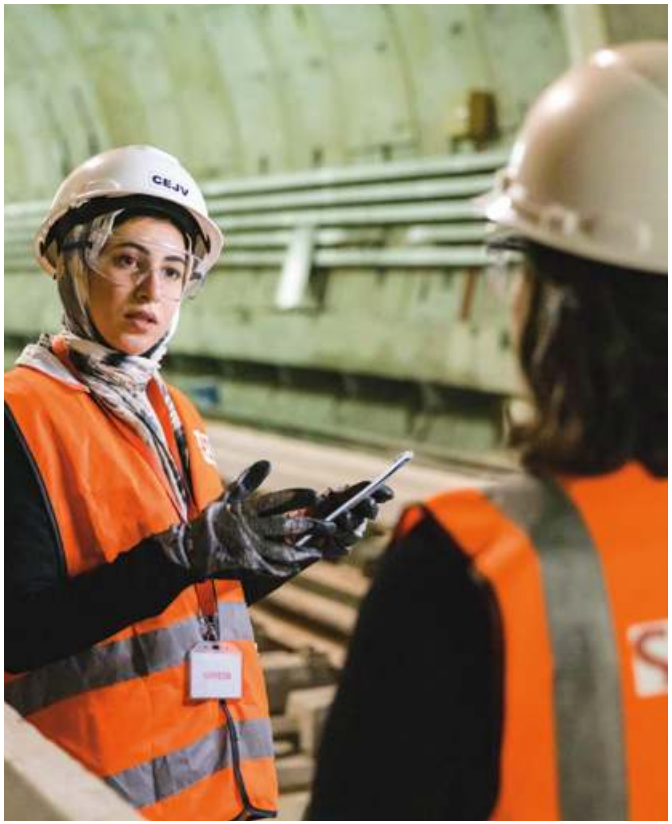
- Guarantee the safety of the transport systems we design: the safety of future users, operators, maintenance staff and third parties.
- Protect our employees and subcontractors, meaning safeguarding the physical and mental well-being of our employees and the employees of our subcontractors whenever they are working or travelling for SYSTRA.
- Ensure the safety of employees from the construction firms that we oversee, ensure that the firm complies with contractual and regulatory requirements, and ensure the protection of all persons on the worksite.
- Protect and process our information and our stakeholders' information, guaranteeing its confidentiality, integrity and availability at all times.
- Provide crisis management, i.e. contribute to the Group's resilience by anticipating, preparing and managing any crisis situation.

Risk assessment and management

1. Risk identification
2. Assessment of gross risks
3. Definition of prevention measures
4. Definition of protection measures
5. Monitoring of measures

Dalibor Mirkovic
Group Health, Safety, Security Manager, Dubai

"People first, safety first. It is not an option, it is a reality. We also encourage our partners to ensure better working conditions on their worksites. The Group has a duty – and the power – to help raise standards."



79%
OF EMPLOYEES HAVE FOLLOWED THE "9 LIFE SAVING RULES" TRAINING PROGRAMME SINCE IT WAS LAUNCHED

0.39
FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS IN FRANCE (SYSTRA SA AND SYSTRA FRANCE)

3
POTENTIALLY SERIOUS INCIDENTS AFFECTING OUR STAFF

SYSTRA HAS BEEN REWARDED FOR
2
MILLION HOURS WITHOUT A LOST-TIME ACCIDENT AS PART OF THE ROUTE 2020 PROJECT IN DUBAI

Progress
– with our clients, partners and shareholders

To optimise our impact and efficiency, proximity is an important factor. We are committed to continuously improving our relationships with our clients and partners worldwide, taking into consideration their specific characteristics over the long term, and we put ethics at the heart of our practices.

Cultivate relationships with our clients and ensure their satisfaction, aligning what we do with their local needs

Against a backdrop of increased internationalisation, we accelerated the pace in 2022 with our cultural transformation and our drive for greater client centricity. Our goal: we no longer want to be just experts, we also want to be partners and provide advice, a culture that we are rolling out in particular with the help of dedicated tools.

Listening to our clients

Our international positioning requires that we listen to all our clients and be aware of their local contexts and challenges. This year, the Group met them by taking part in some thirty trade shows and conferences around the world. We want to provide them with better support and advise them so they can make informed decisions. That way, we can have a positive impact on a local authority throughout the service life of its mobility infrastructure.

A dedicated training programme

In 2022, 200 employees followed our "Client Centricity" programme. It involved 11 workshops, developed specifically to help them optimise interactions with their clients. In France, this programme was supplemented by a webinar on the subject, open to all employees. In 2023, awards will be presented in recognition of the best "Client Centric" practices deployed in Business Units, before promoting them throughout the Group.

