



RESPONSIBLE BUSINESS REPORT

2021



CEO Welcome



JEAN-PHILIPPE LOISEAU
EQUANS UK & Ireland CEO

2021 saw the creation of EQUANS, to empower businesses and communities to not only fully embrace the energy transition, but also the digital and industrial transitions that are redesigning the way we all move, work and live. In the UK & Ireland we continue our focus on supporting customers by mobilising expertise to provide low-carbon energy solutions, offer cutting-edge technical and FM services, and transformative regeneration.

Answering the climate emergency remains one of the most important challenges of our times. Aside from our own actions, we also take seriously our role as an enabler for many of our customers in their own energy transition and net zero journey. This year we also stepped up our collaboration with our supply chain partners to find new approaches and low carbon products and solutions to embed in our operations.

As a business we have maintained our strong focus on the importance of health and safety across the workplace, delivering training and behaviour change campaigns and have continued to reinforce on many aspects of employee health and wellbeing.

The delivery of social impact across our activities also remains important to us. As shown in this report, we have helped to improve the health and wellbeing of residents across many local communities by renovating homes and surrounding neighbourhoods and providing critical local services.

We have also worked to increase community cohesion through the delivery of high-impact social value activities and volunteering projects.

This includes extending initiatives within the communities we operate, offering training, apprenticeship programmes and local employment opportunities, often hiring from disadvantaged backgrounds and supporting young and unemployed people.

Beyond this we have also increased our commitment in this area with our signatory pledge to the Employers Domestic Abuse Covenant (EDAC) and launched our Triple E programme (Empower, Educate and Employ), helping to create positive futures for women.

At EQUANS, our people are our most important asset. We have acknowledged and celebrated the contribution of our people with a number of initiatives including our annual Employee and Apprentice Awards and the establishment of six employee networks to support our Diversity & Inclusion Roadmap. These internal networks allow employees to be themselves at work and to achieve their full potential.

As our business has evolved, we have maintained our on-going commitment to Responsible Business throughout our operations. This report presents an overview of our progress and achievements from the past year, [matched against the principles of our Responsible Business Charter] bringing them to life through many initiatives and programmes.



Construction



Energy Services



Facilities Management



EQUANS UK BU

2021 Highlights

<p>FAIR BUSINESS GROWTH</p> <p>£3.7 million spent with Social Enterprises</p>	<p>FAIR BUSINESS GROWTH</p> <p>98% of all invoices paid in line with prompt payment code</p>	<p>TRANSPARENT & ACCOUNTABLE</p> <p>SFMI FM Index Platinum award</p>	<p>TRANSPARENT & ACCOUNTABLE</p> <p>Ecovadis Platinum Top 1%</p>	<p>FAIR EMPLOYER</p> <p>Social Mobility Awards - Organisation of the Year Finalist</p>	<p>FAIR EMPLOYER</p> <p>100% Achieved on both site and office Achilles audits</p>	<p>FAIR EMPLOYER</p> <p>Awarded Care Leaver Friendly Employer Gold status</p>
<p>FAIR EMPLOYER</p> <p>267 Line Managers trained in EQUANS Mind Mental Health course</p>	<p>FAIR EMPLOYER</p> <p>12 Live H&W webinars held, engaging over 1,200 employees</p>	<p>FAIR EMPLOYER</p> <p>More than 580 Apprentices completing 70 different qualifications</p>	<p>COMMUNITIES & ENVIRONMENT</p> <p>Global FM Awards Gold Winner, 'Making Zero Carbon Happen'</p>	<p>COMMUNITIES & ENVIRONMENT</p> <p>Planted & provided over 3,040 trees across 9 sites</p>	<p>COMMUNITIES & ENVIRONMENT</p> <p>25% of Fleet converted to EV milestone achieved</p>	<p>COMMUNITIES & ENVIRONMENT</p> <p>Over £10 million of Social Value Delivered</p> <p>(excluding spend with SEs and SMEs)</p>

Overview



JAMIE QUINN
RB & SHEQ Director

We have continued to focus on the deliverables of the EQUANS Responsible Business Charter. Some of the highlights for 2021 included:

Health and Safety and Wellbeing

All 2021 Health & Safety KPIs were achieved, with a target Lost Time Incident Frequency Rate ("LTIFR") of 3.12 being set for the UK BU. This was achieved during the year with a LTIFR of 2.61 being recorded. The undertaking of a Health & Safety Survey across the workforce identified further key areas for improvement for the 2022 RB & SHEQ Action Plan. There was a continued focus on health and wellbeing with mental health awareness training implemented and the establishment of health and wellbeing drop-in sessions during the entire year with increased frequency as a result of the COVID pandemic.

Social Value

In 2021 we delivered over £10million of social value into the communities local to our operations along our three social value strategic themes; supporting social mobility, supporting the growth of local skills & employment and decarbonisation & improved air quality. This included

employability workshops, work placements, apprentices, spend with social enterprises and donations. We also continued our commitments to the Care Leavers, Employers Domestic Abuse Covenant (EDAC) and Armed Forces covenants. We have enhanced our social value reporting tool (RB App) to not just measure social value across our contracts but to better capture and monitor what we deliver against and above our contractual social value commitments.

Making Zero Carbon Happen

We continued our decarbonisation efforts across our operations in support of our targets. In 2021 we reached the milestone of 25% of our fleet transitioning to EVs, with a longer-term commitment to reach zero tailpipe emissions by 2028. We piloted our Zero Avoidable Waste strategy within the business with a goal of 90% of avoidable waste by 2030. We ran several employee engagement campaigns on topics such as Clean Air and COP26 to inspire action that employees could take in and out of the workplace.


Diversity and Inclusion

Following a series of listening circles undertaken with employees across the business and analysis of existing data, a Diversity and

Inclusion Strategy was renewed for the business. We also saw the formal launch of the six Employee Diversity Networks within EQUANS. Activity emerging from these Networks included Women in EQUANS running a series of 'speed mentoring sessions', which aimed to match mentees and mentors together to create successful relationships. Over 50 new partnerships were created as a result of the programme, with over 60% of the relationships being sustained on conclusion of the formal scheme.

Responsible Procurement

In 2021 aligned to our Diversity & Inclusion Strategy we focused on supporting a diverse supplier base. We have continued our commitment to paying our suppliers on time and within agreed time frames according to the Prompt Payment Code requirements. We had a spend of £3.7million directly with Social Enterprises and Not for Profit Organisations and 47% our supplier base was SMEs. We ran a number of Meet the Social Enterprise events to raise awareness of our Buy Social Commitment and introduce colleagues to Social Enterprises as potential suppliers across the business. We also held listening circle sessions with our Social Enterprises to better understand



EQUANS UK Responsible Business Charter

EQUANS has in place a Charter that sets out our commitments in relation to a broad range of ESG issues. We report our performance against this Charter.

Principle 1 Fair Business Growth	Principle 2 Transparent & Accountable	Principle 3 Fair Employer	Principle 4 Supporting our Communities & Environment
<ul style="list-style-type: none">1. Responsible Management of Pensions2. Responsible Procurement3. Fair Pay	<ul style="list-style-type: none">4. Stakeholder Engagement5. Driving an Ethical Culture; exposing Unethical Conduct6. Open to Scrutiny	<ul style="list-style-type: none">7. Equal Opportunities for All8. Gender Pay Gap9. Committed to Staff Training10. Safety and Wellbeing11. Employee Voice and Trade Union Relationship12. Promoting the Real Living Wage	<ul style="list-style-type: none">13. Commitment to deliver Social Value in our Communities14. Making Zero Carbon Happen and Environmental Leadership

some of the challenges they face working with large organisations like ourselves. We continued to engage our suppliers around a range of issues from carbon to modern slavery and ethics through the Sustainability Supply Chain School (SCSS).



Innovation



EQUANS continues to identify innovative solutions and new ways of working that enable us to support our customers in achieving their goals.

We partner with large and small organisations through our open innovation programme, working externally with universities, start-ups, government agencies and industrial partners, to expand our capabilities, develop markets and provide leading edge customer solutions.

Clean Growth Innovation Fund

The Clean Growth Innovation Fund is a collaborative initiative supporting UK SMEs in the energy and technology sector, through a combination of EQUANS' equity, aligned with grant funding from Innovate UK's Investment Accelerator Programme. Through this initiative, we support research and development (R&D) in UK companies that are aligned with our own purpose to make zero carbon happen in areas such as Industrial



Industrial Decarbonisation Solutions

- ▶ Net zero opportunity identification
- ▶ Technoeconomic modelling
- ▶ Industry 4.0
- ▶ Carbon reporting & compliance
- ▶ Net zero project tracking
- ▶ Circular economy solutions

Smarter and Greener Places

- ▶ Net zero communities
- ▶ Smart local energy solutions
- ▶ Education solutions
- ▶ Smart mobility
- ▶ Housing retrofit
- ▶ Digital diagnostics and remediation tools

INNOVATION & FUTURE GROWTH

Key areas of growth focus for EQUANS UK & Ireland

Digital Tools for the built Environment

- ▶ Healthy indoor and urban environments
- ▶ Asset management and optimisation
- ▶ Smart and connected buildings
- ▶ Zero carbon transition (insight, act & measure)

Decarbonisation of Heat

- ▶ DHC decarbonisation
- ▶ Cross vector integration of heat networks
- ▶ Waste heat recovery
- ▶ Green gas accounting
- ▶ Citizen engagement
- ▶ Innovation business models

Decarbonisation, Digital Tools for the Built Environment, Smarter and Greener Places, and Decarbonisation of Heat.

During 2021 we launched four innovation challenges in partnership with Innovate UK's Knowledge Transfer Network, using their Innovation Exchange (ix) platform, to identify early-stage companies that meet the fund eligibility criteria and where there is a strong strategic fit and innovation need. We worked with Cambridge Cleantech to launch these challenges, via an innovation webinar, with contributions from external speakers.

As a result of the outreach through Cambridge Cleantech, KTN and our own activities, we received applications from 60 companies, 19 of which were then selected to pitch to a joint panel from Innovate UK and EQUANS. A number of collaboration opportunities have since emerged and are being explored, including those supported by an investment from EQUANS and grant from Innovate UK. In other cases, the process of creating the connections and identifying complementary skills, markets and propositions is sufficient to create opportunities for new partnerships, solutions and innovation. The Clean Growth Innovation Fund will continue

through 2022 with further outreach and investments expected.

Net Zero North West

We are proud to collaborate with likeminded organisations and work closely with academia, industry and public sector organisations as we tackle some of the biggest challenges facing the UK. This collaborative approach is demonstrated in the Net Zero North West Cluster Plan project: a research project funded by Innovate UK and the Department for Business, Energy and Industrial Strategy (BEIS) which we are delivering in partnership with 10 other organisations.

The objective of this project is to develop a decarbonisation roadmap for the North West Industrial Cluster, supporting its ambitions of becoming a low carbon industrial cluster by 2030 and the world's first zero carbon cluster by 2040. We have led two research workstreams; firstly, assessing the opportunities for industrial consumers to decarbonise and secondly, making recommendations on green hydrogen solutions in the region. Both of these reports aim to fill a knowledge gap in the literature and will be used to inform the implementation of the UK Government's Industrial Decarbonisation Strategy.



Smart Buildings

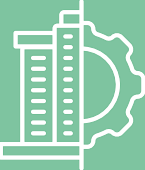
Our Smart Buildings team is focused on delivering a wide choice of stand-alone or integrated solutions that harness the latest technologies and innovations and are designed to help our customers optimise the efficiency of their buildings and operational processes so their workplaces are more connected and responsive.

Optimising the operation of our customer buildings will:

- ▶ Improve occupant comfort
- ▶ Reduce energy consumption and energy costs
- ▶ Improve health and wellbeing for employees and visitors
- ▶ Improve productivity and operational efficiency
- ▶ Reduce carbon footprint
- ▶ Create a more agile environment


Three Stage Process of Integration

Our three-stage approach prepares our customers to adapt to the new requirements and technologies that the end user demands.




STAGE 1 - CORE INFRASTRUCTURE

The first stage consists of providing the building with the core infrastructure that allows flexibility and compatibility with any future technology, making use of standardised wireless communications and open protocols.



STAGE 2 - INTEGRATION

At the second stage, we emphasise the importance of maintaining an open system that can be maintained over time. To do this, use should be made of the standard technologies used for data transmission between different systems.



STAGE 3 - CLOUD TECHNOLOGY

At the third and final stage we make use of cloud technology to guarantee the connectivity of any user from anywhere, whether inside the building or not. This platform prepares the building for the optimisation of all its systems,



PRINCIPLE ONE

Fair Business Growth

The role of business is increasingly about providing social and environmental benefits as well as economic growth.

This section covers:

1. RESPONSIBLE MANAGEMENT OF PENSIONS
2. RESPONSIBLE PROCUREMENT
3. FAIR PAY



PRINCIPLE ONE

Fair Business Growth

Responsible Management of Pensions

EQUANS UK participates in a number of pension arrangements. In 2021 we continued to meet our pensions obligations.

Defined Contribution (DC) Schemes

The majority of EQUANS UK employees are in Defined Contribution (DC) pension plans and, as at 31 December 2021, EQUANS UK operated four DC plans. During the year, contributions were paid to the relevant plans when due and within the statutory payment deadlines. Within the main plan managed by Legal & General, the investment strategy was updated in April 2021.

Defined Benefit (DB) Schemes

EQUANS UK operates two Defined Benefit (DB) pension schemes although these are closed to new entrants. Payment of benefits to Scheme members is carried out by a third party. Quarterly stewardship reports are received to monitor the administrator's performance. During the year, ongoing pension payments were made by their due date.

Public Sector Arrangements

EQUANS UK also participates in public sector schemes - the NHS Pension Scheme, the Local

Government Pension Scheme and the Civil Service Pension Scheme. The contributions due are paid in line with the formal agreements and, in some cases, reflect protection against the risk of changing contributions and funding levels. Annual declarations are required by each arrangement to ensure that the Company has met its obligations.

Responsible Investment

When deciding where to invest the pension scheme, the EQUANS Governance Committee considers the impact the Plan will have on things like pollution and carbon emissions. In addition, they also consider the way the companies in which they invest, within the Plan are run, with a key focus on topics like gender and ethnic diversity as well as the way companies treat their employees. In 2021 work was also undertaken to raise awareness and empower employees in relation to decision making on responsible pension investments.



Responsible Procurement

EQUANS aligns to the ISO 20400:2017 Sustainable Procurement Standard in its approach to Responsible Procurement. The Standard provides us with the framework for best practice to guide our actions for improvement.

In 2021 we focused our activities in a number of areas including diversifying our supply chain through our partnership with Social Enterprise UK, supporting our suppliers through our partnership with the Supply Chain Sustainability School, reviewing our supply chain relationship management programme, and expanding our portfolio of zero carbon supply chain solutions.

Supply Chain Sustainability School & Social Enterprise UK Partnership

In 2021 we saw a positive increase in the leveraging of EQUANS' external partnerships with Supply Chain Sustainability School (SCSS) and Social Enterprise UK (SEUK) to boost social value and learning opportunities within our supply chain.

In partnership with SCSS, EQUANS provided training to over 100 supply chain partners in numerous topics related to responsible business. Our suppliers learned how to spot signs of modern slavery in the supply chain; gained an understanding of how to create a fair, inclusive and respectful workplace; increased knowledge about climate change and carbon reporting.

EQUANS also extended the SCSS learning facility upstream to a client on one of our government contracts.

Social Enterprise UK supported EQUANS in driving a significant increase in spend with social enterprises in 2021. With over £3.7 million spent directly with Social Enterprises and Not for Profit organisations, we achieved more than a two-fold increase on our SE spend in 2020. In 2021 EQUANS conducted three bespoke 'Meet the Social Enterprise' events where eleven social enterprises were introduced to the business, resulting in nine additional social enterprises being onboarded to our supply chain. 48% of our EQUANS total spend was with SMEs, 1% ahead of the target set at 47% for 2021.

EQUANS continued its involvement with Social Enterprise UK through the 'Buy the Social Corporate Challenge'.

Listening circles with social enterprises

In October 2021 we ran a listening circle with social enterprises together with Social Enterprise UK. The focus was to create a safe space for social enterprises to share their experiences of working/engaging with EQUANS and for us to take away key themes to inform our Social Enterprise Engagement and Diversity & Inclusion strategy. In the session we discussed some of the challenges, barriers and opportunities working with us and how we can improve our processes, systems and policies. As a result of feedback received we are taking forward a number of actions.

Actions Taken Forward:

- ▶ To raise profile of social enterprise in the business- Launched a Support & Performance Bulletin that is issued monthly and will feature "Social Enterprise of the month". EQUANS will promote one chosen Social Enterprise to the business in all official communications and relevant meetings during the month.
- ▶ To increase engagement of our own supply chain in social enterprises- Engaging with our Tier 2 suppliers to see how they can also increase their engagement with social enterprises.
- ▶ To increase internal engagement in operations- Engaging with operational procurement teams to find solutions to existing internal challenges.

