

IMPACT REPORT

2022



IMPACT REPORT

WELCOME



JEAN-PHILIPPE LOISEAU
EQUANS UK & Ireland CEO

2022 has seen Equans go through a number of significant changes.

We celebrated our first anniversary under the Equans brand, published our Net Zero commitments and rebranded the business. On top of this, the completion of the sale to Bouygues group brought about a new range of opportunities for the business to make an impact across a wider area.

The launch of IMPACT (which replaced the Responsible Business Charter) sets out the key focus areas and commitments for the business throughout the year. The manifesto measures our success against a series of KPIs which are detailed throughout this report and provide an indication of how we are performing throughout the year.

The health and safety of all our staff is our priority throughout the year and the launch of the Safety First programme has provided a comprehensive guide to protecting our staff. This programme sets up measures against five levers of progress covering Managerial Commitment, Training and Onboarding, a Culture of Safety, Produce Safely and Root Cause Analysis. We have continued to invest in the training and development of our teams within the business to maintain our standards of health and safety and ensure that everyone goes home safely.

We remain committed to tackling the climate crisis and, in this year of uncertainty with energy supply and the cost-of-living challenges, it has never been so important to fully embrace the energy transition. We are focussed on decarbonisation through technology, digital transitions and energy sobriety.

We launched our Net Zero Strategy within the business with robust KPIs which demonstrate our commitment to reaching net zero carbon, creating a strong sustainable future for the business whilst supporting our clients with the solutions they need to decarbonise their own organisations.

We have maintained our commitment to improving residents' lives through installation of efficiency measures and renovating homes, and as shown throughout this report we have worked to engage with local communities through a range of social value activities. We have also developed our training and apprenticeship schemes to upskill existing staff within the business as well as increasing the availability of opportunities for new staff to enter the industry.

This year, the delivery of social impact across our operations has remained important to us, helping to ensure a positive legacy within the communities we operate. Our ambition is to maximise the social, economic and environmental benefits to the communities where we operate, by promoting local employment and skills development, supporting growth of responsible business, improving air quality and delivering on our Net Zero purpose.

Throughout the year, we have remained committed to operating as a responsible business by investing time and resources into our people, our communities and the works we carry out across the country.



Construction



Digital Services



Energy Services



Facilities Management

UNDERSTANDING OUR BUSINESS

Equans is a market leader in the sector with nearly 90,000 employees leveraging 200 years of expertise. With revenues of €18 billion (2022 consolidated turnover), Equans is present in 17 countries - mostly across Europe, but also with significant interests in North America, Latin America and Australia.

In the UK & Ireland, Equans is a provider of technical, FM, regeneration and energy services – with specialist capabilities in smart buildings, green mobility, district & embedded energy and decentralised renewables.

Equans' almost 16,000 UK & Ireland employees combine these activities to help businesses,

public sector organisations and government to embrace the energy transition towards net zero, and also the digital & industrial transitions that are redesigning the way we move, work and live.

The company celebrated a year under the Equans branding in 2022 with a focus on empowering transitions:

- **Digital transition**
- **Industrial transition**
- **Energy transition**

In October 2022 Bouygues Group completed its acquisition of Equans, a key milestone in Equans and Bouygues' development.

The transaction positions Bouygues as a world leader in the promising

energy and services market which is at the heart of the environmental, industrial and digital transitions – making the [Bouygues] Group even more resilient and creating value for all stakeholders.



On Equans' change of shareholding, Equans Group CEO Jerome Stubler commented:

"We are very proud to join the Bouygues Group with a view to long-term growth. This trust honours us and makes us feel responsible. Following just over a year spent creating Equans and rendering it autonomous, we are starting the next chapter of our history to build with Bouygues Energies & Services, the world leader in our business, in terms of service quality, respecting and motivating our employees and delivering economic performance"



EQUANS UK AND IRELAND BU 2022 HIGHLIGHTS

RECOGNITION

Ecovadis Gold Top 5%

Scoring in the top 5% of businesses responding to EcoVadis, for the second consecutive year in 2023.

RECOGNITION

Sustainable
Facilities
Management
Index (SFMI)
Platinum Award

SAFETY, ETHICS & COMPLIANCE

11,135 Managers
Safety Visits &
1014 Leadership
Safety Visits

SAFETY, ETHICS & COMPLIANCE

Combined LTIFR:
2.61 (Target <3.1)