Sylvie Cassan
Sales Director, France

"We have put client centricity among our commitments for achieving excellence. We want to promote a close and partner relationship with our clients. In 2022, in France, more than 120 managers, both operational and sales, took part in dedicated workshops."

The ENR rankings confirm our leadership role

Our international growth strategy – outside our domestic market – is paying off. This year, SYSTRA is among the top 5 bridges and infrastructure international design firms in the 2022 *Engineering News-Record's* (ENR) ranking. And once again, it is 3rd in the international Mass Transit & Rail ranking. And we are in 9th place in the Transport category, which also bolsters our position as a major player on the international scene.

Good results for our 2022 Client Satisfaction Survey

100% BUSINESS UNITS INTEGRATED THE CLIENT SATISFACTION ASSESSMENT PROCESS

40% OF OUR CLIENTS RESPONDED

2.5/3 IS THE AVERAGE OVERALL SATISFACTION RATING AWARDED BY OUR CLIENTS

AND **100%** OF THEM WOULD "DEFINITELY" OR "PROBABLY" RECOMMEND US

Anticipating needs and trends

We are proactive and are constantly bolstering our expertise so we can anticipate future challenges in regional planning and their impact on mobility and infrastructure projects. To do this, we strive to understand market trends, we develop analytical tools, and we leverage the combined expertise of our consulting teams worldwide.

Skills shared across the globe

To better support our clients, we need to go further. This requires anticipating infrastructure lifecycles, and factoring in technical and technological developments that will transform mobility. That is why, in 2022, we strengthened and pooled our expertise in the consulting services that we provide by creating a Consultancy network. Its aim is to foster collaboration between our consulting teams – they account for about 10% of the Group's workforce in a dozen countries. Incorporated into the Business Lines & Production Department, this network enables us to provide our clients with a wider range of digital solutions and tools.

The flexible approach of asset management

Asset management involves maintaining the operational performance of transport infrastructure throughout its lifecycle, investing responsibly from the outset so as to improve the cost-performance-risk balance and avoid additional maintenance and operation costs. Increasingly, our clients around the world expect us to anticipate needs in this way. To analyse this underlying trend, SYSTRA and *Usbek & Rica* have worked together on drafting a paper all about asset management and its multiple facets – the stakeholders involved, its purpose, its effects, its drivers, its ability to get stakeholders working together and its relationship with technological innovation.

Predicter, a predictive tool for development operations

In collaboration with French engineering firm Envisol, we have developed Predicter, a decision support tool to anticipate the costs of clearing brownfields in urban development operations. This digital forecasting tool cross-references map databases and those of our benchmark operations so as to cater as precisely as possible to the requirements of each region.

Webinars to drive the future of mobility

As experts in transport planning in the regions we serve, our teams hosted six webinars on mobility and transport technologies of the future. Topics covered included: MaaS (Mobility as a Service) as a reliable and realistic alternative to the individual car through the provision of convenient and affordable mobility services for all, micromobility, sharing and on-demand transport.

80%
PUBLIC STAKEHOLDERS, 20% PRIVATE STAKEHOLDERS AMONG OUR CLIENTS

Guillaume Genin
Vice President Intercity and Heavy Rail transit, Canada

"Maintaining existing networks and establishing sound asset management is a prerequisite for developing a sustainable form of mobility that ensures the safety of users. The capacity to predict is a key concept in asset management. In this respect, asset management enables easier dialogue between all stakeholders involved in network operation."

Put ethics at the heart of our practices

Ethics and integrity are rooted in our practices and culture, and we do not compromise. We foster relationships based on trust with our clients, partners and suppliers. And we rely on the rigorous approach of our employees and robust and structured processes. We firmly believe that, by providing our employees with clear guidelines and working with our clients and partners to promote ethical business practices, we can contribute to a fairer world.

Train the most exposed employees

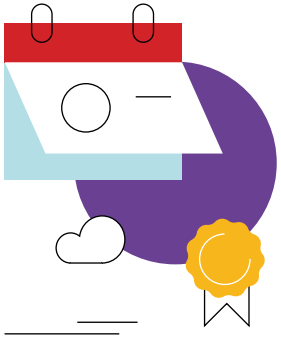
In 2022, we bolstered our training programme for employees and managers involved in projects most exposed to ethical risks, including conflicts of interest. The training is based on concrete examples and the sharing of feedback. We are committed to protecting whistle-blowers in accordance with applicable law and to conducting objective and thorough investigations.

Continuous improvement

Each employee has access to simple tools and procedures for implementing this culture and the Group's ethics programme. But they can also make use of a network of local ethics and compliance officers. In this area too, we are constantly improving: in 2022, we updated the ethical risk and compliance maps for each of the Group's Business Units. To coordinate this issue and promote an ethics culture among the teams, we distributed practical information sheets and promoted the adoption and deployment of ethical routines. We also shared the "E&C guidelines on sponsorship and charity" guide. Finally, we digitalised our assessments of our business partners and made them available to the entire Group.