Footnote:
Like many businesses EQUANS incorporates a proportion of Construction Industry Training Board (CIBT) spend in the total social enterprise spend. In 2021 there was an increase in CIBT spend as a result of the delay in spend from 2020 due to the Pandemic. To normalise the data we have chosen in 2022 to take out CIBT spend from our total social enterprise spend so our target and performance will be lower.



Supplier Relationship Management Programme (SRM)

At the beginning of 2021, the SRM programme was reviewed with the aim of developing a process to better identify high performing supply chain partners and those that require improvement and support.

By the end of Q1 2021, the new SRM programme was designed and implemented, giving stakeholders outside of Procurement an improved understanding of the classification of Strategic and Preferred suppliers through our segmentation process. A tool was developed to better facilitate SRM for Procurement and the supply chain which has provided enhanced reporting. The next steps within the SRM Programme are to incorporate more formalised 360° feedback where we can find out from our supply chain how EQUANS can improve as we seek continuous improvement as a partner to each other.

Eco Product List expansion

To support EQUANS' efforts to Make Zero Carbon Happen, we introduced a list of 'eco and low carbon products and services' available in our supply chain. The list was promoted to all colleagues and is also being used to support customers by mobilising EQUANS' expertise to provide low-carbon solutions. In 2022 we will endeavour to expand the list to accelerate carbon reduction across all divisions.

What's next

Efforts are now underway to prepare for an external assessment of ISO 20400 in 2022. This will be the second benchmarking of our sustainable procurement capabilities against the ISO standard, and we aim to achieve increased scores against the first review in 2019. The main goal for 2022 is to develop a sustainable, diverse supply chain who can support us with commercially viable products and services linked to innovation, carbon reduction and the circular economy.

CASE STUDY - COMMUNITY WOOD RECYCLING

At EQUANS we are aware that reusing wood is 10x more efficient than harvesting, milling and transporting virgin wood, hence our partnership with Community Wood Recycling to save resources and change lives. In 2021 we rescued 160.8 tonnes of wood from the waste stream.

21% of waste (34 tonnes) was pushed up the waste hierarchy into reuse; used by the community for DIY/ building projects, or made into a whole range of beautiful products from bird boxes to dining tables



13% (21 tonnes) was processed into firewood and kindling for local homes and businesses, helping to displace fossil fuels, reduce carbon emissions, and create paid work.

66% (105.8 tonnes) was sent for recycling into woodchip, used in the manufacture of particleboard, animal bedding, or as carbon neutral fuel in power stations.

All these efforts saved 80 tons of carbon dioxide from being released to atmosphere. It is an equivalent of 17.4 passenger vehicles driven for one year.



CASE STUDY - WORKWEAR RECYCLING WITH SWIFT 360

Swift360 is our preferred supplier, supplying EQUANS with wide range of personal protective equipment including safety helmets, safety footwear, gloves, eyewear and workwear.

All EQUANS employees wearing uniforms or protective equipment in their day-to-day work can recycle them once items become worn out, off-brand or unsuitable instead sending to landfill. Swift360 also offered a workwear solution to reduce the amount of waste sent to landfill.

PPE and workwear are shredded to 15mm and materials then used in different ways:

- ▶ Compressed into fuel pellets and used to generate energy from waste
- ▶ Used to make sustainable construction materials used in roofing
- ▶ Recycled into textile materials which are used for industrial insulation, relief blankets, mattress insulator pads, packaging and more.

In 2021 EQUANS recycled around 36 cubic meters of PPE and workwear which saved 360 kg of waste being sent to landfill.



CASE STUDY - WE ARE SOCIAL ENTERPRISE

We Are Social Enterprise (WASE) is a recruitment agency tailored to the construction industry helping disadvantaged and underrepresented groups including care leavers, ex-offenders, long term unemployed and former armed forces personnel increase their chances of finding work.

EQUANS engaged with WASE in 2021 at one of our sites. WASE sourced local workers who lived less than 10 miles from site, reducing carbon footprint from travel and providing benefits to the local community by tackling unemployment. Together with WASE, EQUANS provided jobs to people on universal credit, individuals who lost their jobs due to COVID-19 as well as former armed forces personnel.

In partnership with WASE EQUANS provided:

- ▶ 7 jobs to the local community
- ▶ 1 employment workshop
- ▶ 41 support hours
- ▶ 57 mentor hours
- ▶ 3 social value workshops

Claire, a cleaner on site said:

“I was made redundant because of the pandemic and was thrilled to be offered this position after applying for over 40 jobs without success. I am grateful to EQUANS and WASE for giving me this opportunity.”



Fair Pay

The Company's Pay Policy continues to be focused on ensuring that remuneration must be sufficient to attract, appoint and retain high quality employees at all levels.

The Company is committed to ensuring that salaries remain competitive in the labour market through conducting an annual pay review, paying individuals in line with normal industry practice and standards and benchmarking salaries against other employers. The company also recognises individual performance and rewards employees financially for this through pay and bonus.

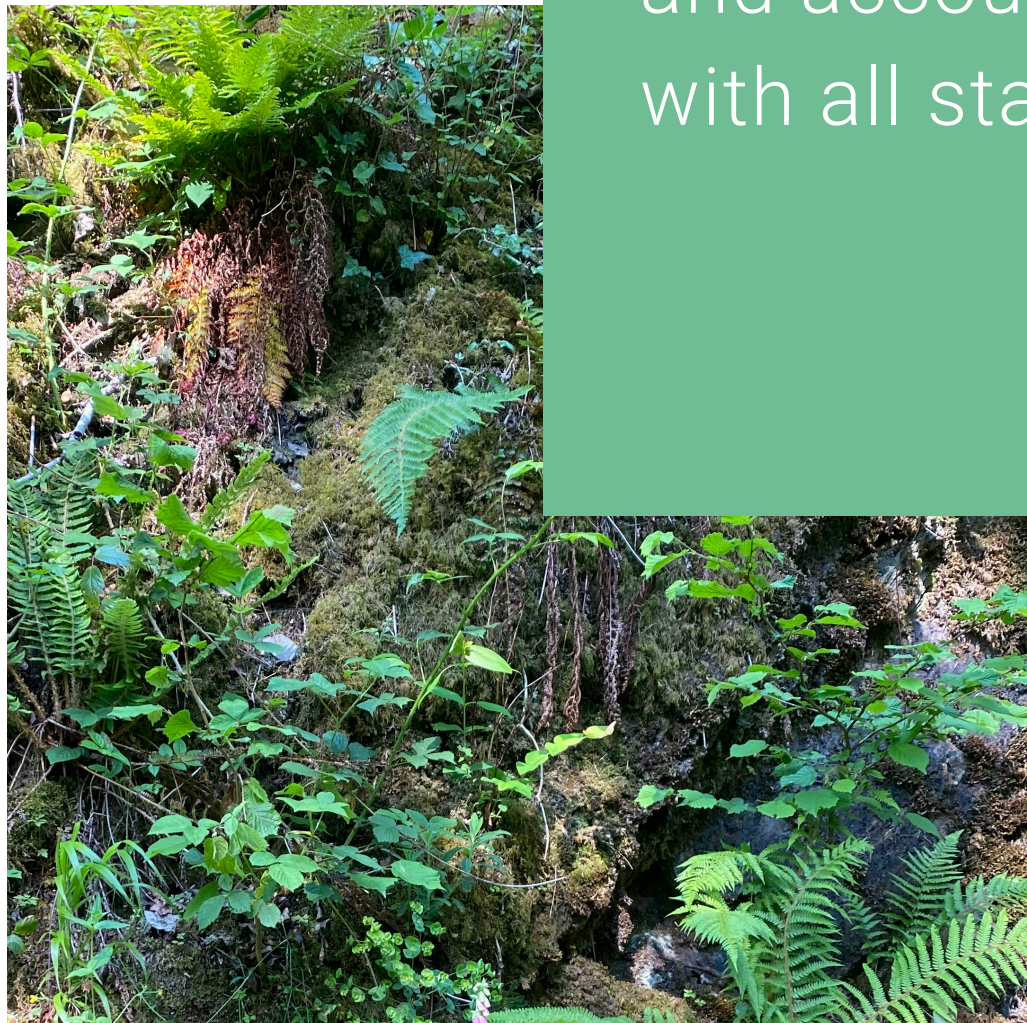
PRINCIPLE TWO

Transparent & Accountable

EQUANS is committed to ethical leadership, honesty, transparency and accountability with all stakeholders.

This section covers:

1. STAKEHOLDER ENGAGEMENT
2. DRIVING AN ETHICAL CULTURE; EXPOSING UNETHICAL CONDUCT
3. OPEN TO SCRUTINY



PRINCIPLE TWO

Transparent & Accountable

Stakeholder Engagement

Understanding our stakeholders, understanding our business

As a business we recognise that working closely with our stakeholders is key to developing a robust and responsive business strategy. Our aim is to create a partnership approach with our stakeholder engagement by identifying the needs of key stakeholders and embedding solutions at contract level that are focused on these needs. Stakeholder engagement is thus enshrined in our Responsible Business Charter and we produce stakeholder engagement plans at Operational and Functional levels. Our plans are aligned to the AA1000 Stakeholder Engagement Standard a best practice standard.

As a business EQUANS has identified a broad range of stakeholders and we engage with them on many issues. One of the focus areas in 2021 continued to be in relation to the Pandemic and associated business and operational impacts. We remain accountable for our performance and obligations - and communicate with key stakeholders on these.

To the right: Examples of our key stakeholders and areas of engagement with them.

Stakeholder	How we engage	Key issues we are engaging on
Group	Regular Dialogue	Group requirements and obligations
Investors	This is undertaken at Group level	Responding to queries raised in relation to our performance
Customer	Regular customer meetings Customer surveys	<ul style="list-style-type: none">▶ Compliance Obligations▶ Contract performance▶ Opportunity and Innovation Identification▶ Needs of the end user as we operate in schools, hospitals, universities etc.
Advisory Board	Quarterly meetings	<ul style="list-style-type: none">▶ Our Strategic Performance▶ Opportunity and Risk identification
Employees	<ul style="list-style-type: none">▶ National Employee Forum▶ Employee Surveys▶ Manager and HR dialogue	Consultations and feedback on strategy and performance
Unions	Regular dialogue occurs with National Officers of major Trade Unions & Trade union representatives attend our National Employee Forum	Consultations on strategy



Stakeholder	How we engage	Key issues we are engaging on
Suppliers	<ul style="list-style-type: none">▶ Supplier Relationship Meetings▶ Supply Chain School	<ul style="list-style-type: none">▶ Supplier Performance and our obligations▶ Innovation
Industry	Industry Body Memberships and Boards	Issues affecting our business and sector
Local government	Regular Meetings	Responding to local requirements
Government	Responding to consultations	<ul style="list-style-type: none">▶ Dialogue on key issues▶ Opportunity and Risk identification
Social Value partners	Partner meetings	Social Value Strategy and performance
Media	<ul style="list-style-type: none">▶ PR Agency▶ Direct Meetings and Briefings and interviews	Various in relation to our performance and impact
General Public	Local community engagement plans	Our performance and impact
Regulators, Auditors & Accreditations	<ul style="list-style-type: none">▶ Briefings▶ Consultations▶ Site visits	<ul style="list-style-type: none">▶ Our performance▶ Compliance obligations▶ Meeting the requirements of accreditations and certifications▶ Risks

Sustainable Development Goals (SDGs)

The business enrolled on the pilot of the UN Global Compact (SDG) Ambition Accelerator Programme. In 2021 we mapped our activities and programmes against the SDG Business Benchmarks to assess our performance. As a result we have identified eight core SDGs that we can influence as an organisation. The exercise highlighted new areas of focus to enhance the positive outcomes of our RB Charter.

3

GOOD HEALTH AND WELL-BEING

5

GENDER EQUALITY

7

AFFORDABLE AND CLEAN ENERGY

8

DECENT WORK AND ECONOMIC GROWTH

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

11

SUSTAINABLE CITIES AND COMMUNITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION



Customer Satisfaction

At EQUANS we continued to support our customer base throughout another challenging year. We identified solutions for customers and challenged ourselves and the business to develop new ways of working.

We continue to ensure the customer is at the centre of all our decision making and use the robust & consistent framework of customer metrics including Net Promoter Score (NPS) to track and evidence performance.

Through our combination of transactional feedback mechanisms and quarterly relational surveys, EQUANS has been able to focus on ‘closing the loop’ with our customers whilst our focus continues to be on improving customer satisfaction, driven by the clear link between this and the increased propensity

to recommend and re-purchase products and services.

We have expanded our partnership with Qualtrics XM, an industry leading experience management platform, which provides us with a growing suite of reactive and proactive feedback tools across our diverse portfolio of accounts.

Driving an ethical culture; exposing unethical conduct

EQUANS’ is committed to adhering to the highest ethical standards at all times and complying with relevant legislation in the fields of ethics and human rights.

If we are to achieve this ethical ambition and maintain the trust and confidence of our stakeholders, it is essential that our ethical principles are at the heart of all of our business activities. Those ethical principles, which are enshrined within our Group Ethics Charter and the Practical Guide to Ethics documents, are as follows:

- 1. Act in accordance with laws and regulations
- 2. Behave honestly and promote a culture of integrity
- 3. Be loyal
- 4. Respect others

Modern Slavery

EQUANS is committed to eradicating modern slavery in all its forms and we will work tirelessly to ensure that trafficking and slavery have no presence in either our own operations or those of our supply chain. In 2021 we revised the subcontractor onboarding process within our Regeneration business

(Places and Communities division), to ensure that our subcontractor due diligence process is sufficiently robust with the aim of ensuring that unethical behaviour, and particularly modern slavery, have no presence within our supply chain. Additionally, we have revised our site induction process to include a number of questions which are designed to identify potential victims of modern slavery (see also training below).

In 2021 EQUANS UK published a revised modern slavery policy which compliments our annual modern slavery statement (see [website](#)).

MEASUREMENT OF OUR PROGRESS

We have developed a set of key performance indicators (KPIs) to report our performance which includes:

Completion of modern slavery training by employees

Undertaking due diligence investigations on our top 50 suppliers

Conducting desk-top audits on suppliers on our preferred supplier list

Both the statement and the policy detail the measures which we have implemented to tackle potential modern slavery and human trafficking within our organisation and our supply chain. In 2021 we worked with Stronger Together a multi-stakeholder business-led initiative aimed to reduce modern slavery to review our training programme and rolled out a revised version focused on supporting our staff to spot the signs of modern



slavery and report those concerns effectively.

Our Ethical Culture

In 2021 EQUANS UK was awarded a Platinum award in respect of its activities in the fields of ethics and responsible business. This assessment places the UKBU in the top 1% of all organisations which have been audited using EcoVadis’ methodology. Specifically, recognition was made of our exceptional policy on ethics issues, dedicated lines of responsibility for managing ethics issues and the Whistleblower procedure which had been implemented to enable staff and external stakeholders to report these issues.

We operate mechanisms which afford both employees and external stakeholders the opportunity to report concerns relating to potential unethical conduct. These mechanisms have been publicised through an internal poster campaign, and feature in our ethics newsletters, training programmes and other communications

published by the UK’s Ethics and Compliance team. The reporting mechanisms are also detailed within our Supplier Charter and are available on our UK website. Any matters raised through this process, are assessed through a formal investigation and are considered by a committee of the EQUANS UK board.

Open to Scrutiny

The business continues to be committed to publishing its performance on the Responsible Business Charter in the annual Responsible Business Report.

We also publish more detailed information on our performance and targets in a number of areas including Modern Slavery, Pay Gap and our Carbon Reduction Plan. We remain committed to complying with Freedom of Information requests as required by key stakeholders.

PRINCIPLE THREE

Fair Employer

EQUANS is committed to developing a workforce that represents the clients, customers, and communities we serve.

This section covers:

1. EQUAL OPPORTUNITIES FOR ALL
2. GENDER PAY GAP
3. COMMITTED TO STAFF TRAINING
4. SAFETY AND WELLBEING
5. EMPLOYEE VOICE AND TRADE UNION RELATIONSHIP
6. PROMOTING THE REAL LIVING WAGE



PRINCIPLE THREE

Fair Employer

Equal Opportunities for All

EQUANS UK is committed to building an inclusive culture where our people feel able to be themselves at work and achieve their full potential. In so doing, we aim to develop a workforce that represents the customers and communities we serve.

In 2021 we launched a missing data campaign to help us identify our priority areas to improve diversity. This data disclosure enabled us to gain a better understanding of our workforce demographic. We also partnered with Business in the Community to hold a series of listening circles with our employee networks, and colleagues across all grades and departments, to understand their lived experience of working within EQUANS. This insight was used to develop a three-year Diversity & Inclusion (D&I) Strategy and Plan.