OPERATIONAL EXCELLENCE

96% of all invoices
paid in line with
prompt payment
code

ENVIRONMENTAL FOOTPRINT

28% of fleet
converted to
Electric Vehicles

ENVIRONMENTAL FOOTPRINT

Provided & planted
2,000 trees by
100 volunteers

ENVIRONMENTAL FOOTPRINT

Achieved **100%**
on both site and
office Achilles
audits

COMMUNITY DEVELOPMENT

Over **£1.6m**
spent with Social
Enterprises

COMMUNITY DEVELOPMENT

618 Apprentices
across the
business

COMMUNITY DEVELOPMENT

£54.2m
delivered in
social value

FAIR & EQUAL OPPORTUNITIES

**Disability
Confident
Employer**

OVERVIEW



KEITH MURPHY
RB & SHEQ Director

In 2022, we established IMPACT for the Equans UK & Ireland business. This follows on from the Responsible Business Charter and has renewed and clarified our commitments to a number of key areas. Some highlights across 2022 have included:

Health & Safety

Throughout 2022, Health and Safety remained a priority for the Executive Board and all staff across the business. We launched the Safety First programme which has been designed to provide training, guidance and support to staff in order to carry out their daily roles and responsibilities and enable them to go home safely.

Over the course of the year, we have met our two critical KPIs;

- **Lost Time Incident Frequency Rate (LTIFR) of 2.61 against a target of 3.1**
- **Accident Frequency Rate (AFR) of 0.75 against a target of 1.11**

Our management and leadership safety visits have increased this year, managers carrying out 11,135 visits and directors 1014 visits. This greatly reinforces management commitment to protecting health and safety.

Social Value

We have built on our social value performance in 2022, delivering over **£54million of social value** across our contracts and into the communities local to these operations. Activity has been delivered across our strategic themes, specifically focusing on supporting the growth of local skills and employment. This included employability workshops, new apprenticeships and local recruitment.

Over the course of the year, our staff have delivered over **2000** initiatives, raised **£60,000** for charity, spent more than **10,000** hours volunteering and provided **500** weeks work experience.

We have also continued to improve our social value reporting tool (Social Value App), focusing on data integrity and the quality of social value data uploaded by our contracts.

Making Zero Carbon Happen

Our commitment to the decarbonisation of the business was retained in IMPACT and through the launch of our Net Zero Strategy. Our three key objectives, detailed in this report, lay out our journey towards obtaining net zero.

We work closely with our clients to identify decarbonisation priorities within their operations while actively seeking to locate and improve areas within our own business.

The business also held listening circle sessions with our Social Enterprises to better understand some of the challenges they face working with large organisations like ourselves. This allowed us to find new ways to support the Social Enterprises within our value chain.

Responsible Procurement

We have continued our commitment to deliver operational excellence by paying our supply chain within agreed time frames according to the Prompt Payment Code requirements and adhering to sustainable procurement best practices.

We have spent over £2.5 million directly with Social Enterprises and Not for Profit Organisations, and 47% of our supply chain spend was with SMEs. We delivered several training sessions for our supply chain in order to raise awareness of climate change, carbon, and requirements and legislation related to climate change. We continued to engage our supply chain around various issues, from modern slavery, to social procurement and carbon, through our partnership with [Supply Chain Sustainability School](#) and Social Enterprise UK – Buy Social Corporate Challenge.



IMPACT

by Equans

OUR COMMITMENTS

Equans is committed to being a Responsible Business and making an impact through our operations. IMPACT was established as a framework to measure how we deliver on this goal and is centred on seven key commitments including, responsible procurement, environmental and social responsibility, diversity and inclusion, ethics and health and safety.