18 local events for the 3rd Ethics Day

The Executive Board addressed all staff via video to reassert the Ethics Group's commitment and to get staff to put ethical considerations at the heart of each project. On the day itself, as well as at events organised locally, project managers were able to share their concrete experience and engage in discussion with attendees.



Anti-corruption: renewed impetus

Following the certification of our anti-corruption management system (ISO 37001) for France and India in 2020, and its extension to the UK and Ireland in 2021, the Group will pursue this aim in 2023.

Arnaud Jeudy
Chief Finance and Administration Officer, President of the Ethics Committee

"Ethics is a subject that is rooted in our practices, culture, and processes and is a central pillar of our values. In 2022, with the certification and the international rollout, new stages were achieved. With 18 local events and top management videos, the 3rd edition of the Ethics Day was also a good opportunity to be reminded our commitment."

Jérôme Hernot
Group Compliance Officer

"It is essential for the Group to undergo an external audit conducted by an organisation with incontrovertible expertise in anti-corruption management systems. This is to ensure the completeness and effectiveness of our Group programme and its successful deployment across all Business Units."

82%
PERCENTAGE OF EMPLOYEES WHO HAVE RECEIVED TRAINING ON THE ANTI-CORRUPTION CODE OF CONDUCT

100%
OF TOP MANAGEMENT HAS REASSERTED ITS COMMITMENT TO THE GROUP'S ETHICAL PRINCIPLES

Our value creation model

We draw on our assets...

OUR HUMAN CAPITAL

8,900 employees (8% growth in workforce between 2021 and 2022)

87% of employees subscribe to SYSTRA's values: excellence, connected teams and bold leadership

25% of women in the total workforce

OUR CUTTING-EDGE EXPERTISE

Over **65** years of expertise in mobility projects

4 international networks of experts across the Group

1 internal innovation challenge

OUR ORGANISATIONAL STRUCTURE

About **10** home countries account for **92%** of our total revenue

A foothold in more than **80** countries

10 expertise centers

OUR FINANCIAL STABILITY

An independent group supported by 2 long-term majority shareholders (SNCF and RATP)

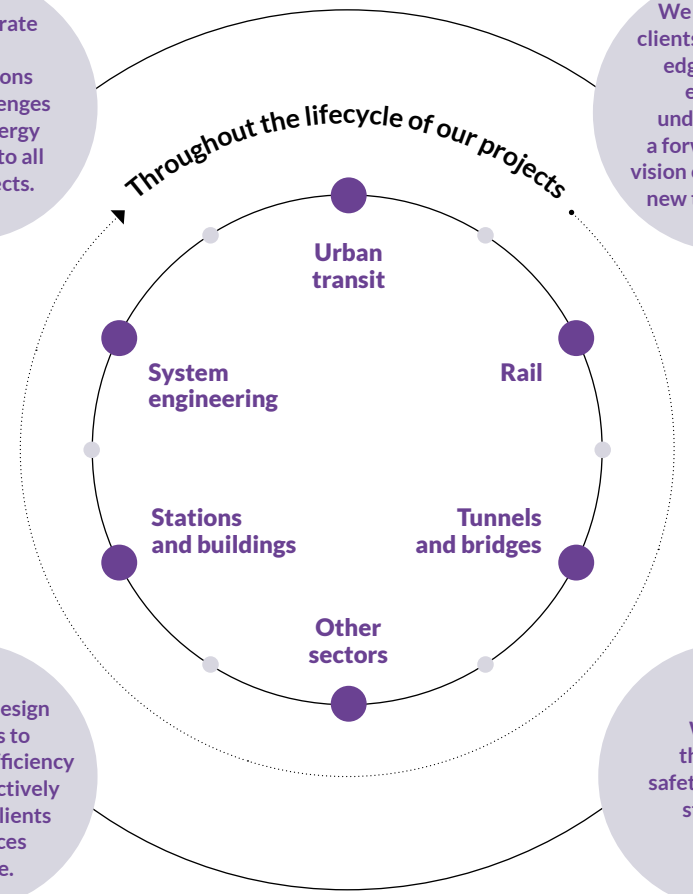
€902 m turnover in 2022 (of which 48% in rail or high-speed projects, 29% in urban transit, 23% in other types of projects)

Orders representing **16** months worth of turnover

... in all of our operations...

We incorporate climate considerations and the challenges posed by energy transition into all of our projects.

We provide our clients with cutting-edge technical expertise, underpinned by a forward-looking vision of mobility and new technologies.



We use and design digital tools to maximise our efficiency and more effectively support our clients in the choices they make.