The Strategic Goals for D&I outlined within our Strategy are as follows:

1. Leadership & Governance
Create shared ownership for Diversity & Inclusion across EQUANS and hold ourselves accountable for making progress

2. Inclusive Culture
Create an inclusive environment where all employees feel that they can be themselves at work, perform at their best and achieve their potential

3. Attracting, Developing & Retaining Talent
Recruit and retain the best talent, representative of the diverse customers and communities we serve to create high performing, innovative teams that enable us to achieve our strategic objectives and business goals

4. Inclusive Policies & Ways of Working
Create inclusive policies and working practices that remove barriers and create fair and equal opportunities for everyone

5. Community & Supply Chain
Collaborate with our clients, suppliers, partners and communities to achieve our diversity and inclusion goals together

Our Diversity & Inclusion panel, consisting of the executive sponsors of our employee networks and other senior sponsors, continues to provide the strategic direction for our diversity and inclusion agenda.

OUR 2021 D&I ACHIEVEMENTS INCLUDE:

Launch of a missing data campaign to improve diversity disclosure and better understand our workforce demographic

Conduction of a diagnostic assessment to assess our current position and identify priority actions

Launch of 5 Strategic Goals for D&I with a three year strategy and action plan

Facilitation of a series of listening circles to understand the lived experience of our employees

Growth of our employee networks to six highly represented and engaged networks each with executive sponsors

Implementation of a governance framework with a D&I panel of senior sponsors to set the strategic direction and hold ourselves accountable for making progress

Delivery of a calendar of D&I events working with our employee networks to raise awareness of key topics

Appointment of external partners helping us to embed D&I best practice

Launch of smarter ways of working to create a flexible and agile approach to work for our employees

Development of mentoring programmes to support minority groups in progressing their careers

Alignment of our early careers programme with our D&I agenda raising awareness of the career opportunities available to diverse groups and inspiring the next generation of talent to join us

EQUANS UK is committed to building an inclusive culture



Looking forward to 2022, our focus is to:

Drive accountability and ownership for D&I across the organisation through the introduction of D&I related performance objectives.

Development and delivery of an Inclusion training programme to engage every employee on our journey to creating an inclusive culture

Review of our approach to recruitment to remove bias and

inadvertent barriers and support inclusive hiring

Delivery of inclusive recruitment training to our hiring communities

Enhancement of our careers site and associated candidate experience, to ensure it is inclusive, immersive, and engaging

Pilot of targeted development programmes with our Women in EQUANS and Respecting, Inspiring and Supporting Ethnic Minorities employee networks

Review of our people policies to ensure they align with best practice guidance

Collaboration with our supply chain achieving our D&I goals together

Completion of External Benchmarks TIDE, EDGE, Clear Assured, Disability Confident, Stonewall Workplace Equality Index to identify opportunities to accelerate progress

Gender Pay Gap

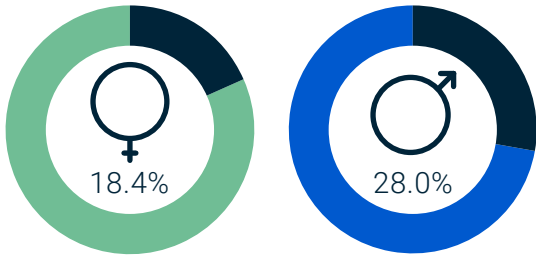
Our analysis of data on ‘business as usual’ external hiring and internal progression highlights that we still have significant work to do on changing the gender balance of those we recruit and develop, particularly in more senior and operational roles where there is traditionally a male orientated talent pool.

The table below shows EQUANS UK’s overall median and mean gender pay and bonus gap between females and males based on average hourly rates of pay at the snapshot date of 5 April 2021. This shows a disappointing reversal of the positive gender pay gap trend established between 2017 and 2019.

Year	2017	2018	2019	2020	2021
Median Pay Gap	35.1%	31.5%	30.3%	32.1%	31.7%
Mean Pay Gap	31.8%	27.4%	26.8%	28.7%	29.9%

EQUANS UK	Median	Mean
Gender Pay Gap	31.7%	29.9%
Gender Bonus Gap	18.5%	28.7%

The proportion of females and males receiving a bonus payment



Proportion of females in each quartile band		
Quartile	Female	Male
Upper	18.4%	81.5%
Upper middle	21.1%	78.9%
Lower middle	39.7%	60.3%
Lower	63.4%	36.6%



Taking Action to address the Gender Pay Gap

INSPIRING THE NEXT GENERATION OF TALENT
Aligning our early careers and outreach programmes with our D&I agenda raising awareness of the career opportunities available to diverse groups and inspiring the next generation of talent to join us

Establishing partnerships with Young Professionals and Youth Employment UK to support young people develop employability skills

ATTRACTING TALENT
Working with external resourcing partners to promote career opportunities directly to diverse groups

Conducting ongoing and in-depth analysis of recruitment data at each stage of the hiring process to make improvements to recruitment practices

Delivering inclusive recruitment training to our hiring communities

DEVELOPING TALENT
Launching of a targeted mentoring programme for members of our Women in EQUANS network

Launch of a Level 5 and Level 7 targeted development programme to support female progression

Developing an Inclusion training programme to engage every employee on our journey to creating an inclusive culture

CREATING A GREAT PLACE TO WORK
Launch of a three-year D&I Strategy and programme of initiatives to increase diversity and drive a culture of inclusion across the organisation

Creation of Smarter Ways of Working hybrid working framework to support a flexible and agile culture as we transition back to business following the pandemic

Working collaboratively with our employee networks to deliver a calendar of D&I events to celebrate difference and raise awareness of different cultures.

Drawing on insights gained from the EDGE Global Business Certification Standard for Gender Equality, to develop an action plan to improve gender equality

CASE STUDY - The RISE Network



The RISE (Respecting, Inspiring and Supporting Ethnic minorities) network was officially launched the beginning of 2021. Some of the networks key objectives are to recognise and celebrate culture, educate colleagues and to showcase inspirational figures. October 2021 was the first year that we celebrated Black History Month with the network.

During October we hosted the 21-day Racial Equity Habit Building Challenge (originator @Dr Eddie Moore) providing an opportunity for employees to watch, read or listen to a daily challenge, which was often followed by some thought-provoking questions. We facilitated this by providing a link to uploaded media/questionnaires on each working day. The challenge was also supported by members of our Executive team who took the time to record an introduction to a piece of media and reflect upon the content.

The challenge was very well received, and many employees spoke about the new knowledge they received and the feeling of gaining the opportunity to “walk in another person’s shoes”. Some of the topics covered included race literacy, allyship, inspirational figures, microaggressions, the 1919 race riots and contemporary issues such as the racism following the aftermath of the UEFA Euro 2020 Football tournament. We hope to repeat something similar for this year, again focusing on a number of different topics and highlighting the Executive Team's support for the initiative.

The RISE network introduced ‘events and celebrations’ culturally diverse eCards to send to colleagues on myEQUANS.



AL-HIJRA!





MERRY CHRISTMAS





BODHI DAY





HANUKKAH SAMEACH!



Committed to staff training

Businesses which succeed and thrive, especially in today's challenging economic conditions, are those which maximise the potential of their people. EQUANS continues to be committed to attracting the best talent into our business and developing our people through our Centre of Excellence, Employee Experience Team and Skills Academy function.

Our Centre of Excellence Employee Experience team is made up of 4 Leadership Streams that collectively serve our people throughout the Employee Experience Cycle.

- 1. Resourcing & Onboarding Experience
- 2. D&I, Talent & Employee Experience
- 3. Learning & Development Experience
- 4. Policy, Employee Relations & Bid Development

Talent Attraction & Early Careers

Across 2021 we saw two graduate cohorts join the business; 14 young professionals joined in January with another 4 joining in September. Our graduate programme recognises those individuals that don't have a 'traditional' educational background but are high achievers across our business. Included in our January intake, 4 candidates joined who were previously employed by the

business and had finished their apprenticeships wanting to progress in their careers.

We believe young people need to be empowered and given the chance to make a difference. We support them in building a bespoke training curriculum which enables them to build on the skills needed for the future.

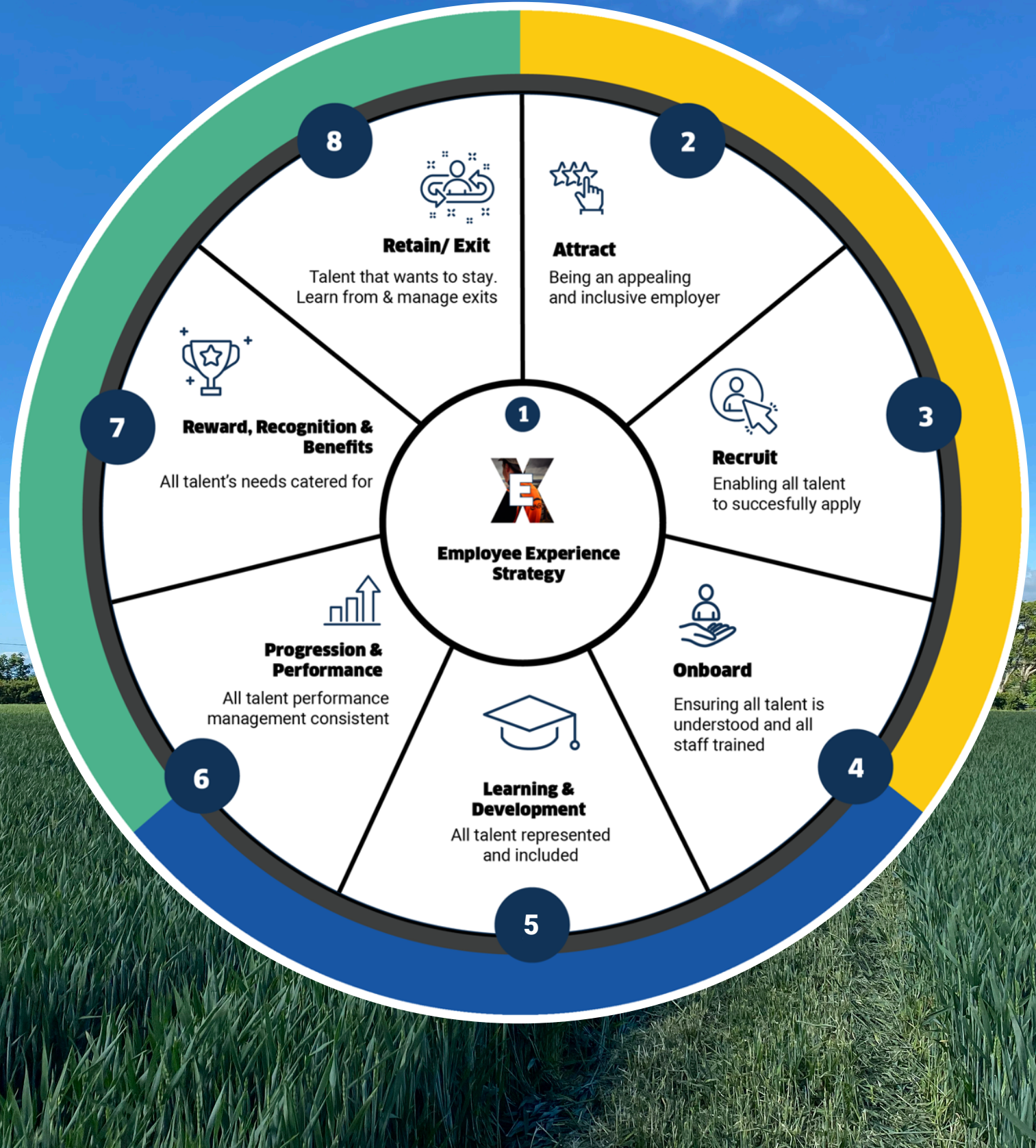
Apprenticeships

2021 has been another busy but hugely successful year for EQUANS' apprenticeships. Once again, the business was recognised as a Top Apprenticeship Employer, placing 36th in the AllAbout School Leavers and 65th in the Rate My Apprenticeships Top 100 Apprentice Employers.

Our apprentice numbers grew significantly across 2021, with more than 580 apprentices across the UK completing over 70 different qualifications. In 2021 a number of the apprentices joined our business, not just straight from school but from other careers, looking to take a new direction with their lives. On top of this we saw an increase in our existing staff upskilling, gaining more experience across a range of qualifications.

We also launched a high potential apprenticeship programme (collectively known as HiPo) enrolling 20 apprentices on a 12-month training programme covering a combination of soft skills, residentials, personal development, coaching and mentoring.

THE EMPLOYEE EXPERIENCE CYCLE



Kickstart

2021 saw the introduction of the government Kickstart incentive helping 16-24 years olds currently on Universal Credit and at risk of long-term unemployment find employment. EQUANS were awarded 125 placements by the government to change young people's lives across a 6-month placement with the aim to develop their employability skills. 35 individuals started with the business in 2021 with the remainder of placements being targeted in the first half of 2022.

EQUANS also developed a partnership with a social enterprise organisation, WildHearts, to help our Kickstart candidates develop the soft skills needed to succeed in their respective placements. The scheme saw some of our graduates become mentors to our Kickstart candidates. Our graduates are also involved in the Wildhearts Micro-Tyco programme inspiring an entrepreneurial environment that fosters creative thinking, resourcefulness and teamwork.

Mandatory Training & Development

HOW DO WE IDENTIFY TRAINING NEEDS?

We have a clearly defined Hierarchy of learning needs analysis governance in the business, with 4 tiers of training committees established, supported by a network of sub-committees and subject matter expert groups. These committees, networks and groups create our skills academies, identify needs, and develop learning solutions for the roles within each skills academy.

The Learning & Development Experience team works collaboratively with our business to place employees into Skills Academy learning channels based on their division, service provided, job role and responsibilities. Each employee is assigned to a learning channel that houses a complete list of learning resources, training, and competencies to be completed. These are then segregated into time bound lists based on legal compliance, mandatory status, risk to the business or the individual and critical skills and behaviours the employee's role requires.

An individual may be assigned multiple Skills Academies based on additional specialist accountabilities such as technical appointments or people management responsibilities.

TAILORED TRAINING OFFERING

Energy & Technical Services Academy

Central Support Academy

Places & Communities Academy

Personal Development Planning

Alongside the ‘Your EQUANS Career’ resources that were developed in 2020, in 2021 we launched the existence of specific career related portals within, which included resources on the following:

- ▶ NETWORKING IN A VIRTUAL WORLD
- ▶ HOW TO USE SOCIAL MEDIA FOR BUSINESS AND PERSONAL BRANDING
- ▶ RESOURCES ON HOW TO SET GOALS AND PERSONAL DEVELOPMENT PLANS

In addition to this, we launched an initiative called ‘Find My Why’, which helps individuals to bring their authentic self to work by understanding their values and drivers. This is supported by a virtual portal which encompasses reflective questions and self-directed learning resources to help employees become more self-aware and develop strengths and development areas to focus on at work.

Mentoring

In Q4 of 2021, in collaboration with our Women in EQUANS Employee Network we ran a series of ‘speed mentoring sessions’, which aimed to match mentees and mentors together to create successful relationships. Over 50 new partnerships were created as a result of the programme, with over 60% of the relationships being sustained on conclusion of the formal scheme. The programme has subsequently expanded to other networks and is expected to grow further in 2022.

Learning & Training Delivery

2021 continued to pose training delivery challenges, with COVID restrictions further testing our new ways of working, the team’s adaptability, and resilience. But every challenge forces innovation, which in turn creates opportunities! The team embraced this opportunity and used the circumstance to look for new ways of working and new forms of delivering learning. As a result of this review the team restructured to have a greater emphasis on employee experience, focusing as much on the learning experience and impact of the intervention as we previously have on the methodology of delivery.

The learning is accessed via our Learning Experience Academy Intranet Portal, or via an individual’s tailored Skills Academy learning

channel, or booked directly through our internal or external coordination teams.

We used this opportunity to establish a “learning solution culture” within the business rather than a “training course culture” this is a subtle but fundamental change to our approach. Learning needs analysis looks at the business challenge or problem that is trying to be resolved rather than just the desired learning outcome required. Our delivery model roughly falls into 3 categories:

- 1. INTERNAL DELIVERY
- 2. DIGITAL, E-DELIVERY & VIRTUAL DELIVERY
- 3. EXTERNAL SPECIALISTS

The 3 categories use the 70:20:10 (70% of learning on the job, 20% learning from others, 10% formal training) principles to create an eclectic mix to deliver blended solutions for our learners. The solution and learning needs analysis determines the learners preferred style, the level of learning outcome required, the skill, knowledge or behaviour that is to be achieved, the resource, time and budget available. This enables the team to select the most suitable, effective and efficient learning intervention that enables the business to achieve its desired goals and objectives. Listed below are examples of the blended solutions and approaches the team will utilise:

Accredited (The Learning team has the ability to source and facilitated external accredited qualifications, as

well as holding 10 external registered training centre accreditations and are also able to design our own QCF (qualification credit frameworks) specifications. The training centre accreditations we currently hold are:

1. UKATA (UNITED KINGDOM ASBESTOS TRAINING ASSOCIATION)
2. IOSH (INSTITUTE OF OCCUPATIONAL SAFETY & HEALTH)
3. IEMA (INSTITUTE OF ENVIRONMENTAL MANAGEMENT & ASSESSMENT)
4. BICSC (BRITISH INSTITUTE OF CLEANING SCIENCE)
5. CITB SSP (CONSTRUCTION INDUSTRY TRAINING BOARD- SITE SAFETY PLUS)
6. SIA (SECURITY INDUSTRY AUTHORITY)
7. MAYBO (CONFLICT MANAGEMENT TRAINING)
8. TETRA (LADDER SAFETY)
9. MHFA (MENTAL HEALTH FIRST AID ENGLAND)
10. QNUK (QUALIFICATIONS NETWORK UNITED KINGDOM)

E-Learning (Bespoke internally created SCORM compliant modules, developed by our digital learning solutions team)

Bite-size animations & videos (Bespoke internally created biteable, powtoon or videos, developed by our digital learning team)

Virtual Classrooms A digital learning environment that allows teachers and students to connect online in real time, facilitated by our internal wtrainers on TEAMS or external partners via ZOOM.

