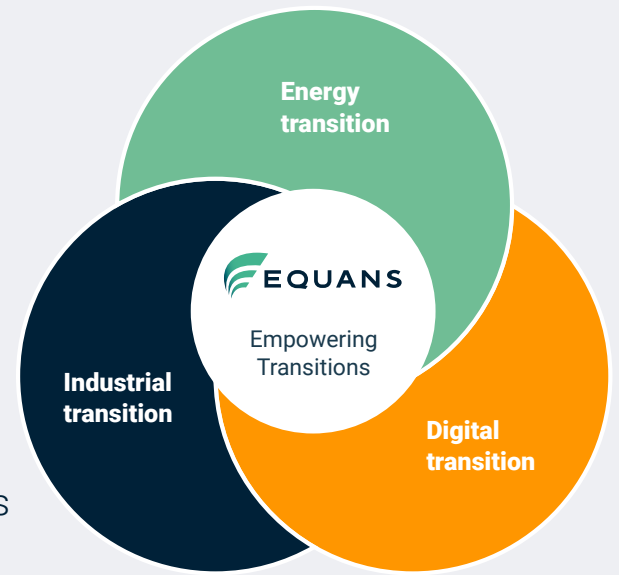


# IMPACT *by Equans*

Equans is committed to achieving global and sustainable performance through IMPACT - our manifesto for being a responsible business for our customers and ourselves.

IMPACT is centred on seven key commitments including, responsible procurement, environmental and social responsibility, diversity and inclusion, ethics and health and safety, with specific KPIs to measure how we deliver on these.



## 1. WE DELIVER OPERATIONAL EXCELLENCE

Our goal is to **be the reference company delivering best-in-class operational performance**, designing, building, maintaining or operating to create and share added value with and for our customers.

Our success is the **long-term partnership** we build with **our clients, our partners** and our suppliers, based on **trust, respectful of our commitments**.



## 2. WE COMMIT TO SAFETY, ETHICS & CYBERSECURITY

Within our **decentralized organisation**, each employee is deeply committed to respect and promote at the highest level our 3 "must-haves":

- ▶ Everybody to **return home safely**.
- ▶ Lead by example **ensuring best practices in Ethics** with all our stakeholders.
- ▶ **Cybersecurity** to protect our clients' data and ours.



## 3. WE IMPROVE OUR CLIENTS' ENVIRONMENTAL TRANSITION

We are **committed to be proactive to decarbonize our clients' operations**: decarbonized energy, cooling and heating, electrification, transport and storage of electricity and better use of this energy in buildings and infrastructures.



## 4. WE IMPROVE OUR OWN ENVIRONMENTAL FOOTPRINT

We are **committed to improve our carbon, waste, water & biodiversity footprint** and those of our suppliers: offices, sites, transportation.

We invest in innovations and **technologies** to drive environmental transition.



## 5. WE ENGAGE IN OUR COMMUNITY'S DEVELOPMENT

Deeply rooted in our communities, we are a **proactive and responsible local economic actor by creating jobs and providing professional qualifications**.

We play an active role in improving the social and economic resilience of our communities.



## 6. WE PROVIDE FAIR & EQUAL OPPORTUNITIES FOR ALL

It is our responsibility to **give everyone the same chance to express and develop their potential and talent**.

We are proud to promote a strong culture of diversity and inclusion **at all levels of our company**.



## 7. SHARE FRUITS OF PERFORMANCE

We want our employees to be proud of our performance and sense of belonging.

We want to share, wherever possible, the fruits of our performance, thanks to adapted profit-sharing mechanisms, rewarding strong individual and team performance, fair bonus schemes and EQUANS' employee shareholding.





# EQUANS KPIs

— EQUANS EXTERNAL KPIs

— EQUANS GLOBAL KPIs

## 1. WE DELIVER OPERATIONAL EXCELLENCE

Our goal is to be the reference company delivering best-in-class operational performance, designing, building, maintaining or operating to create and share added value with and for our customers.

Our success is the long-term partnership we build with our clients, our partners and our suppliers, based on trust, respectful of our commitments.

▶ % of recurrent business

- ▶ Improve Net Promoter Score
- ▶ Compliance to Government's Prompt Payment Code
- ▶ Adherence to sustainable procurement best practices in line with ISO 20400 standard

## 2. WE COMMIT TO SAFETY, ETHICS & CYBERSECURITY

Everybody to return home safely.

Lead by example ensuring best practices in Ethics with all our stakeholders.

Cybersecurity to protect our clients' data and ours.

▶ 0 severe accident / frequency rate 2.5 (including subcontractors) by 2026

▶ 95% of managers completed online ethics training

▶ Bitsight cybersecurity rating >800 each year

▶ 100% of connected employees annually trained in cybersecurity

## 3. WE IMPROVE OUR CLIENTS' ENVIRONMENTAL TRANSITION

We are committed to be proactive to decarbonize our clients' operations decarbonized energy, cooling and heating, electrification, transport and storage of electricity and better use of this energy in buildings and infrastructures.

▶ % of our offers in value with a low-carbon alternative solution

▶ Client Carbon Savings (tCO2)

## 4. WE IMPROVE OUR OWN ENVIRONMENTAL FOOTPRINT

We are committed to improve our carbon, waste, water & biodiversity footprint and those of our suppliers: offices, sites, transportation.

We invest in innovations and technologies to drive environmental transition.

▶ Net Zero by 2030 for Scope 1 and 2 emissions including our offices, construction sites, and fleet

▶ Net Zero by 2035 for Scope 1 and 2 emissions from our heat networks

▶ Net Zero by 2045 for Scope 3 emissions

## 5. WE ENGAGE IN OUR COMMUNITY'S DEVELOPMENT

Deeply rooted in our communities, we are a proactive and responsible local economic actor by creating jobs and providing professional qualifications.

We play an active role in improving the social and economic resilience of our communities.

▶ 5% of workforce from apprenticeship programs by 2024

▶ Minimum of one training day per employee per annum

▶ 5% increase in social enterprise spend

▶ Increase social value (ESV) delivered by 3% on previous year

▶ Maintain 47% spend with SMEs

## 6. WE PROVIDE FAIR & EQUAL OPPORTUNITIES FOR ALL

It is our responsibility to give everyone the same chance to express and develop their potential and talent.

We are proud to promote a strong culture of diversity and inclusion at all levels of our company.

▶ Increase by 10% female managers by 2026 across the group

▶ Female representation Managers Level (1-4) 30% by 2026 (Managers 21% / Snr Managers 16%)

▶ Increase representation of Ethnically diverse managers (level 1-4) by 13% by 2026 (Managers 8% / Snr Managers 4%)

▶ 50% of Early Careers new hires to be female

▶ 25% of Early Careers new hires to be Ethnically diverse

## 7. SHARE FRUITS OF PERFORMANCE

We want our employees to be proud of our performance and sense of belonging.

We want to share, wherever possible, the fruits of our performance, thanks to adapted profit-sharing mechanisms, rewarding strong individual and team performance, fair bonus schemes and EQUANS' employee shareholding.

▶ % employee shareholders by 2026

▶ Improvement in employee survey results compared to previous years