We apply the highest safety and ethical standards.

... by creating shared value for our stakeholders

FOR OUR CLIENTS

Promote innovative solutions for sustainable mobility

100% of our clients would recommend SYSTRA. SYSTRA has been awarded quality (ISO 9001), health and safety (ISO 45001), environmental (ISO 14001), and anti-corruption (ISO 37001) certification

FOR OUR EMPLOYEES

Develop an inspirational, fair and inclusive culture

SYSTRA features in Glassdoor's **top 25** French employers

Women-men equality index: 82/100 (SYSTRA France)

87% would recommend the Group as a good company to work for

88% say they are proud to work for SYSTRA

FOR THE ENVIRONMENT

Speed up work on aligning what we do with the Paris Agreement

See the graphic showing scopes 1, 2 and 3 carbon emissions (page 9)

FOR OUR COMMUNITIES AND REGIONS

Commit to developing in the long term the regions in which we operate

82% of employees have received training on the anti-corruption code of conduct

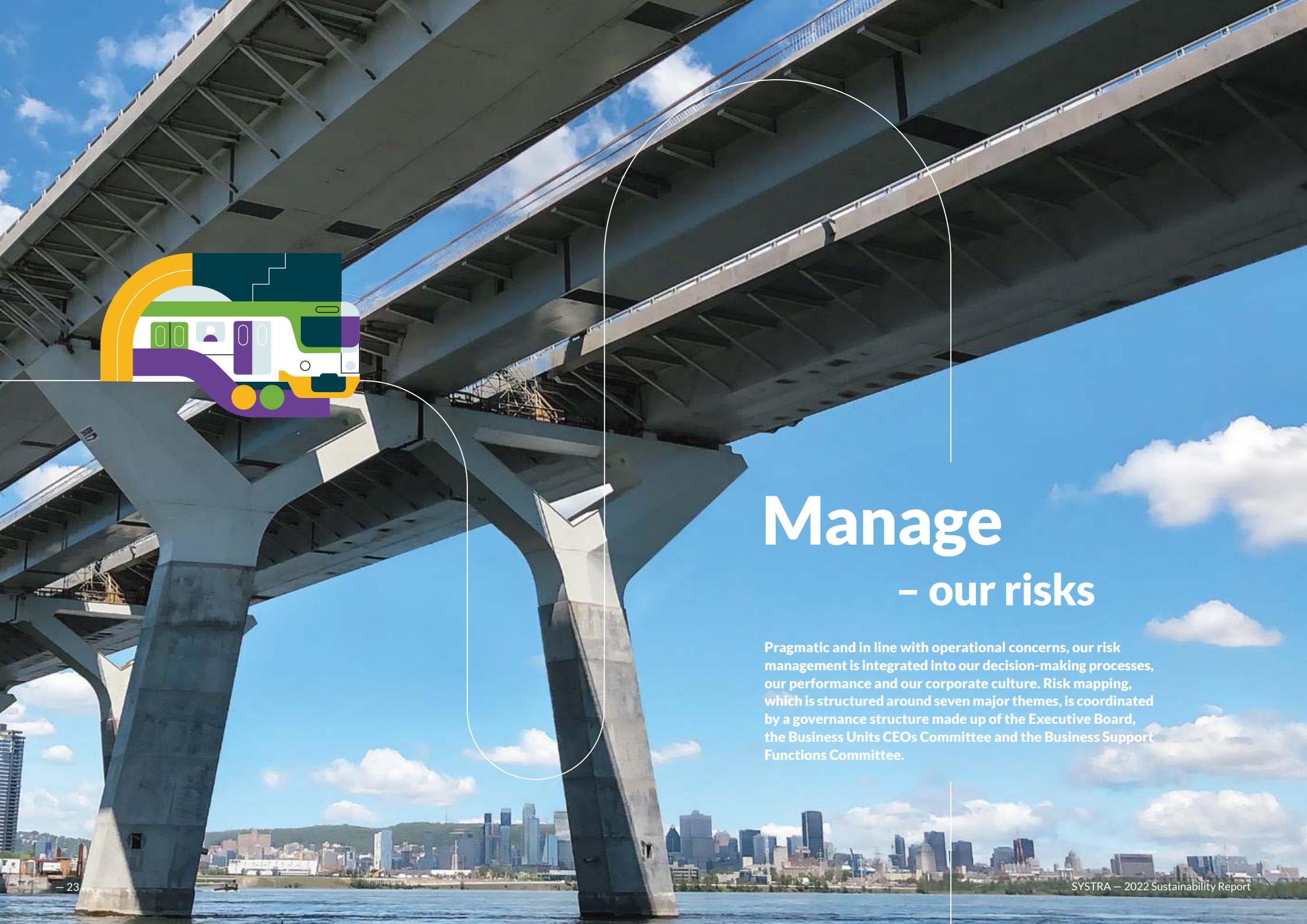
100% of top management has reasserted its commitment to the Group's ethical principles

FOR OUR SHAREHOLDERS

Improve our financial performance for profitable and sustainable growth

5.3% EBIT in 2022

OUR CONTRIBUTION TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS



Manage
– our risks

Pragmatic and in line with operational concerns, our risk management is integrated into our decision-making processes, our performance and our corporate culture. Risk mapping, which is structured around seven major themes, is coordinated by a governance structure made up of the Executive Board, the Business Units CEOs Committee and the Business Support Functions Committee.