Social Learning A process where people learn via completing practical activities, observing and imitating others in a social environment. This can be on a physical site, or office location or in a virtual social network.

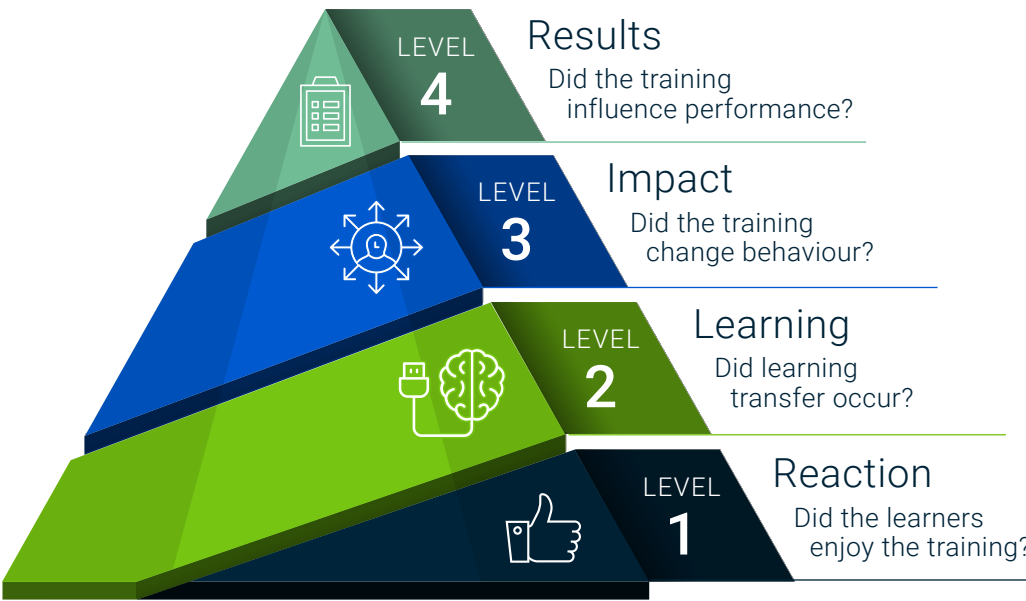
Blended Learning A programme including elements of multiple types of training delivery and learning interventions, placed into a learning pathway or channel.

Traditional Classroom/ Practical Training Face to face training activities delivered by our in-house team or external partners, to achieve desired training outcomes.

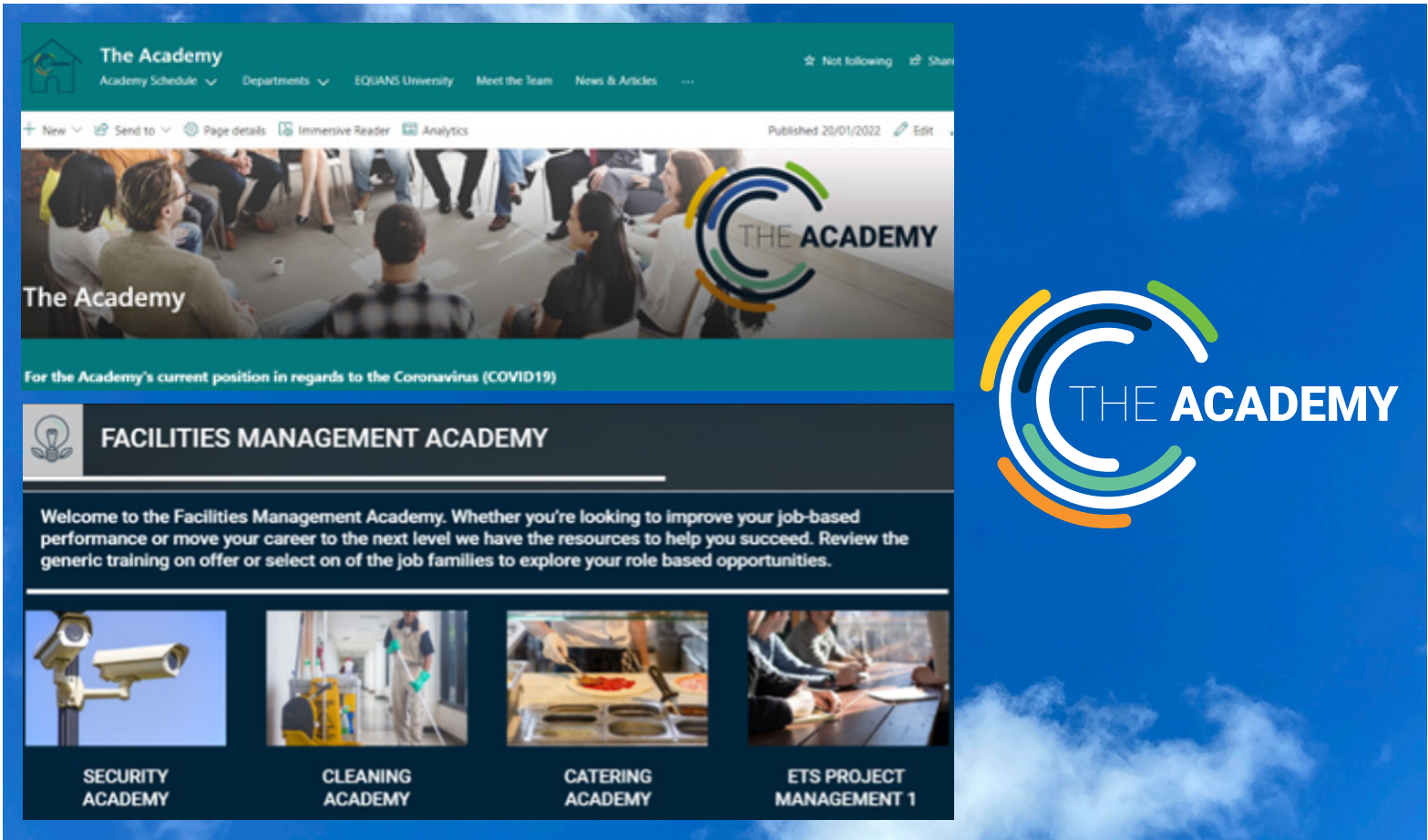
Free approved online E-Learning resource Externally sign-posted learning to trusted partners’ content, hosted on our internal Academy portal.

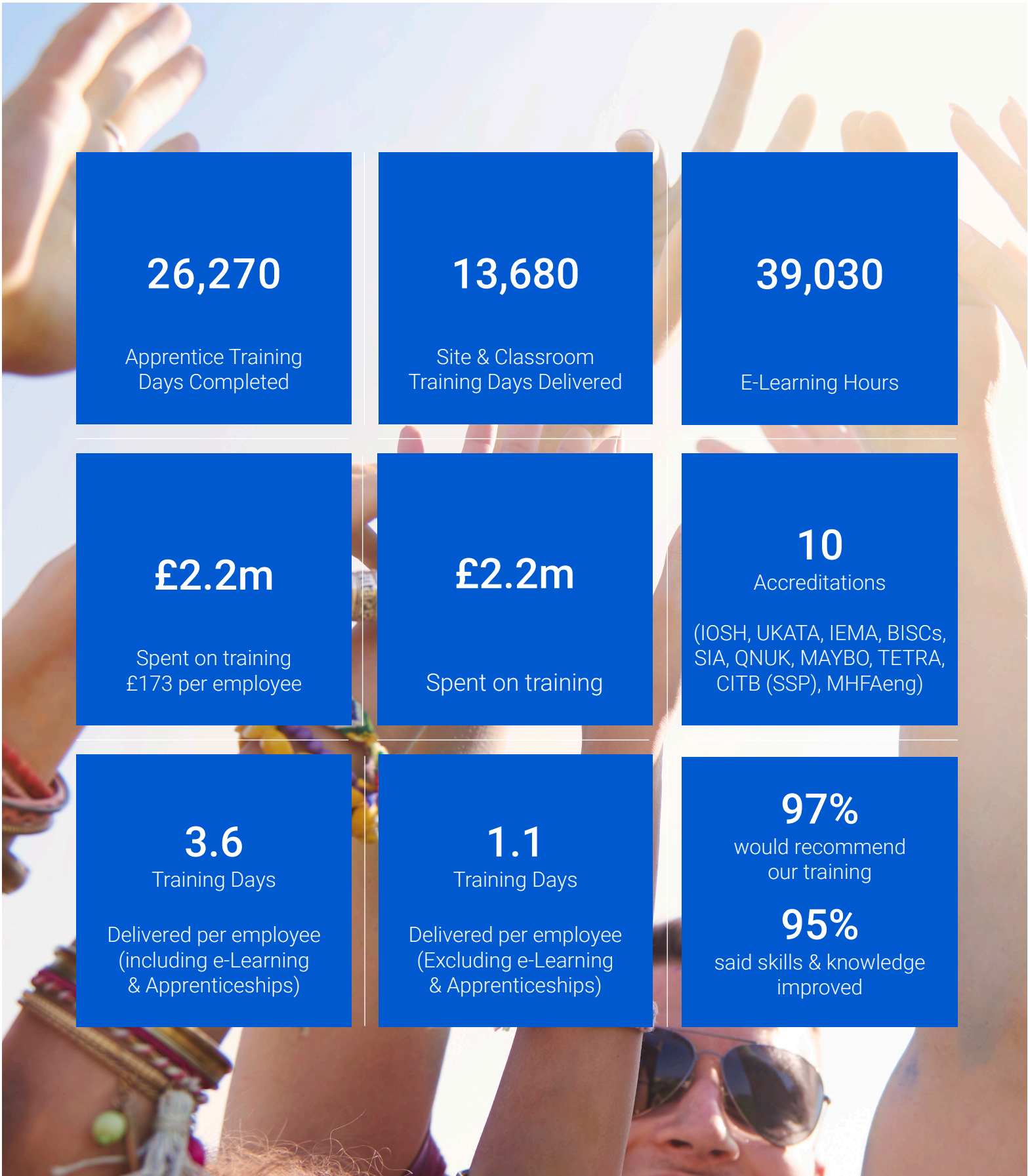
Training data, feedback and evaluation

At EQUANS we follow the Kirkpatrick model ‘LINK’, which breaks feedback and evaluation down into 4 levels:



Our aim in the Academy team is to analyse all learning requests that enter our inbox, and establish based on the time, cost, effort, risk and level of learning to be achieved, how many of the 4 levels need to be incorporated into the learnings evaluation strategy. A piece of basic bitesize awareness learning may just have a quick 5 star rating or simple questions & answers session at the end, where as a full 12 month talent development programme is likely to incorporate all 4 levels.





Talent, Progression and Succession

Talent identification is approached using the 9-box grid method, assessing current performance and individual potential. The Talent Team work closely with local and divisional leads to develop sustainable succession plans aligned to current and future skills requirements.

Management Training

We continue to support managers in the business by offering tailored programmes, management qualifications and apprenticeships to promote positive leadership behaviours and attitudes.

In 2021, our LEAP programme has continued, supporting around 65 managers in the business via either a Level 3 or 5 accredited management diploma. We have worked with our external supplier to ensure this is bespoke for all our learners, and we have received some excellent feedback to support this.

High Potential and Leadership Training

All UK based high potential programmes were adapted for virtual, social delivery given the impact the pandemic still had in 2021. Our high potential schemes, ASPIRE and EMERGE, were launched with the purpose of retaining and accelerating the development of our high potential managers. These programmes are both run with virtual and in person workshops, with all participants benefiting from coaching, psychometrics, 360° feedback, accreditation and charterships, on the job assignments and strategic simulations.

CASE STUDY - British Institute of Cleaning Science

Her Majesty’s Courts and Tribunals Service (HMTCS) is one of our largest facilities management contracts. In April 2020, we welcomed over 1500 employees to EQUANS with the majority working as cleaning operatives as part of the five-year, £200 million contract.

Our employees operate in and around 400 sites in the UK, and until they joined EQUANS, had little to no training of a British Institute of Cleaning Science (BICS) standard. Training that had been given was onsite by a cleaning supervisor of facility manager.

The Learning and Experience (L&E) team are launching a comprehensive training programme using the BICS standard of cleaning across our sites for this contract. We have been working closely with BICS over six months to develop a bespoke programme specifically for our HMCTS site. The phased programme will enable the team to target a large audience, so trainers and assessors for

the course will be sourced internally on a voluntary basis as part of their day-to-day job
HMCTS will initially select nine people to be trained internally as trainers, before increasing this to 16 people. This will work out as two trainers per region. These trainers will deliver the BICS standard licence to practice in their region over the coming year.

Next Steps

From the list of 16 trainers, the L&E team will collaborate with the HMCTS operations to select eight assessors who will travel around their region and accredit and sign people off on the required standard. This will be done through a virtual delivery or where practical will be completed in person.

This training programme will give our colleagues the opportunity to gain ‘a licence to practice’ accreditation, as well as give them a better understanding of the BICS standard.



Health and Safety

Safety has been a key focus of 2021. We have been working on our new Safety First program and we will be embedding this into the business in the coming year. Safety First is the way we manage and reinforce our commitment to achieving the highest standards of health & safety at EQUANS.

Safety First underpins a culture of zero severe accidents for our employees, temporary workers and sub-contractors, and promotes positive safety behaviours throughout our business. We remained focused to ensure health and safety continued to be our top priority. 2021 saw some excellent safety achievements as outlined in the infographic to the right.

In 2021 COVID continued to be at the forefront of our priorities. We have worked hard to create COVID secure workplaces in line with government and EQUANS Group guidance.

We were successfully certified to the ISO 45001:2018 health and safety standard in recognition of our management system transition. This is implemented alongside our ISO 9001:2015 (Quality) and 14001:2015 (Environment) certification.

We continued with our objectives and targets and achieved all of our 2021 objectives and saw an improvement in our safety performance. We achieved a reduction in both employee and contractor lost time incident frequency rate (LTIFR). We again reviewed our key risk areas

SAFETY 2022 ACTIONS

UK CAMPAIGNS PLANNED 2022

Q1. Manual Handling

Q2. Electrical Safety

Q3. Falling Objects

Q4. Slips / Trips / Falls

ACHILLES AUDIT

booked for 10th, 11th & 12th October 2022

CONTINUED

SHEQ attendance at the Technical Governance Committee

INTERNAL AUDITING

of H&S Processes in 2022

SAFETY FIRST

Campaign Rolled Out - Updates throughout 2022

1,731

responses to the Safety Culture Survey – Results are being analysed. Look out for an update

SAFETY FIRST

E-learning will be issued soon

ALL

BSI certificates have been changed to EQUANS

UK are leading the EQUANS Group RULES REVIEW

2022 KPIS:

Employee LTIFR YTD: 3.78 (Target <2.6)

Subcontractor LTIFR YTD: 3.24 (Target <4.2)

Temporary Worker LTIFR YTD: 4.79

Combined LTIFR YTD: 3.63 (Target <3.1)

LEADERSHIP

Health & Safety Training – 4 modules will be delivered in classroom training & 2022 dates are now available

Contract / Site Inductions including Subcontractor Inductions will be reviewed IN 2022

LSV & MSV

new Guidance Notes issued with new Outstanding Practice Certificate

21

HIPOs in 2022 with HIPO Alerts issued in Q1

HIPOs & Severe Accidents will have the Fishbone Technique applied

ROLL OUT

of Root Cause Analysis Training

SAFETY PREVENTION ON SITES

• Preparation and Risk Assessment

• 10 Golden Life Saving Rules

• Shift Pre-start meeting

• Shared Vigilance

• Stop the Work

• HiPo

which led to the development of our 2022 Policy, Strategy and Action Plans to ensure we continually improve our performance and set stretching objectives and targets for 2022.

Safety Performance			
	2021	2020	2019
LTIFR Employee	2.61	2.22	3.26
LTIFR Subcontractor	4.12	4.93	5.20
LTIs Total	135	108	135
LTIs Employee	71	63	87
LTIs Subcontractor	64	45	48
HiPo	32	35	30
RIDDORs	51	45	70

We built on our comprehensive COVID safety management system in cooperation with our customers and workforce to ensure we can continue to undertake our works safely.