COMMITMENT ONE

WE DELIVER OPERATIONAL
EXCELLENCE

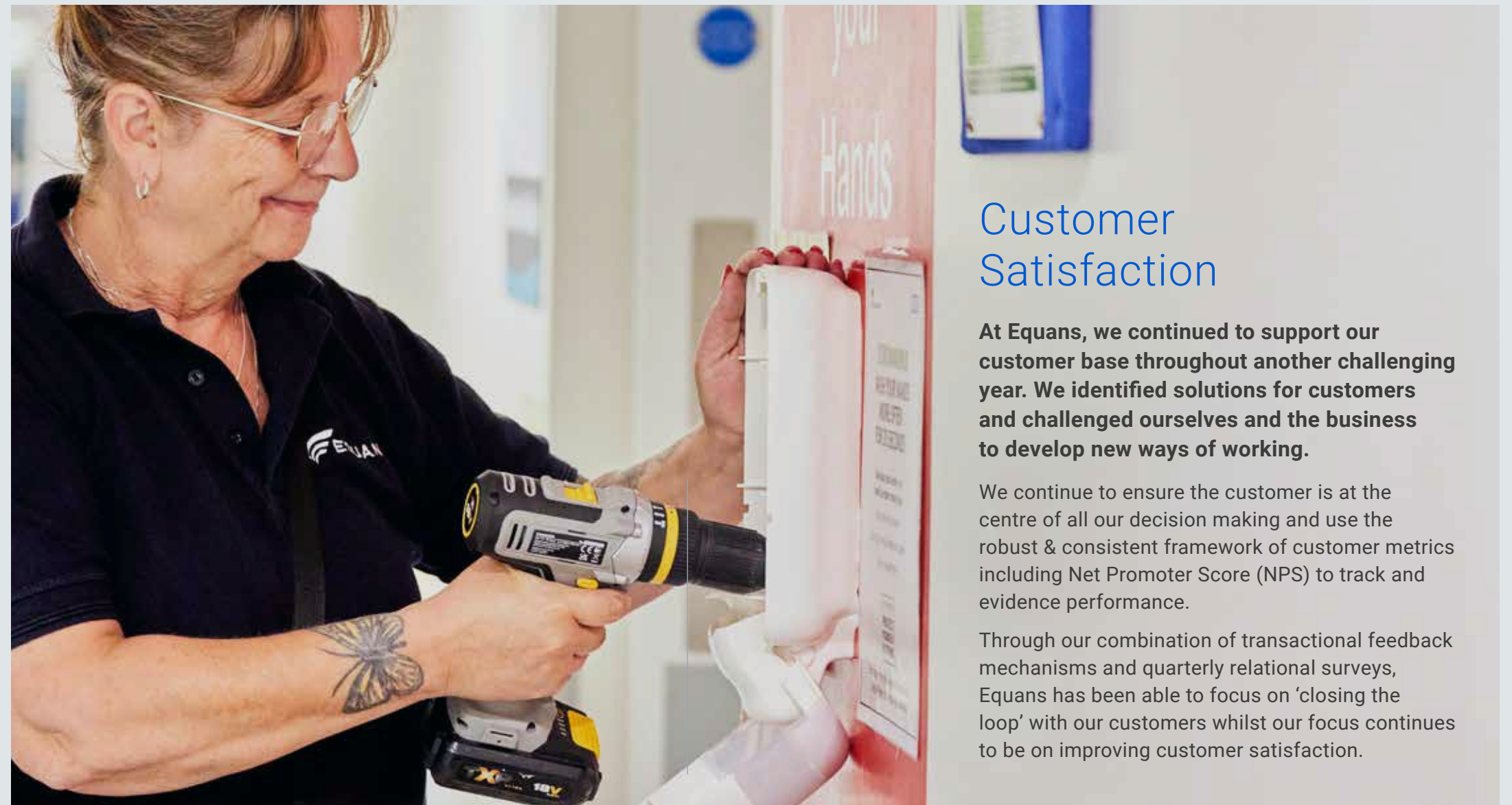
COMMITMENT ONE

WE DELIVER OPERATIONAL EXCELLENCE

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. We continued to measure this throughout 2022.



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.

Stakeholder Engagement

As a business we recognise that working closely with our stakeholders is key to developing robust and responsive business strategies.

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 IMPACT 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.

Stakeholder	How we engage	Key issues we are engaging on
Group	Regular Dialogue	Group requirements and obligations
Investors	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.
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
Supply Chain	<ul style="list-style-type: none">▶ Supplier Relationship Meetings▶ Supply Chain Sustainability School	<ul style="list-style-type: none">▶ Supplier Performance and our obligations▶ Innovation

Stakeholder	How we engage	Key issues we are engaging on
Industry	Industry board 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

Business Continuity

Business Continuity Management plays an integral role in maintaining our operational resilience.

Equans operate in line with ISO 22301 with all documentation reviewed in accordance to the standard. On top of this, in 2022 our partnership with Wakefield Council maintained certification to ISO 22301 ensuring a continued level of commitment to operational resilience.

Across the business 98% of

contracts have Business Continuity Plans in place. The plans are uploaded to the central AIMS system and testing is required to maintain compliance. A testing library has been produced with examples from across the business of how to test the business continuity system. These include:

- ▶ **Health and Safety**
- ▶ **Environmental**
- ▶ **Security**
- ▶ **Food safety**
- ▶ **IT**
- ▶ **Cybersecurity**

By testing the system we can ensure reliability of the measures we have in place and identify further areas for improvement. The business uses data from non conformances and incidents raised across the operational activities to provide focus areas for testing and the continual improvement of the system.

In 2023, further investigations of the system will be undertaken. The focus will be on compliance of the plans implemented and the testing undertaken.



Adherence to the prompt payment code requirements

Equans Services is a signatory to Prompt Payment Code and remains fully compliant to PPC requirements.

In 2022 we paid 96% of invoices within 60 days. Since we introduced 30 days payment terms for all suppliers employing less than 50 personnel, we saw a significant increase in suppliers payment within 30 days. In the second half of 2022, Equans Services paid 86% of all invoices in under 31 days.

Maintenance and improvement of Responsible Procurement ISO 20400 has continued to be a priority in 2022.