Manage our risks so we can act confidently

Each risk is monitored by an expert coordinator tasked with defining the aim, a remediation plan and indicators. To align our action plans with reality out in the field, in 2022 we deployed a self-assessment cycle, developed in conjunction with the coordinators for each risk. Our goal: establish a shared vision for rolling out the Group's minimum requirements and test the robustness of the risk management measures in place. The Group's main Business Units, accounting for more than 80% of our revenue, were assessed.

Tangible progress

The report shows progress across all areas, and we are continuing with our consolidation efforts at each Business Unit. Enhanced support is provided by the Group's support functions, particularly for Business Units undergoing sustained business growth or with external growth projects. In 2023, as Business Units are given more autonomy, the scope of internal management will be extended. With these new foundations, we will continue to promote an increasingly dynamic approach to risk management that is integrated into our strategy and operations.

Client centric approach

Risk of a mismatch between our clients' needs and our service offering

THEMES
- Client culture at the core of our practices
- Knowledge and anticipation of market trends
- Adapting our service offering

Reference framework: General policy

Health, Safety and Security (HSS)

Risk of accidents which might damage the mental or physical health of people under our responsibility

THEMES
- Technical security
- Health and safety of our employees and partners
- Data protection and confidentiality
- Crisis management
- Cybersecurity

Reference framework: 3S

Ethics and business compliance

Risk of unethical behaviour which can have repercussions on business, result in financial sanctions and damage the Group's reputation

THEMES
- Corruption
- Conflicts of interest
- Anti-competitive practices
- Coercive practices
- Fraud
- Cybersecurity

Reference framework: Ethics policy

Human capital

Risk of a lack of key resources that we can use for our projects

THEMES
- Anticipating needs and business skills
- Maintaining and developing business expertise
- Motivating and engaging employees

Reference framework: General policy

Environment

Risk that our projects or sites may have negative impacts on the environment or people

THEMES
- Compliance with regulatory requirements
- Robustness of projects and adaptation to climate change
- Limiting the carbon footprint of our sites
- Protecting biodiversity and natural resources

Reference framework: General policy

Our contribution to the Sustainable Development Goals (SDGs)

TARGETS AND MEANING FOR SYSTRA	TAKE ACTION TO PROMOTE DIVERSITY, EQUITY AND INCLUSION	BUILD AN INSPIRATIONAL CULTURE WHICH ENCOURAGES EMPLOYEE ENGAGEMENT AND GUARANTEES EVERYBODY'S HEALTH AND SAFETY	LEVERAGE OUR INNOVATION TO SERVE SUSTAINABLE DEVELOPMENT	PROMOTE INNOVATIVE SOLUTIONS FOR SUSTAINABLE MOBILITY	SPEED UP WORK ON ALIGNING WHAT WE DO WITH THE PARIS AGREEMENT
WHAT SYSTRA IS DOING TO INTEGRATE THIS TARGET IN RELATION TO ITS STAKEHOLDERS	• **For employees:** create an environment in which everyone can flourish professionally, encouraging diversity and inclusion so that we can improve our performance and strengthen everybody's commitment • **For local communities:** improve living conditions for the poorest people, by supporting projects	• **For employees:** – Create a rewarding and stimulating working environment – Help employees do their jobs fairly and responsibly – Guarantee health and safety at sites and on projects • **For partners and clients:** work fairly and ethically with partners, and guarantee health and safety at sites and on projects • **For civil society:** undertake to ensure decent work for everyone and guarantee health and safety for all stakeholders	• **For employees:** raise employees' awareness and train them on climate issues so they can share information about the best sustainable design practices • **For partners and clients:** put forward solutions to encourage energy efficiency and the reduction of CO_2 emissions and use our services to help us collectively achieve net zero by 2050 • **For civil society:** take part in working parties in organisations such as the International Association of Public Transport and the Syntec Engineering Federation on issues such as climate, energy and sustainable mobility	• **For clients:** promote a sustainable design approach to our projects and design robust and sustainable infrastructure, supporting our clients with innovative solutions for the energy transition • **For civil society:** help local communities tackle the challenges facing them, working in synergy with the organisations in the countries in which we operate, through philanthropic initiatives and through employee engagement	• **For partners and clients:** put forward solutions and services to encourage energy efficiency and reduce CO_2 emissions and help achieve net zero by 2050 • **For employees:** limit the environmental impact of our sites throughout the world • **For civil society:** foster the emergence of a low-carbon economy to help us achieve net zero by 2050 • **For the regulatory authorities:** participate in public debate on climate change
PERFORMANCE INDICATORS FOR SYSTRA	• Share of women in the Group's workforce • Women-men equality index • Share of women making up the Global Leadership Team, the Supervisory Board and the Group's top 100 managers • Percentage of people with disabilities	• Number of training hours per employee • Percentage of people who have completed the online course on the "9 Life Saving Rules" • Number of potentially serious incidents which resulted in or could have resulted in the death or permanent disability of our employees (including those which did not have any actual consequences) • Frequency rate of detected accidents • Percentage of people who have completed the online course on the anti-corruption code of conduct • Percentage of letters confirming compliance with the Group's ethical principles returned • Employee engagement barometer	• Sites' carbon footprints (scopes 1, 2, 3)	• Societal initiatives to help local communities	• Carbon footprint of our sites and infrastructure projects