We worked in conjunction with our Occupational Health provider to ensure our most vulnerable were adequately protected and our workforce had access to the most up to date advice and practical solutions to ensure their safety at work.

In collaboration with our supply chain, we sourced suitable stocks of personal protective equipment. We had our PPE stocks independently tested to ensure they were fit for purpose and offered our workforce the highest protection. We set up a PPE distribution centre specifically to ensure our PPE stocks could be ordered and delivered quickly and efficiently to frontline workforce.

We developed an in-house system to record employees with symptoms and positive cases of COVID and ensure close contacts have been managed correctly within our workplace to prevent the further spread of COVID. We have also worked alongside the Health & Safety Executive (HSE) and Public Health

England (PHE) to ensure we provide COVID secure workplaces.

Largely due to the COVID pandemic, HSE visits increased in 2021 across the industry. As a result of this we received over 65 Enforcing Authority visits to check our processes and implementation, all of which have obtained a positive outcome.

We ensured our COVID measures protecting our workforce did not compromise our 'normal' high safety standards. We communicated with our workforce, including our customers, and subcontractors and held a safety stand down day where we reinforced our message to focus on the safety and wellbeing of our workforce. We also listened to their feedback on how we could improve our safety and wellbeing.

Health & Wellbeing

In 2021 EQUANS continued to progress its Health and Wellbeing Strategy which is based on the four pillars of mental health, physical health, social wellbeing and financial wellbeing. The focus on mental health has further developed in alignment with the ongoing pandemic situation, as well as reports from CIPD, HSE and internal absence data.

In 2021 we ran several health and wellbeing campaigns including a Winter Wellbeing Bonanza (supported and attended by the CEO), Mental Health Awareness Week, World Suicide Prevention Day, Women's Health Campaign, Menopause Awareness Event, and a Men's Health Campaign engaging over 1,200 employees. The campaigns were supported by 12 live webinars which promoted

the use of wellbeing resources from our benefits provider Aviva, our EAP provider Care First, and the provider of our mental health support app Thrive. Over half the workforce have also now completed either Health and Wellbeing awareness e-learning or an offline equivalent.

Health and Wellbeing Awareness Training and Communications 2021



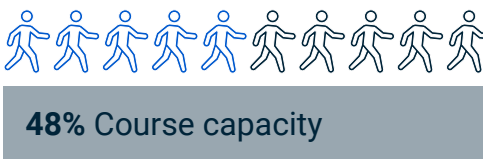
Our campaigns were supported by 12 live webinars which promoted the use of wellbeing resources



Mental Health & Wellbeing

The professional literature highlights the importance of training line managers to support their teams in relation to mental health.

2021 saw the wider roll out of our bespoke line manager training, EQUANS Mind (formally launched in 2020). This implementation of an internally authored course, aimed predominantly at line managers and accredited by QNUK at level 2, makes our business one of just a few having a bespoke accredited qualification for mental health in the workplace. The course supports the strategy and existing materials in bringing a holistic and science-based approach to health and wellbeing through the delivery of basic neuroscientific information linked with implementation of evidence backed personal and workplace interventions.



Financial Wellbeing

Financial wellbeing is another key pillar of the Health and Wellbeing strategy. This is supported in a range of financial awareness and support resources which are made available to our employees via our benefits portal.

In 2021 we organised Financial Wellbeing Week– A week-long series of events on myEQUANS aligned to the wellbeing booklet and strategy.

- **Blog featuring a Salary Finance action plan to help start 2021 feeling positive about your money**
- **Blog giving tips to save money on myEQUANS**
- **Thrive webinar - Managing money on a January budget**
- **Radcliffe & Newlands (R&N) - Ran two bespoke mortgage webinars suitable for employees at different stages on the property ladder with additional support available with a mortgage adviser.**
- **myGREEN Car scheme – Blog raising awareness of the scheme and tax benefits for EVs.**

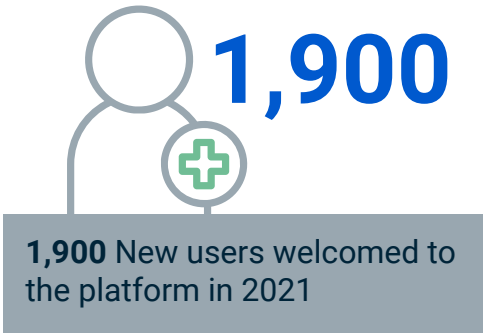
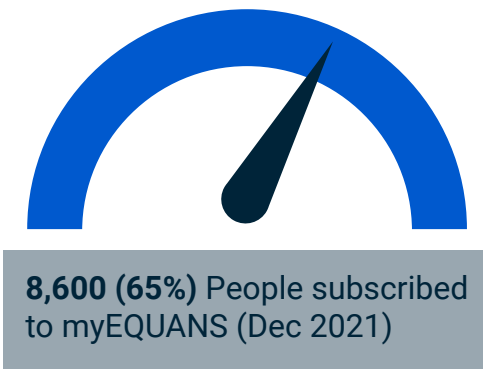
Salary Finance statistics show that this benefit is highly utilised and valued by our employees. Over 5,100 colleagues have visited Salary Finance's financial wellbeing hub in the last year.

Since launch in summer 2019:

- **Affordable loans - 1,432 colleagues have taken out a Salary Finance loan, saving an average of £899 in unpaid**

interest each. As of December 2021, 363 loans have already been repaid! Representative Rate 7.9% APR (fixed). Total loans funded £5.8M. Total savings £1.1M.

- **Simple savings - 54 colleagues are saving on average £114 per month with Salary Finance, straight from their salary**
- **Financial education - over 5,100 colleagues have visited Salary Finance's financial wellbeing hub in the last year.**





Physical Wellbeing

There are a number of initiatives in place to support the physical health pillar of the Health and Wellbeing strategy. The Step Up Challenge takes place for one month each year and we encourage our employees to take part in sponsored runs, walks, swims for our Chosen Charities (Macmillan, Mind and Prince’s Trust) to support our fundraising efforts and their health.

During 2021, EQUANS also held dedicated Women’s health and Men’s health live webinars with a nurse practitioner covering common physical health conditions and providing opportunity for participants to ask any specific questions they had.

Employees continued to be encouraged to apply for Health benefits via the MyEQUANS benefits portal including gym passes and participation in the cycle to work scheme. Access to a digital GP continued to make it easier for all employees to access medical attention and all employees have access to the 24/7 employee assistance program as well as the Thrive app to support mental health and wellbeing management.

Health & Wellbeing (H&W) portal

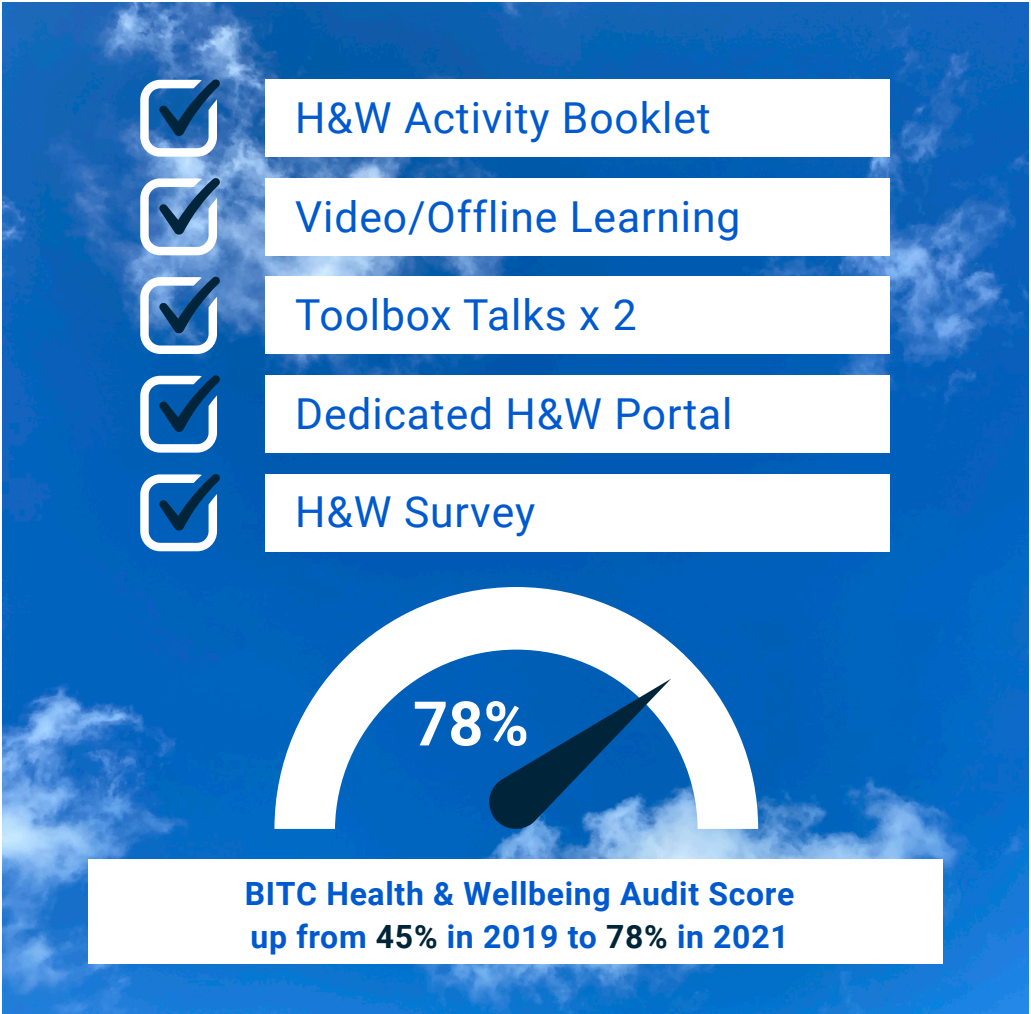
All live webinars run during 2021 were recorded and posted on the H&W portal, which has continued to develop throughout the year and now offers a comprehensive source for wellbeing information, resources, and signposting. The employee app offers information aligned to the Health and Wellbeing portal content ensuring that access to all information and resources is

available to all employees, including our non-connected colleagues. Two further toolbox talks were also added to the awareness resources library, each under 5 minutes to maximise ease of use for operational teams and focusing on signs and symptoms as well as positive wellbeing.

New initiatives during the year included release of a Health and Wellbeing activity booklet, with evidence backed wellbeing activities from the field of Positive Psychology to encourage individual employee wellbeing. A second version, due for release Spring 2022 further builds on this to provide 6 monthly wellbeing challenges aimed at encouraging

team engagement in the workplace as well as individual implementation of the activities to focus and build the social wellbeing aspect of wellbeing during 2022. Activities from the workbook have also been added to the EQUANS Mind line manager training course to ensure that managers are comfortable with their use in an operational setting.

Finally, we continue to encourage feedback on employee workplace wellbeing through the Health and Wellbeing portal and employee app.



Employee voice and Trade Union Relationships

Annual Employee Survey

Our annual employee survey took place again in 2021. The response rate for the UKBU increased from 55% to 62%, and we saw the sustainable engagement score decrease from 84% to 82%. Our Survey partner Willis Towers Watson suggests that businesses with engagement scores of 75% and above are considered to be high performing organisations.

Following the release of survey results, divisional senior leadership teams created action plans to focus on specific areas of improvements within their divisions. Progress against these actions are measured periodically and feedback is communicated through ‘you said, we did’ campaigns and newsletters to employees.

Employee Forum

Throughout most of 2021, the National Employee Forum (NEF), comprising of employee representatives from across the business, continued to meet virtually for the vital purpose of maintaining communication. The NEF continued to support the furlough consultation process when the scheme was extended to September, and remained in attendance at regular briefings regarding the sale of the business and subsequent creation and separation of EQUANS from ENGIE. The NEF demonstrates its vital role of assisting and promoting two-way communication between management and employees,

through support with local level problem solving and new ways of working.

During 2021 a vote was taken with the NEF representatives to extend the current mandates through to the end of the sale process; both employee reps and management agreed it made little sense to experience an election process and potential brand new representative body during such a time of major change.

Excellence Awards

In 2021, over 1000 colleagues were recognised for their efforts aligned to our values.

80 colleagues who received Gold Awards for going above and beyond for their colleagues and clients were invited to our annual awards event where we celebrated their achievements and thanked them for their efforts.

The awards form part of our engagement strategy, enabling employees, managers and customers to recognise EQUANS employees who are striving for excellence in the work they do.



Engagement with Unions

EQUANS has in place over 50 recognition agreements with a number of Trade Unions (TUs) including UNISON, GMB, PCS, Prospect, Unite and RMT. Regular dialogue continues to occur with our represented Trade Unions to brief them on business strategy, and Employee and Trade Union representatives participated on the National and Local Employee Forums and on the Policy Development Group.

In 2021 we continued to engage with our NEF and Trade Unions virtually and also held a productive face to face National Employee Forum at our new Head Office in London during November. The main subjects covered in 2021 were the formation of EQUANS, the proposed sale of the business and various consultations arising out of office moves and internal staff transfers between legal entities.

The Real Living Wage

EQUANS is committed paying the Real Living Wage at the Head Office level and provided 100% of customers with the option to adopt the real living wage.

In 2021 98% of opportunities in our Services business were provided at the real living wage or above, alongside the market rate option. The majority of our bids are in Hard Services rather than Soft Services and this automatically attracts higher wages. As we move forward as a technical services business this trend will continue.



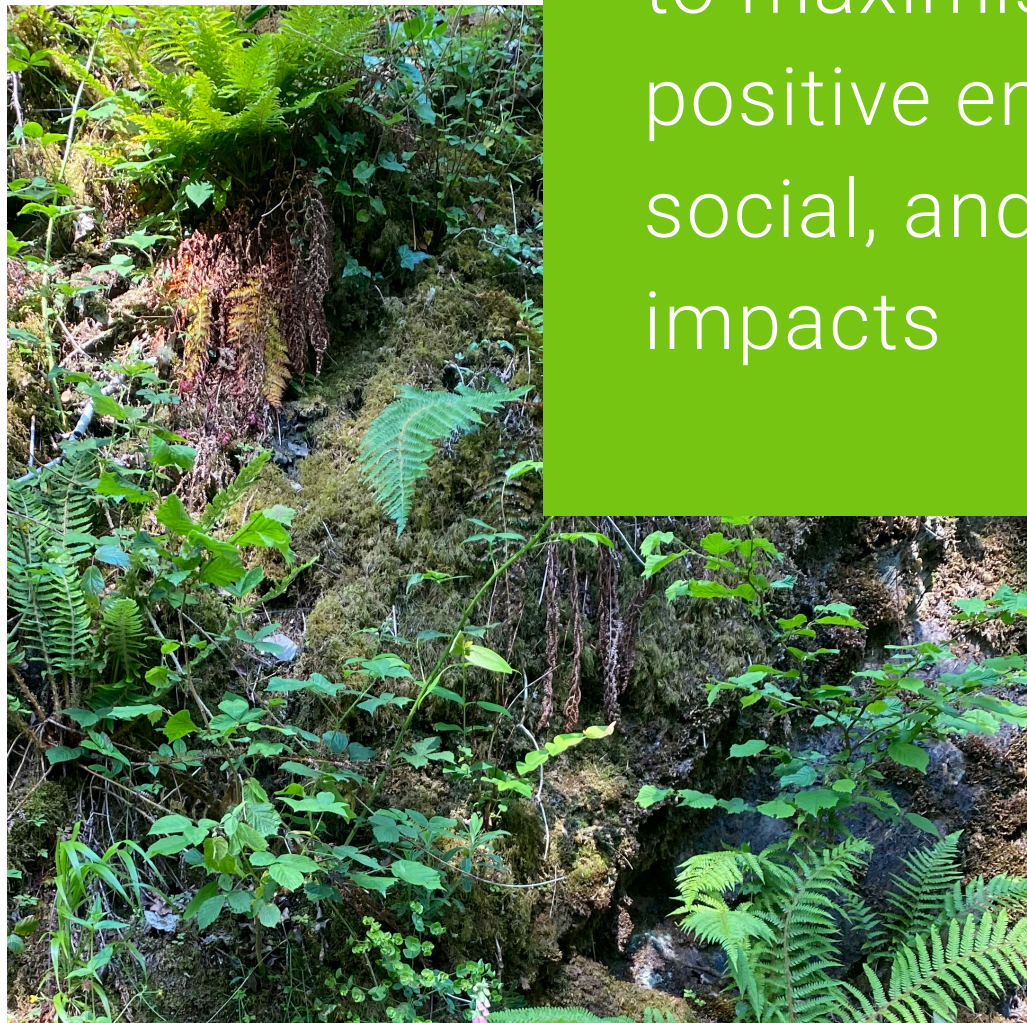
PRINCIPLE FOUR

Communities & Environment

We recognise our responsibility to manage our activities to maximise the positive environmental, social, and economic impacts

This section covers:

1. COMMITMENT TO DELIVER SOCIAL VALUE IN OUR COMMUNITIES
2. MAKING ZERO CARBON HAPPEN AND ENVIRONMENTAL LEADERSHIP



PRINCIPLE FOUR

Communities & Environment

Commitment to Deliver Social Value in our Communities

At EQUANS we recognise our responsibility to manage our activities to maximise the positive environmental, social, and economic impacts for the communities and clients that we serve.

A commitment which was recognised in 2021 by being shortlisted for Organisation of the Year at the UK Social Mobility Awards.

FINALIST

ORGANISATION OF THE YEAR

2021

UK

Social Mobility Awards™

Social Value Governance

Our Social Value working group was supported by an executive sponsor in 2021, showing the importance and significance EQUANS places on social value. The Group was established to help develop and deliver our strategy, provide guidance on emerging trends, and monitoring and evaluating our social value performance and develop a

social value roadmap to help guide and ensure progression in our social value journey.

Our commitments across the RB Charter reflect the importance EQUANS places on social value and supporting our local communities. The commitment to Deliver Social Value in our Communities is supported by broader social value commitments including diversity & inclusion and social procurement

RB Charter: Commitment to Deliver Social Value in our Communities KPIs

- Explicit social value commitments within contracts
- Annual targets for social value
- Percentage of employees using volunteering leave
- More than 95% of applicable contracts reporting on social value metrics

The lasting effects of COIVD and associated restrictions had an impact on our performance against our KPIs for 2021. Despite our employees completing over 5,300 hours of volunteering, this equated to just 4.3% of the workforce participating in volunteering activities. We aim to improve this in 2022, introducing more innovative

volunteering opportunities across the business.

Monitoring and Measuring Social Value:

Our bespoke in-house platform for reporting and measuring social value, also known as our Responsible Business (RB) App, captures a range of social value activities delivered by the business including volunteering, fundraising, work experience, apprenticeships, recruiting disadvantaged groups, spend with social enterprises and beyond.

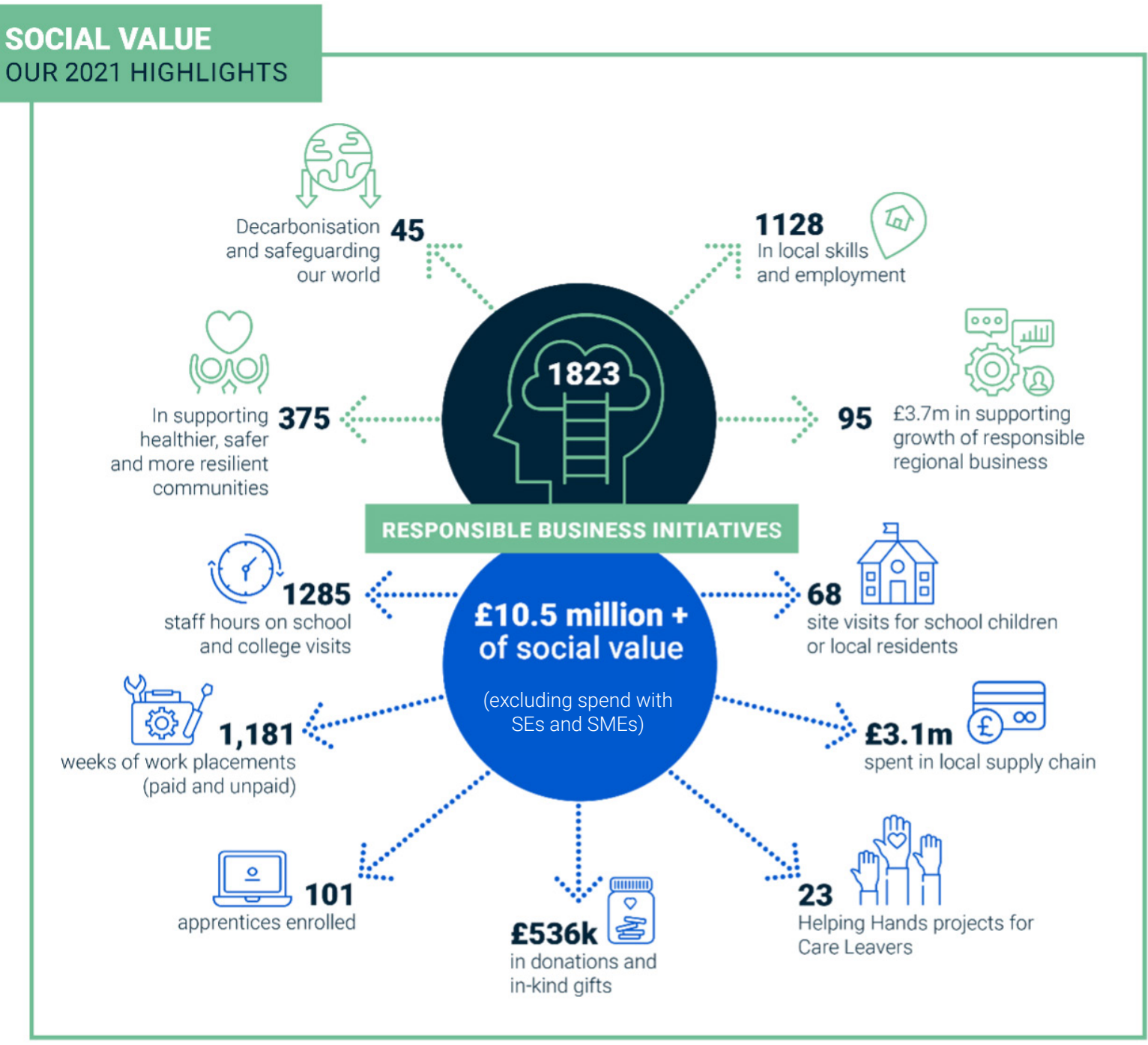
As part of the ongoing development of the Responsible Business (RB) App and to support continuous improvement through our social value journey, we regularly review opportunities to improve our social value methodology.

In 2021 we started to build the capacity to capture our contractual commitments to deliver social value. We trialled this feature, which will allow our contracts to capture and monitor delivery of their progress against the delivery their contractual social value commitments and enable us to centrally support the delivery of these commitments. The feature will be launched more widely in 2022. With a clear focus on going beyond contractual obligations,

the RB App will also continue to be used to capture other social value delivered, demonstrating our commitment to social value as a business.

Using our EQUANS social value methodology, which synthesises the major social indicators from the National TOMs (Themes, Outcomes and Measures) Framework, and some bespoke measures, into one comprehensive EQUANS framework enables us to track and report on financial and non-financial social value. The broader social value generated by supporting communities, generated a total social value figure of over £10 million.

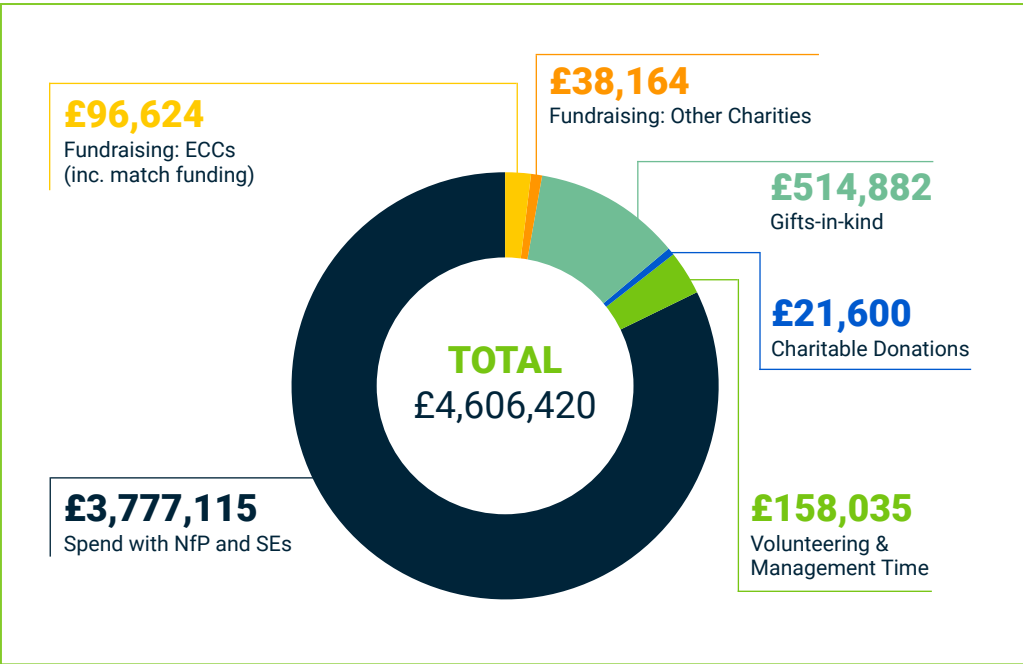
At EQUANS UK we recognise the importance of data validation, review, and auditing. To uphold the rigour of our data processes, we submit our data for external validation by the Social Value Portal. The external validation provides transparency in our data, whilst ensuring its quality and that we are accurately measuring the social value we generate as a business.



Community Investment:

We define community investment as the total financial value of employee fundraising, employee volunteering hours and management time, gifts and donations, financial investment including spend with the Voluntary, Community & Social Enterprise sector and sponsorship of community events. In 2021 our total community investment reached over £4.6 million.

Total Community Investment in 2021:



EQUANS Chosen Charities: 2021 Highlights

In 2021, we continued our charity partnerships with Macmillan, Mind and the Prince’s Trust, our EQUANS Chosen Charities (ECCs), who help us improve the lives of our communities by supporting people’s wellbeing and ensuring they can achieve their potential.

EQUANS provide match-funding for employees fundraising for our Chosen Charities. Highlights of our employees fundraising include:

Queen Elizabeth Olympic Park Team Challenge – ArcelorMittal Orbit Climb (ECCs)

The EQUANS team on Queen Elizabeth Olympic Park undertook a challenge to climb the ArcelorMittal Orbit, the UK’s tallest sculpture, for all three charities. The team climbed the staircase of 455 steps 110 times to reach the equivalent climb of Mount Everest (8,849 m), as well as individually climbing the equivalent of the world’s tallest building, the Burj Khalifa and its 2,909 stairs!

Our Brilliant Breakfast event for the Prince's Trust

Women in EQUANS, one of our employee networks, hosted a Brilliant Breakfast with our employees, to encourage positive conversations about gender equality and raise money to empower, inspire and support young women whilst raising vital funds for the Prince’s Trust.

Million Makers Challenge with Prince's Trust

A team of graduates participated in this innovative entrepreneurial challenge, which sees teams of employees, from organisations across the UK, competing to raise as much as possible from an initial seed funding investment.

The Million Makers team organised a range of fundraising activities including team hikes, fantasy football competitions and their PetQUANS calendar, as well as supporting EQUANS’ annual Festive Raffle. The team also organised a very successful ‘Light Ride’ cycling challenge, taking the total raised to over £20,000, to help change the lives of young people across the UK.

Raising funds for The Prince's Trust

Macmillan

Throughout 2021 our EQUANS colleagues were out in force to raise funds for Macmillan, participating in their annual events from the World’s Biggest Coffee Morning to the Longest Day of Golf and their Mighty Hikes. Several colleagues on our Whitman Laboratories contract, participated in ‘Brave the Shave’, shaving their heads and beards to help raise vital funds for Macmillan. All the wonderful fundraising activities, of our colleagues, helped raise over £40,000 for Macmillan.

Mind

Our EQUANS colleagues undertook a range of fundraising activities to support Mind in 2021. The team at Bassetlaw Schools undertook a Canal Trek & Litter Pick Challenge, walking 28 miles whilst picking litter on the way, not only helping the local community and environment, but also raising funds for Mind. Another EQUANS colleague participated in the Endure 24, a gruelling 24-hour running event, raising over £3,500 and helping raise awareness of mental health.

Alongside our fundraising activities, we have hosted lunch and learn style sessions, with each charity, to raise awareness of their fantastic work and show colleagues how they can get involved to provide further support to each charity.

CASE STUDY - Accelerator Prison Project, Wakefield Council Partnership

On the Wakefield Council Partnership contract, EQUANS have committed to support those in hard-to-reach groups. To help deliver on this commitment a bespoke programme was developed in partnership with HMP New Hall’s employment hub.

The Social Value team at Wakefield connected with the employment hub, at the women’s prison in Yorkshire, to support their ‘Accelerator Prison Project’. The Accelerator Project is a Ministry of Justice funded project, under the reducing re-offending directorate, where employment leads engage with prisoners during the last 12 weeks of their sentence. At HMP New Hall a 2 week employability programme was designed to support women to be job ready, in which employers could engage to enhance the programme.

EQUANS developed and delivered a support package of employability and life skills workshops, to integrate into the Accelerator programme.

A package of support was quickly developed and rolled out as part of a two-week pilot scheme, including our ‘Industry Insights’, ‘Skills for Success’ and ‘Caring for your Cash, Cooking and New Home’ workshops. These sessions cover employability skills, setting participants up for job applications as well as the life-skills needed to have the best chance of not re-offending.

To enhance the support the team attended monthly drop-in sessions to offer career advice and employment support for women serving shorter sentences. As well as introducing ‘Positive Role Models’ to inspire participants to make changes necessary to succeed on release.

Outcomes:

- ▶ Over 30 hours delivering these sessions to 24 beneficiaries
- ▶ Generating over £81,000 of social value



CASE STUDY - Domestic Abuse Covenant 2021

EQUANS became a signatory partner of the Covenant in 2020.

Highlights of our activities to support this commitment in 2021 included:

Mentoring Circles

EQUANS ran a mentoring circles employability programme in collaboration with EDAC UK and Department for Work and Pensions (DWP), which included CV Skills, Interview Techniques and Social Media training. As a partnership we are working together to support women affected by domestic abuse to enter or re-enter the workplace. The sessions were attended by women across the West Midlands who have been affected by abuse, are currently unemployed or looking to pursue a career in construction, energy services, facilities management or regeneration.

FEEL, WORK and LOOK GOOD Event with Smart Works & Hyde Housing

On International Women’s Day, we partnered with Hyde Housing and Smart Works, to host a Feel, Work and Look Good workshop. The free, female only, workshop explored the five principles of self-care to enable greater emotional wellbeing and provide coping strategies, alongside

providing information on what employers look for in applications.

Participants were also able to find out more about EQUANS, our live vacancies and the recruitment process, aiming to help build confidence when applying for roles to re-enter the workplace. The session also included a presentation by one of EQUANS’ female staff members, who spoke about her own personal experience of surviving domestic abuse, rebuilding, and starting a new career.

Feedback from the event saw outcomes from increased knowledge in roles within construction industry, the support available by organisations, self-care / wellbeing techniques, as well as inspiration to return to work.



CASE STUDY - Care Leavers Covenant

In 2021, EQUANS continued in it's commitments as a signatory of the Care Leavers Covenant.

Our support assists Care Leavers into independent living, through work experience & volunteering opportunities, providing employment pathways and life skills programmes, as well as our bespoke Helping Hands Projects, supporting care leavers with home improvement projects.

"The Helping Hands scheme is one of the most intuitive Social Value initiatives I've come across for a very long time"

David Verschoor, Haringey Connected

Communities Manager

So far, we have enhanced the lives of over 430 Care Leavers through:

- ▶ Carrying out 80 Helping Hands Projects (and counting)
- ▶ Recruiting 5 Care Leavers as apprentices
- ▶ Facilitating recruitment of 4 apprentices through our Supply Chain
- ▶ Running bespoke employability programmes
- ▶ Holding one to one mentoring sessions (currently mentoring 16 young people)

- ▶ Facilitating work experience on our sites

"Honestly, Helping Hands is gold dust. Moving furniture and painting might sound like a small thing but it's not – I cannot tell you how much it means"

Luke, Care Leaver

In recognition of the support provided under our commitment to the Care Leavers Covenant, and our achievements to date, EQUANS was awarded gold status as a Care Leaver Friendly Employer.



CASE STUDY - Building Heroes Support, Cheshire East Council Partnership

EQUANS colleagues on the Cheshire East Council Partnership have given their commitment to deliver 75 hours of community support per year. To ensure all support is targeted and aligned EQUANS have worked closely with Cheshire East council to identify key priorities locally.

Through the relationship with Reaseheath College, EQUANS was asked to provide employability support to groups of Military Veterans undertaking a construction course at the college in partnership with Building Heroes.

As a signatory of the Armed Forces Covenant EQUANS were keen to support participants back into employment and quickly arranged to deliver our ‘Skills for Success’ programme to each cohort of Military Veterans across the year.

EQUANS was keen to support the learners even further and gave a commitment to offer 1-2-1 support on an ongoing basis to develop their CV’s, interview Skills and in addition, work-based skills through offering work placements, to the first cohort.

The Head of Capital Projects at EQUANS, who is also a Military Veteran, attended the workshops to speak to the second cohort

of learners about his experience transitioning from the Military to the construction industry. He was able to provide hints and tips to the learners to support their journey and outlined the transferable skills he had been able to utilise from the Military.