Our Global Reporting Initiative indicators (GRI Standards)

Sustainability is at the heart of what we do. We want to be transparent and exceed the requirements of European regulatory frameworks, and we are determined to measure, guide and better manage the impact of what we do. Our approach is based on the 79 standards and indicators of the Global Reporting Initiative (GRI Standards) – an international independent body – and the 2010 ISO 26000 standard.

	ASPECT	GLOBAL REPORTING INITIATIVE	DESCRIPTION	ISO 26000	TCFD[1]	REFERENCE PAGES
PEOPLE	Employment	401-1	Hiring of new employees			page 22
	Training	404-1	Average number of training hours per year per employee	✓		page 15
	Diversity and equal opportunities	405-1	Diversity in governance bodies and among employees			page 16
		405-2	Base salary ratio and remuneration of women and men			page 16
HEALTH, SAFETY, SECURITY	Health and safety in the workplace	403-1	Occupational health and safety management system	✓		page 17
		403-2	Identification of hazards, assessment of risks and investigation of undesirable events	✓		page 17
		403-4	Participation and consultation of workers and communication about occupational health and safety	✓		page 17
		403-5	Training of workers on occupational health and safety	✓		page 17
		403-8	Workers covered by an occupational health and safety management system	✓		page 17
		403-9	Workplace accidents	✓		page 17
ETHICS	Ethics and business compliance	205-1	Assessment of risks pertaining to corruption (operations)	✓		page 21
		205-2	Training on policies and procedures for tackling corruption	✓		page 21
		206-1	Anti-competitive, anti-trust behaviour and monopoly practices			page 21
		408-1	Operations and suppliers with a significant risk of forced or child labour			page 21
		409-1	Operations and suppliers with a significant risk of forced or mandatory labour			page 21
		412-2	Training of employees on policies and procedures to do with human rights	✓		page 21
ENVIRONMENT	Energy	302-1	Energy consumption			page 9
		302-4	Reduced energy consumption	✓	✓	page 9
	Water	303-5	Water consumption	✓	✓	page 9
	Biodiversity	304-2	Significant impact of activities, products and services on biodiversity			page 9
	Emissions	305-1	Direct GHG emissions (scope 1)	✓	✓	page 9
		305-2	Indirect GHG emissions (scope 2)	✓	✓	page 9
		305-3	Other indirect GHG emissions (scope 3)	✓	✓	page 9
		305-4	Intensity of GHG emissions		✓	page 9
		305-5	Reduced GHG emissions	✓	✓	page 9

	ASPECT	GLOBAL REPORTING INITIATIVE	DESCRIPTION	ISO 26000	TCFD(1)	REFERENCE PAGES
LOCAL COMMUNITIES	Local communities	413-1	Activities involving the local community (impact and programmes)	✓		page 13
GENERAL SYSTRA INFORMATION	Profile of the organisation	102-1	Name of the organisation	✓		page 30
		102-2	Activities, brands, products and services	✓		page 22
		102-3	Geographical location of head office	✓		page 30
		102-4	Geographical location of activity sites	✓		page 22
		102-6	Markets served	✓		page 22
	Involvement of stakeholders	102-40	List of groups of stakeholders	✓		page 1
		102-42	Identification and selection of stakeholders	✓		page 1
		102-43	Approach to involving stakeholders	✓		page 1
	Reporting practice	102-46	Definition of report content and issue scopes	✓		page 29
		102-47	List of relevant issues	✓		pages 2 and 3
		102-49	Modifications pertaining to reporting	✓		page 29
		102-50	Reporting period			page 29
		102-51	Most recent report date	✓		page 29
		102-52	Reporting cycle	✓		page 29
		102-54	Reporting statement in compliance with the GRI standards			pages 26 and 27
		102-56	External audit	✓		page 29

(1) Task Force on Climate-Related Financial Disclosures.