Outcomes:

- ▶ Over 7 hours delivering these sessions to 18 beneficiaries
- ▶ Generating nearly £6,000 of social value to the local community



Making Zero Carbon Happen and Environmental Leadership

EQUANS is fully aligned with limiting global warming to 1.5°C and has confirmed this by committing to sign up to the Science Based Targets initiative (SBTi) in 2022. In our Net Zero commitment we are focused on delivering:

- **Net Zero by 2030** for **Scope 1 and 2** emissions including our offices, construction sites and our fleet.
- **Net Zero by 2035** for **Scope 1 and 2** emissions from our heat networks.
- **Net Zero by 2045** for **Scope 3** emissions including travel, grey fleet, water, waste, services we deliver and supply chain.



These targets and annual progress against them will be submitted for approval and then independently verified against a framework of internationally recognised science-based criteria set by the SBTi.

To deliver the roadmap, the business has also developed a robust governance framework consisting of several net zero carbon workstreams, each with Executive-level sponsors. As a result, accountability rests at the highest level of the organisation. EQUANS will also call upon the strong energy services expertise of its own teams to deliver decarbonisation plans across its operations.

EQUANS follows the Institute of Environmental Management and Assessment (IEMA) Greenhouse Gas (GHG) Management Hierarchy to guide our decision making.

1. Eliminate

Influence decisions and actions to prevent emissions



2. Substitute

Adopt and enable renewables and low-carbon solutions.



3. Reduce

Seek opportunities for real and relative reductions in carbon and energy.



4. Compensate

Compensate residual emissions through mechanisms such as carbon offsets.*



* Our focus is on creating absolute carbon emission reductions but we recognise that not all emissions can be mitigated immediately. As part of a verifiable offsetting scheme we will be offsetting around 10% of residual emissions per annum with an incremental reduction each year until 2030.

Implementing decarbonisation initiatives

We have been decarbonising as a business for over a decade. In 2021 one of the actions we took to support our Net Zero Strategy was office rationalisation. We moved from our Canary Wharf Head Office site to a smaller and more collaborative office space in the City of London to adapt to the new way of hybrid working post pandemic. We also reached the milestone of transitioning over 25% of our fleet to EVs (equivalent to over 800 vehicles), with a longer-term commitment to reach zero tailpipe emissions by 2028.

In 2021, as an organisation we completed several strategic projects including Climate adaptation plans for key risk sites and a pilot of our updated Zero Avoidable Waste Strategy with the construction and refurbishment part of the business. We have continued our focus on behaviour change initiatives through our Green Fleet Strategy and a Clean Air Day Campaign.

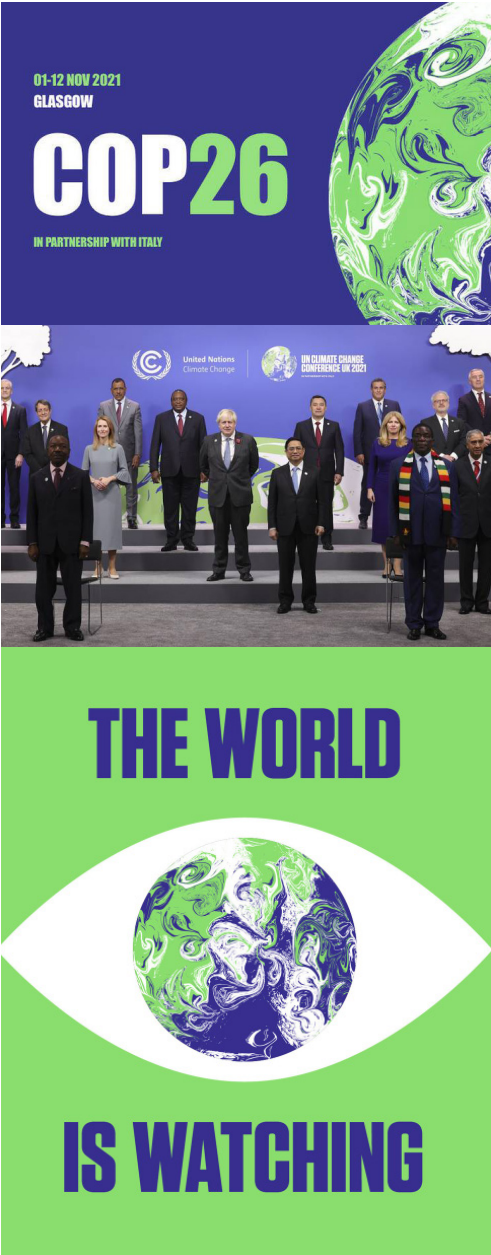
COP26

In 2021, aligned with the timeline for COP26, EQUANS created a digital campaign which ran across our website, social media as well as internal channels. The campaign helped to amplify key daily themes from COP26 to EQUANS’ audiences and echoed the international conference’s call for climate action.

The campaign also highlighted EQUANS’ approach to making zero carbon happen with several of the business’ key decarbonisation projects featured in Business Green magazine to demonstrate our decarbonisation capabilities.

Our internal Employee Engagement Campaign focused on creating awareness of the key issues being discussed during the Conference as well as what positive actions individuals can take in their work and personal environments to make a difference on the agenda.

Our graduates also attended the COP26 fringe events and produced blogs on their experience that were shared with our employees to increase awareness.



Supporting our customers' decarbonisation efforts

EQUANS supports our customers with their net zero carbon strategies. We undertake energy and carbon audits and consultancy projects and implement on-site renewables and energy efficiency measures. We are decarbonising heat in buildings by installing heat pumps and operating our low carbon district energy networks. We are also assisting the expansion of green mobility, with the rollout of EV charging solutions nationwide. Our EV charge points are all powered 100% by renewable energy.

Carbon Consultancy

- ▶ Calculate carbon footprint and develop a net zero roadmap
- ▶ Advisory services for mandatory and voluntary compliance obligations and schemes
- ▶ Produce fully costed Investment Grade Proposals for selected projects
- ▶ Technical project delivery of carbon reduction projects
- ▶ Energy management partnerships delivering continuous insights
- ▶ Strategic and in-depth knowledge of various sectors including healthcare, education, local authority and defense

Energy Services

- ▶ City-scale low carbon heating and cooling networks
- ▶ Embedded low carbon energy generation for mission critical sites
- ▶ Smart grids incorporating solar, wind, biomass, heat pumps, and battery storage
- ▶ Hydrogen consultancy, production, storage and distribution
- ▶ EV charging networks

Facilities Management & Technical Services

- ▶ Building fabric maintenance to support thermal efficiency
- ▶ Optimisation of BMS, HVAC, lighting and other systems to support energy efficiency
- ▶ Smart buildings solutions for energy and carbon reduction
- ▶ Installation and maintenance of behind the meter renewables
- ▶ Sustainable soft services and behavioural change programmes

Construction & Refurbishment

- ▶ Integrated solar PV and energy storage solutions
- ▶ Mechanical ventilation and heat recovery system
- ▶ Smart monitoring and real time analytics
- ▶ Replacement of gas heating systems by geothermal heat pump sources
- ▶ Long term energy performance guarantee
- ▶ Whole house airtight membrane
- ▶ Smart local energy networks
- ▶ Energy efficiency measures including insulation, LED lights, high performance doors and windows
- ▶ Thermal upgrades and finishes to wall, floor and roof



Net Zero Compliance

EQUANS Net Zero Compliance team delivers energy efficiency projects for industrial, commercial and public sector customers. We support our customers with a range of mandatory and voluntary compliance schemes including SECR, ESOS, UK ETS & TM44. The team also uses its insights on energy performance and carbon emissions to identify opportunities to enhance energy and operational efficiency, reduce costs and minimise carbon emissions for the long term.

Net Zero Offers

EQUANS supports our clients to embed the PAS 2060 framework to decarbonisation, which involves analysing and baselining emissions, developing fully costed plans, and implementing targeted solutions to achieve net zero carbon.

In 2021 EQUANS expanded on its sector specific Net Zero Services offer and launched its School Zero, Destination Zero, Local Authority Zero and NHS Zero offers to sit alongside its Home Zero proposition.



EQUANS SCHOOL ZERO
Sustainable solutions to create carbon-neutral schools

EQUANS DESTINATION ZERO
Sustainable Solutions for Net Zero Stadiums and Venues

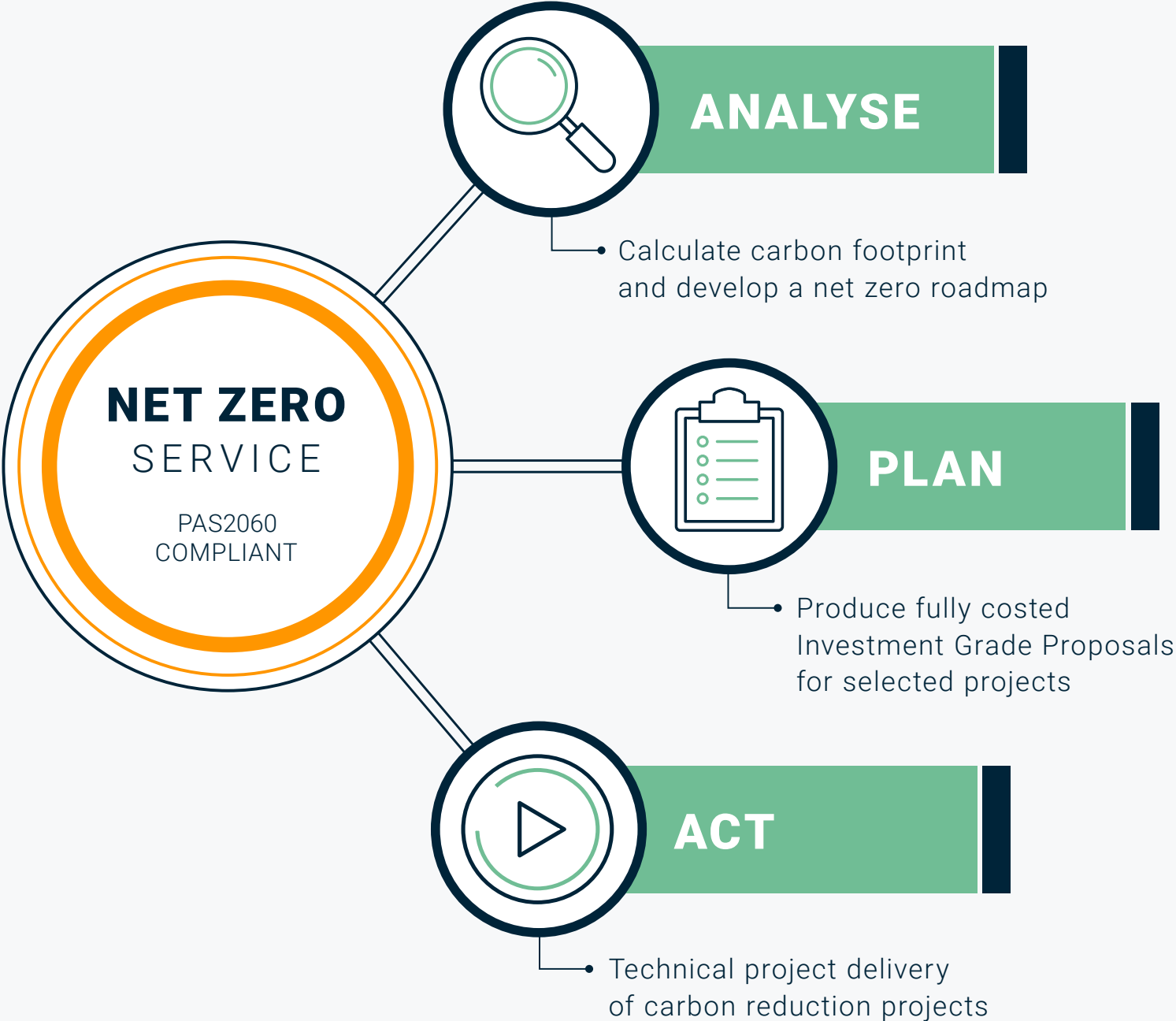
LOCAL AUTHORITY ZERO
Sustainable solutions to help councils achieve net zero

EQUANS NHS ZERO
Sustainable solutions for a carbon-neutral NHS

UNIVERSITY ZERO
Sustainable solutions for a carbon-neutral NHS

Net Zero Services

Our Net Zero Services are structured around 10 key steps undertaken across three areas (Analyse, Act and Plan). See diagram below.



Analyse

1. Quantify Emissions

Our specialist surveyors and sustainability experts will assess energy use and carbon emissions (scope 1, 2 & 3 emissions) from our customers' buildings, assets, grounds and supply chains.

2. Evaluate options

We gather information on our customers' sites and operations, and take time to understand our customers' specific challenges, objectives and ambitions.

3. Baseline

We define the boundaries for decarbonisation and calculate our customers' baseline costs and carbon footprint, so we can accurately assess the impact of any actions we recommend.

4. Net Zero roadmap

Following feasibility studies, we appraise options and develop a tailored Zero Carbon Roadmap outlining the carbon-reduction opportunities available to our customers.

Plan

5. Impact/Implementation

From the Zero Carbon Roadmap we provide a comprehensive menu of proposals for our customers consideration and calculate an implementation timeline for achieving Zero Carbon.

We develop the chosen measures into investment-grade proposals. Our plans clearly set out investment requirements, payback, and energy and carbon savings for each option. We discuss funding routes and scenarios with our customers.

In 2021 we worked on **30 Net Zero Roadmaps** for our customers split over Public and Private Spheres. **13** were completed in **2021** and **17** are in progress for completion in **2022**.

6. Funding

We agree funding sources, whether government, third-party or EQUANS funding, or grants – and help our customers secure the investment needed for the agreed actions.

Act

7. Procurement

We can work with our customers' procurement teams to ensure our teams and contractors adhere to our customers' safe working practices and site procedures.

8. Delivery

If appointed, we implement the measures agreed, including all asset installation, commissioning, training, behavioural change programmes and operational reviews.

9. Accreditation

As projects are delivered, we ensure our customers' sites are accredited to publicly available standards, such as PAS 2060, which enables our customers to self-certify as carbon neutral.

10. Ongoing Support

The journey to Zero Carbon requires a long-term partnership. We provide continuous support, including measurement and verification in line with recognised industry standards, to ensure energy and carbon savings remain on track to achieve our customers' targets.

CASE STUDY - Food & Drinks Company

EQUANS has created a roadmap to Net Zero Carbon for a large drinks company.

The roadmap covered scope 1 and scope 2 emissions and addressed the six steps to Net Zero set out by PAS260: 2014. It identified more than 20 energy and carbon savings opportunities.

EQUANS proposed a number of energy conservation measures and green thermal schemes, including:

- ▶ Using effluent in a high-rate compact anaerobic digestion (AD) plant to produce biogas to then utilise in a Combined Heat & Power (CHP) plant
- ▶ Converting spent grain into biogas by AD and using in a CHP plant
- ▶ Using effluent in a new AD plant
- ▶ Using biogas to offset natural gas onsite

Identified over **9,700 CO₂e** tonnes of carbon savings from one solution alone, saving more than **£1.7m** annually.



Decarbonising Heat Networks

District Energy is widely recognised as a sustainable, cost-effective solution to the provision of heating, cooling and power to connected buildings. At the heart of every District Energy scheme is an Energy Centre, serving a range of buildings through a network of underground pipes and cables. In most existing District Energy schemes, the Energy Centre includes a combined heat and power (CHP) plant, which may be combined with chilling (Tri-generation) where there is a cooling requirement.

Schemes may also incorporate other low and zero carbon (LZC) technologies such as heat pumps, waste heat sources, energy from waste and geothermal. There is a trend towards new schemes being lower carbon and/or Net Zero ready, and a drive for decarbonising existing networks.

The district energy scheme on the Queen Elizabeth Olympic Park is a flagship scheme for EQUANS and is unique in its operation. EQUANS has a 40-year concession (ending in 2053) to densify, operate and maintain the district energy network in East London. The Queen Elizabeth Olympic Park (QEOP) was built to be an innovation hub of low carbon heating and cooling with investment and regeneration across the site to drive growth and opportunities to communities.

Since commissioning in 2011, the scheme is estimated to have saved ~£1.6m of carbon only equivalent tCO₂e and ~58,600MWh of primary energy from the efficient production and distribution of heat across 7km of network to 7000 residential units

and 100 commercial premises, alongside cooling to 11 sites.

EQUANS also designs, builds, operates and maintains district energy schemes across multiple locations in the UK including Edinburgh, Coventry, Birmingham, Leicester, Southampton and many more across London, including the Battersea Power Station development. Another example of an EQUANS network is Helix in Newcastle. Helix is Newcastle's flagship development and the only city centre quarter of its kind in the UK. Signed in August 2018, our 40-year District Energy contract secures the energy on the site for our clients, including Newcastle City Council, Newcastle University and Legal & General. This is supported through funding from European Regional Development Fund (ERDF) and the North East Local Enterprise Partnership (NELEP) Local Growth Fund.

EQUANS has committed to decarbonising existing district energy schemes by 2035. As most of these schemes are gas-lead, strategic work is being undertaken to develop scheme-specific decarbonisation roadmaps.

For example, the Olympic Park scheme has a tailored decarbonisation roadmap that has been signed off by Greater London Authority. This gives clear commitments for EQUANS to introduce energy efficiency and optimisation, install incremental heat pumps and develop options and feasibility studies for major strategic decarbonisation projects.

Supporting EVs across our own operations and those of our customers

In addition to our actions to decarbonise our own fleet, our activities are supporting our customers' transition to an EV future.

EV Chargepoints

We have entered a new partnership with Mina to launch an integrated home, workplace and public EV charging payment solution for business fleet operators. This innovative partnership gives EQUANS the ability to transform the way that businesses manage payments for charging their electric fleets. This new service delivers a simple solution for fleet managers by removing the barrier of employees having to claim for charging costs on expenses – enabling integrated, accurate management of fleet EV charging payments.

EV charging employee benefit

We have made changes to a number of fleet policies to allow choice edit options for our employees and encourage EV take up by the business. In 2021 we launched a new employee benefit in relation to (EV) charging for UK employees within the nationwide GeniePoint network. The benefit provides a lower charging rate of 25p per kWh (a saving of 10p per kWh) compared to standard tariffs.

myGreen Car scheme

EQUANS also continues its partnership with Tusker called myGREEN Car. A scheme that gives our employees the opportunity to drive a brand new, fully maintained and insured low emission car for up to 4 years, all for a fixed monthly

amount. The Car Scheme is an ultra low emission vehicle (ULEV) scheme with all vehicles now sub 75g/km, making it more tax efficient and better for the environment.

CASE STUDY - Clean Air Day

In June 2021 as part of Clean Air Day, organised by Global Action Plan, EQUANS ran a Clean Air Day Webinar in partnership with the Supply Chain Sustainability School

The webinar focused on inspiring action by showcasing what EQUANS is doing to tackle air pollution.

Alongside the campaign, we carried out an annual employee commuting travel survey to understand our employees' travel habits and determine our Scope 3 employee commuting carbon footprint. We use Clean Air Day as an opportunity to incentivise and encourage a cultural change.



Our Performance on Key Targets

Scope 1 emissions

In 2021 our Scope 1 emissions saw an increase compared to our 2020 performance due to three reasons:

- 1. Increase in demand from our clients post Covid which saw 15% increase in conventional natural gas.
- 2. 3,210% increase in light fuel oil (LFO) due to faults in turbines and gas outages from the client at Sullom Voe.
- 3. Improved reliability and availability at our Birmingham Bio Power Ltd (BBPL) biomass plant.

TO NOTE: First Hydro no longer forms part of the figure calculations from July 2021 so will have a significant impact on reduction against 2019 figures.

Fleet and Grey Fleet

Overall our diesel fleet data shows a decrease in comparison to 2019 figures when they were removed from the company car list. Whilst this has seen an increase in the use of petrol fleet vehicles, there has been a significant increase in EV mileage, with 1,1816,524 km in 2021 in comparison with 438,784 kms for EVs in 2020. We will continue to see a steady drop in diesel fleet as vehicles come up for renewal.



Business travel and commuting emissions

The increase in working from home saw a continued positive impact on business travel which dropped from 409 tonnes CO₂e in 2020 to 73 tonnes CO₂e in 2021.

In 2021, our travel survey pool results showed a decrease in commuting emissions as employees continue to work at home wherever possible. Emissions decreased by 24.39% in 2021 compared to 2020. Where commuting took place we saw an increase in use of electric vehicles with the emissions from electric vehicles rising by 71% in 2021 compared to 2020.

Waste

EQUANS has a target to reach Zero Avoidable Waste by 2050 with 90% avoidable waste by 2030. This means looking at how we can be smarter and more innovative in dealing with the waste we are responsible for. In 2021 we ran a pilot of our new Zero Avoidable Waste Strategy with four of our construction sites ranging from pre-construction to refurbishment contracts.

Overall as a business we saw a 0.7% or 1,362 tonne increase in the amount of waste generated, with a 73% re use and recycle rate. This was largely due to the reopening of our sites after Covid during 2020. Despite the increase in waste generated, we continued to follow the waste hierarchy. The Services part of our business had a reversed trend in relation to waste generation with a 77.9% decrease in waste as a result of more people working from home.

Biodiversity

In 2021 we continued to promote the importance of biodiversity and the part we play in its protection. As part of our ISO 14001 certified environmental management system, all contracts complete an environmental aspects and impacts register. Where identified as applicable, a mitigation requires the completion of a Biodiversity Action Plan. In 2021 over 90% of applicable contracts uploaded their Biodiversity Action Plan.



Water

Whilst there was a 43% increase in water usage in our construction business due to opening of our sites post Covid, there was a significant decrease in water input across our Energy and Services divisions, with a reduction of 30% and 72% respectively.

Our efforts at making our energy assets more efficient saw our Birmingham Bio Plant Limited, site providing improved reliability and therefore less refilling of the boiler water system.

CASE STUDY - Piloting the Zero Avoidable Waste Strategy

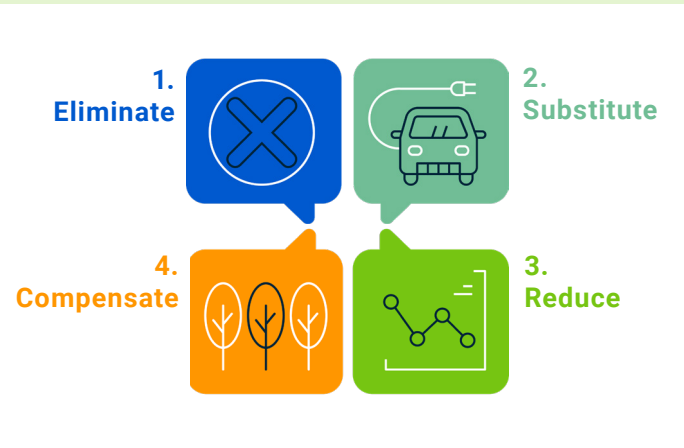
We worked with four sites in our construction division to pilot our Zero Avoidable Waste Strategy.

We recognise the importance of collaborating with our on-site teams to ensure strategies can be effectively implemented across our business. To assess its effectiveness, we focused on four key areas:

- Waste documentation and reporting
- Employee Engagement
- Subcontractor compliance
- Innovation

The on-site teams were provided with several solutions to support these areas including toolbox talks, skip review, waste audit activity, posters focused on waste storage and waste transfer note completion, and a waste data review.

At our London pilot site, we saw significant improvements including the appointment of a waste champion, new waste segregation signage detailed in different



languages, and a dedicated storage area for items such as offcuts that can be reused wherever possible. An audit at one of the pilot sites by the Considerate Constructors Scheme recognised the impact of the waste pilot and published the documentation of the pilot as an example of best practice.

In addition to industry recognition, our colleagues on site provided positive feedback on their experience of the pilot.

"I really enjoyed working on the pilot scheme as it made me look at my daily work in a different light. Understanding how to manage waste whilst also gaining a greater understanding of where 'waste' could be reused further down the project timeline is definitely something I will take forward with me."

Josh Peach, Site Manager



CASE STUDY - Tree Fund & Tree Planting

The EQUANS Tree Fund was established in 2019 to support and enhance biodiversity. We work with our partners to donate trees, equipment and expertise to planting events across the UK.

It is a great opportunity to engage with our employees, suppliers, clients and communities.

The benefits of tree planting include:

- ▶ Supports absorption of CO₂ to tackle the climate crisis
- ▶ Enhances biodiversity
- ▶ Greens our community spaces
- ▶ Supports health and wellbeing
- ▶ Provides volunteering opportunities for our employees and clients
- ▶ Supports the sustainability agenda of our clients and communities

The 2021 EQUANS tree planting ran from 29th November to 3rd December, to coincide with National Tree Planting Week.

The tree planting locations varied from a new hedgerow against an existing fence line to improve and encourage biodiversity at Keele University; to planting trees at a community farm supporting vulnerable people, providing sheltered areas for the animals and visitors in years to come; and finally we also planted trees as part of the Eadha rewilding project in Kilmacolm, Scotland.

- ▶ 3,040 trees planted across 9 sites
- ▶ The trees will absorb approximately 456.4tCO₂e over their lifetime (Woodland Trust)
- ▶ Five client sites and four community projects received trees
- ▶ Over 45 volunteers

"We are proud to be working with EQUANS for the third year on this impactful tree planting initiative. Each year it brings volunteers and communities together, wanting to do their bit for our environment as we work towards the zero-carbon transition. At Ground Control, we have set ourselves an ambitious target to plant one million trees by 2025. It's working with companies like EQUANS that make this feel achievable. National Tree Week is a great opportunity to highlight the importance of tree planting. It's a simple, yet effective way to remove carbon from the atmosphere as well as create biodiverse habitats and support community wellbeing. Thank you to everyone involved again this year."

Chris Bawtree, Woodland Creation Lead at Ground Control



Biophilia

The importance of humans connecting with nature and other living things has long been recognised as a key component of wellbeing. In 2021 we invited social enterprise, Urban Growth Learning Gardens, to deliver a webinar on how to improve our wellbeing by connecting to nature, both outside and inside, through key biophilia principles which can be used at work and at home. The webinar was attended by various functions including our service delivery and account management teams to increase visibility of this service offer.

CASE STUDY - Adaptation















Climate Risk and Adaptation

In 2021 as part of our wider Group activities, we developed climate adaptation plans for three of our eleven priority sites.

























The plans focus on four risk areas: Floods, heatwaves, water stress and extreme wind, and are informed by a climate change modelling exercise. The plans look at events to date as well as potential risks we could face in 2030 and 2050 with a measurement of severity and likelihood. Our existing business continuity plans, crisis escalation plans and aspects and impacts registers provide governance and monitoring for activities which are at risk from extreme weather events.



Performance Data

KPI Charter Commitments	Sub KPIs	2019 Status	2020 Status	2021 Status	Direction of Travel	Commentary
1. Responsible management of pensions	Ensure all UK pension commitments are honoured and manage pension deficit				↑	All pension commitments adhered to as per requirements. Communication undertaken to employees to educate them on the responsible investment fund.
2. Responsible procurement	<ul style="list-style-type: none">▶ Adherence to the prompt payment code requirements which see EQUANS pay 95% of invoices in 60 days (performance includes change in PPC requirements for payment within 30 days)▶ Maintenance of Responsible Procurement ISO20400▶ Target social enterprise spend and SME spend				↔	Met the obligations of the Prompt Payment code. Increased our spend with social enterprises, not for profits and SMEs. We maintained our approach aligning to the ISO 20400 standard. An external audit will be taking place in 2022/2023.
3. Fair pay	<ul style="list-style-type: none">▶ Alignment with best practice reports and ratios and public disclosure of EQUANS				↔	We continued to monitor publicly available data to establish a benchmark and ensure EQUANS remains in line with best practice.
4. Stakeholder engagement (note this was customer satisfaction pre 2021)	<p>Carry out updated materiality assessment of stakeholders in UK</p> <ul style="list-style-type: none">▶ Maintenance of Stakeholder Action Plans▶ Commitment to deliver the highest standard of customer satisfaction				↔	Stakeholder Action Plans were established at Divisional Levels and at site levels as per targets. We have postponed undertaking a Materiality Survey at this time. We continue to maintain our Interested Party Register
5. Driving an ethical culture; Exposing unethical conduct	<ul style="list-style-type: none">▶ Ethics checks carried out on significant counter parties▶ Affording protection to whistle-blowers▶ Formal process for investigation of allegations▶ All employees to receive ethics training annually▶ Whistle blowing facilities communicated across our employees and supply chain				↔	Continued our commitment to ethical training and ethical checks on counterparties.
6. Open to scrutiny	<ul style="list-style-type: none">▶ Support a Scrutiny Board responsible for holding the business to account against the Charter▶ Publicly available annual report / quarterly Scrutiny Board meetings to be held▶ Responding to Freedom of Information requests▶ Cyber and Data Security				↔	In the process of exploring alternative independent models of scrutiny following the Scrutiny Board discontinued. We have continued responding to external assessments including the Sustainable FM Index (SFMI), Cabinet Office Annual Review and ECOVADIS and external audits including those by EY and Deloitte.

Performance Data

KPI Charter Commitments	Sub KPIs	2019 Status	2020 Status	2021 Status	Direction of Travel	Commentary
7. Equal opportunities for all	<ul style="list-style-type: none">▶ Effective diversity and inclusion processes implemented and monitored across the business▶ Effective diversity training provided for staff, contractors and subcontractors				↔	We launched a missing data campaign to improve diversity data closure and enable us to gain a better understanding of our workforce demographic.
8. Gender pay gap	<ul style="list-style-type: none">▶ Reduce gender pay gap to less than< 30%▶ Lead in the reduction of gender pay gap ratio vs competitors▶ Report on employee ethnicity and ethnicity pay gap				↓	Our 2021 pay gap has continued to show a disappointing reversal of the positive trend established between 2017 and 2019. External hiring and internal progression highlights that we still have significant work to do on changing the gender balance of those we recruit and develop, particularly in more senior and operational roles where there is traditionally a male orientated talent pool.
9. Committed to staff training	<ul style="list-style-type: none">▶ Report on employee ethnicity and ethnicity pay gap▶ Growing apprenticeships across the business- offered to all employees▶ Minimum of 1 training day per employee per annum (Excluding H&S training)▶ Top 50 apprentice employer				↔	Continued investing in Apprentices with over 569 Apprentices in business Dec 2021. We achieved 69th place in the Top 50 apprentice employer. We have not met our KPI in relation to 1 training day per employee (excluding H&S training).
10. Safety and wellbeing	<ul style="list-style-type: none">▶ Accident Frequency Rate (AFR)▶ Safety Observations / Leadership Visits▶ Delivery of MIND wellbeing training				↑	Met all targets for health and safety. Mental health & wellbeing training rolled out to managers.
11. Employee voice/ Trade Union relationships	<ul style="list-style-type: none">▶ Active and fully attended Employee Forums, 3x annually in all areas of the business.▶ Employee survey result - item on employee engagement/two-way communication▶ 3 x annual business / strategy dialogues for Senior TU Officials				↔	Engagement score remained high, above 80%, and virtual employee consultations and employee forum bodies continued through the pandemic.
12. Promoting the 'real living wage'	<ul style="list-style-type: none">▶ Provide 100% of customers with the option to adopt the real living wage▶ Living Wage Employer (head office staff)				↓	In the process of exploring alternative independent models of scrutiny following the Scrutiny Board ending.
13. Commitment to deliver Social Value in our communities	<ul style="list-style-type: none">▶ Explicit social value commitments within contracts▶ Annual targets for social value▶ Percentage of employees using volunteering leave▶ More than 95% of applicable contracts will report on social value initiatives				↔	The pandemic impacted our social value and volunteering interventions. Challenges to also ensure that all applicable contracts reported on Social Value metrics.
14. Making Zero Carbon Happen - Environmental Leadership	<ul style="list-style-type: none">▶ Delivering against the corporate environmental goals				↔	See next page for detailed Environmental data

Carbon Targets

	Carbon Targets	Baseline Year	2021 Target	2021 Performance	2021 Current	Progress
14.1	Reduction in Scope 1 & 2 emissions (tCO ₂ e/£m revenue from office, sites and travel) (2012)	2012	-50%	-39%	3.76	<div></div>
14.2	Reduction in indirect (Scope 3) emissions (tCO ₂ e/£m revenue from business travel, waste, water, transmission & distribution and well to tank) against a 2018 baseline)	2018	-5%	-21%	2.31	<div></div>
14.3	Tonnes of in life carbon emission savings for Clients through projects in the year	2017	90,000	46%	41,213.20	<div></div>
14.4	Reduction in scope 1 and 2 carbon intensity ratio for generation assets (kgCO ₂ e/MWh) 2012 baseline	2012	-70%	-77%	164.72	<div></div>
14.5	Increase percentage of production portfolio containing renewable energy in MWh compared with 2012 <i>(Please note this is no longer relevant to business)</i>	2012	5%	4%	4%	<div></div>
14.6	Increase Electric Vehicles within our Fleet (% Fleet)	2018	20%	25%	25%	<div></div>
	Waste Targets					
14.7	Reduction in tonnes of total waste generated/£m revenue	2012	-62%	-64%	68.19	<div></div>
14.8	Proportion of total waste reused or recycled (%)	2018	80%	73%	73%	<div></div>
	Water Targets					
14.9	Reduction in potable water use m ³ /£m revenue	2018	-10%	-2%	11.53	<div></div>
15	Reduction in freshwater abstraction (m ³) for electricity generation in MWh compared with 2012	2012	-65%	-61%	0.78	<div></div>
	Biodiversity Targets					
15.1	Proportion of contracts with a Biodiversity Action Plan (Where required)	2019	95%	96%	148	<div></div>



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