Indicator mapping table

	2021	2022
GENERAL SYSTRA INFORMATION		
Turnover (€ m)	762.6	902
EBIT ratio	–	5.3%
Share of turnover in our home countries	88%	92%
Share of turnover in rail or high-speed projects	46%	48%
Share of turnover in urban transit projects	34%	29%
Share of turnover in other types of projects	20%	23%
ENVIRONMENT[1]		
SYSTRA's carbon footprint (tCO_2eq)	–	29,363
Direct GHG emissions (Scope 1)	22%	7.3%
Indirect GHG emissions (Scope 2)	6%	7.7%
Other indirect GHG emissions (Scope 3)	72%	85%
Share of purchases of goods and services	–	43.9%
Share of business and commuting trips	57%	32.5%
Share of energy for buildings	13%	12.8%
Share of asset purchases	26%	8.7%
Share of waste	3%	1.6%
Share of other emissions	1%	0.5%
Average tCO_2eq per employee	2	3.3
Digital footprint (tCO_2eq)	–	1,647
HUMAN CAPITAL		
Number of employees	8,250	8,900
Growth in workforce	+9%	+8%
Women in the workforce	24%	25%
Women in the Global Leadership Team[2]	21%	27%
Employees who subscribe to SYSTRA values (excellence, connected teams and bold leadership)	83%	87%
Employees who would recommend SYSTRA	84%	87%

	2021	2022
Employees who say they are proud to work at SYSTRA	84%	88%
Employees who believe that SYSTRA is committed to sustainability	75%	79%
Engagement rate of our employees	79%	81%
Share of employees who received training	55%	+60%
Average number of training hours per employee	17 hours	23 hours (SA) / 16 hours (France)
Women-men equality index	86 (France)	82 (SA)
Percentage of people with disabilities (SYSTRA France)	3.1%	3.09%
HEALTH, SAFETY & SECURITY (HSS)		
Share of employees who have received training on the "9 Life Saving Rules"	87%	79%
Frequency rate of occupational accidents in France	1.47	0.39
High potential incidents affecting our staff	9	8
CLIENT-CENTRIC APPROACH		
Clients who would recommend SYSTRA	98%	100%
Average overall satisfaction rating awarded by our clients (out of 3)	2.6	2.5
Private stakeholders among our clients	20%	20%
Public stakeholders and network managers among our clients	80%	80%
ISO 9001 quality certification	Yes	Yes
ISO 14001 environmental certification	Yes	Yes
ISO 37001 anti-corruption certification	Yes	Yes
ISO 45001 health and safety certification	Yes	Yes
ETHICS AND BUSINESS COMPLIANCE		
Employees trained in the anti-corruption code of conduct	87%	82%
Top management that has reasserted its commitment to the Group's ethical principles	100%	100%

(1) Changes in the scope of collection, the amount of data collected and the standardisation of methodology explain the disparity of data between the two years.
(2) In 2021, this indicator was "percentage of women on the executive boards in our main countries".

Methodology

SYSTRA is bound by its regulatory non-financial reporting obligations as provided for in Law no. 2017-1180 of 19 July 2018, and in the order enacted pursuant to Law no. 2017-1265 of 9 August 2017. The Sustainability Report meets these obligations.

This report for 2022 presents SYSTRA's main challenges and achievements in relation to sustainable development.
To establish the reporting scope, it was decided to use the financial consolidation scope which includes all of the SYSTRA Group's subsidiaries.
The quantitative information given in the social and environment sections mostly applies to the SYSTRA SA legal entity and its French subsidiary SYSTRA France, excluding branches. This represents 2,242 employees, namely 25.2% of the Group's total workforce as of 31 December 2022.
The reporting period is for the calendar year, from 1 January to 31 December 2022. There may be some methodological limitations associated with the environmental and social indicators. This is because of a lack of standardisation across definitions and local practices, and the availability of certain data over a limited scope.
SYSTRA is committed to an ongoing progress and improvement approach so as to bolster its internal reporting process and increase the reliability of the data that we share. A reporting protocol, completed with definitions of the indicators used, together with information about the various data collection and consolidation procedures has been updated and is shared each year with the relevant contributors.
For 2022, the key performance indicators published by SYSTRA which have been audited by Mazars are:

Social information

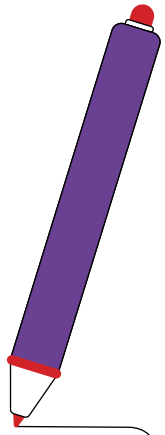
- Group workforce and breakdown of employees by gender and geographical region.
- Women-men equality index (SYSTRA France and SYSTRA SA).
- Share of women making up the Global Leadership Team, the Supervisory Board and the Group's top 100 managers.
- Percentage of employees trained during the year (SYSTRA France and SYSTRA SA).
- Number of hours of training per employee on key issues (SYSTRA France and SYSTRA SA).
- Number of potentially serious incidents which resulted in or could have resulted in the death or permanent disability of our employees (including those which did not have any actual consequences).
- Share of employees who have received training on the "9 Life Saving Rules".
- Frequency rate (SYSTRA France and SYSTRA SA).
- Percentage of letters returned confirming compliance.
- Percentage of employees who have followed the online course on the anti-corruption code of conduct.
- Client satisfaction rate on projects.

Environmental information

- Countries involved in the carbon footprint process: Australia, Brazil, Canada, France, India, Italy, Saudi Arabia, Sweden, United Kingdom and Ireland, United States.
- Carbon assessment – Direct and indirect GHG emissions per country:
  - **Scope of common carbon assessment:** purchase of furniture(1), purchase of IT equipment, purchase of services(2), purchase of cars, energy consumption (scopes 1, 2 and 3), waste(3), commuting trips, business trips(4), refrigerant fluids(5), catering(6), digital uses (e-mails, OneDrive, SharePoint);
  - **United Kingdom/Ireland:** energy consumption when working remotely.

The carbon footprint of the ten countries involved has been extrapolated on the basis of the number of employees in order to consolidate the results at Group level. The following information has been excluded since it does not apply to the Group's activities: tackling food waste, tackling food poverty, ensuring animal welfare and a responsible, equitable and sustainable diet, initiatives designed to promote the practice of sport and physical activity.

(1) Purchase of furniture: except for United Kingdom/Ireland.
(2) Purchase of services: except for United Kingdom/Ireland.
(3) Waste: except United Kingdom/Ireland.
(4) Business travel: for the United Kingdom/Ireland, journeys are classified according to the definition provided by the Department for the Environment, Food and Rural Affairs, and not the one provided by the ADEME.
(5) Refrigerant fluids: except for Brazil, Saudi Arabia, the United States and the United Kingdom/Ireland.
(6) Catering: except for the United Kingdom/Ireland.



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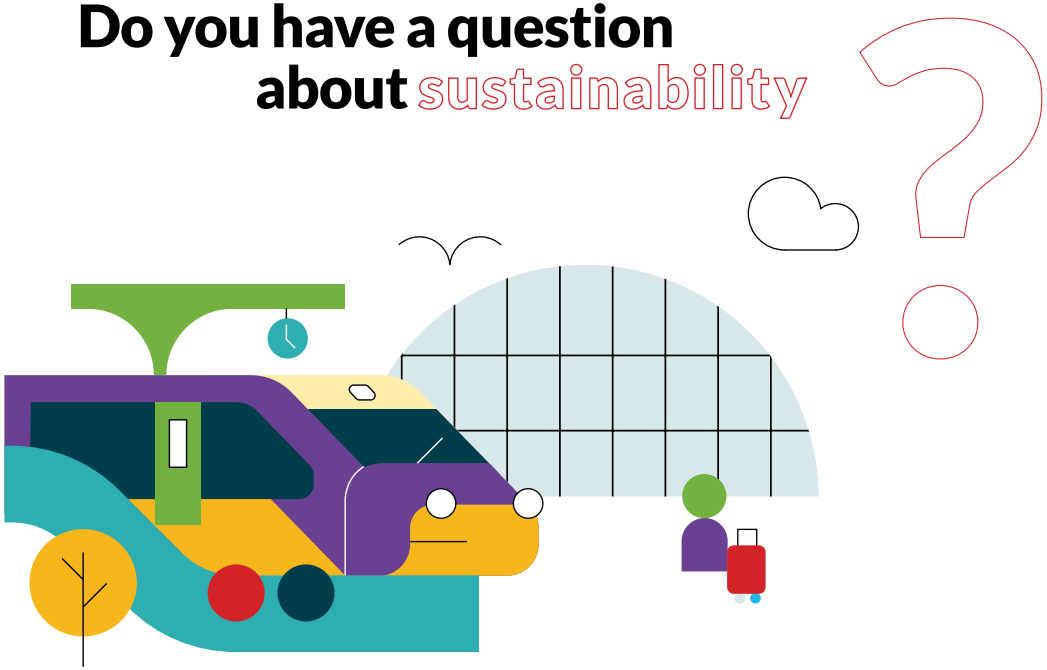

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