Supply Chain Development

Equans continues its partnership with Supply Chain Sustainability School (SCSS).

The main objective in partnering with the SCSS is to provide our supply chain with free tools where suppliers can upskill themselves to deliver a sustainable future. In collaboration with the School, we hosted training tailored for our supply chain focused on decarbonisation to help our suppliers to understand this topic, which is only growing in importance. We planned for a series of training sessions, delivering two key sessions in 2022:

- ▶ **Scope Busting - Getting to Grips with Scopes 1, 2 and 3**
- ▶ **Designing out carbon**

Two more sessions are planned for 2023:

- ▶ **Carbon reporting**
- ▶ **Net Zero and Carbon Offsetting**





COMMITMENT TWO

WE COMMIT
TO SAFETY,
ETHICS AND
CYBERSECURITY



COMMITMENT TWO

WE COMMIT TO SAFETY, ETHICS AND CYBERSECURITY

Our Ethical Culture

Our business is built upon a culture of robustness and performance, which is underpinned by an individual and collective commitment to maintain the highest ethical standards at all times.

Ethics are ingrained in the Fundamentals of our company and form a pillar which underpins all of our activities.

Equans recognises that strong ethical leadership, strict compliance with legislation in the field of business ethics and human rights and an unwavering commitment to our core values of respect, integrity and responsibility are vital if we are to maintain the confidence of our customers, shareholders, staff, and other

stakeholders. These values are enshrined in our Group's Code of Ethics and Anti-Corruption Code of Conduct.

The Group has a corporate ethics and compliance framework that guides its strategic decisions, management and professional practices. 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 Equans' 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 executive board.

95% of managers completed online ethics training

100% of allegations of unethical behavior subject to incident management committee process

Training

Equans mandates that all staff must complete specific training in relation to ethics and also modern slavery.

Furthermore, in 2022 we introduced a KPI whereby 95% of all managers in the UK must complete the mandatory ethics training. This KPI was achieved in 2022.

EcoVadis

In August 2022, Equans was awarded a gold award in respect of its activities in the fields of ethics.

This assessment placed Equans UK in the top 2% of all organisations which have been audited using EcoVadis' methodology. Specific recognition was made of Equans exceptional policy on ethics, its dedicated lines of responsibility for managing ethics issues and the whistleblower procedure which had been implemented to enable staff and external stakeholders to report ethics issues.

ecovadis

Human Rights and Modern Slavery

Equans is committed to identifying and minimising the risks associated with 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.

We have published a modern slavery policy which compliments our annual modern slavery statement (see <https://modern-slavery-statement-registry.service.gov.uk/>). Both the statement and the policy detail the measures which we have implemented to tackle potential modern slavery and human trafficking, both within our organisation and our supply chain. We have also rolled out a revised mandatory modern slavery training programme to enable our staff to spot the signs of modern slavery and report those concerns effectively.

Cybersecurity

At Equans, cybersecurity is a fundamental pillar of our strategy, enabling us to operate in key business areas.

Our business relies upon a strong cybersecurity posture to reduce the risk any cyber-attack may pose. Cybersecurity's core function is to safeguard client and Equans data ensuring we provide and deliver secure and safe services to our staff and customers. Strong prevention, mitigation and detection processes and policies, as well as a well practiced response plan, ensures Equans maintains an advanced level of cybersecurity readiness.

Whilst strong cybersecurity is a mandatory requirement within our government contracts, we maintain a commitment to protecting all customer data.

Cybersecurity has become an area of increasing risk as hackers and cyber attacks are able to use more advanced methods to infiltrate and exploit any gaps within our cyber systems.

We have implemented a mandatory training programme to ensure our staff are able to spot various threats to our cybersecurity such as phishing and malware.

Zero
Cybersecurity incidents in 2022



Bitsight cybersecurity rating target **800**

Over 740 is in the advanced category - current score: 800



Number of cyber Essentials Plus accreditations: **3**

Number of ISO 27001 accreditations: **4**

Number of security support calls in 2022: **over 230**

Active Directory (D59) PingCastle (security script) target over **10**

Currently score is 6

100% of connected employees trained yearly in cybersecurity

Currently 77% (with unconnected 46%)

Azure (Microsoft cloud) target **0** findings

Currently score is 0

AWS (Amazon cloud) target **0** findings

Currently score is 106

Safety First

Equans considers health and safety to be at the heart of our service delivery and it underpins all that we do.

Having a positive health and safety culture is crucial to achieving high levels of health & safety performance. We are serious about doing things safely and continually improve our ISO 45001 certified management system to ensure the wellbeing of all interested parties. At Equans this is engendered by our Safety First programme, which ensures that everyone understands how their behaviours and actions impact on health and safety performance.

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 targeting zero severe accidents for our employees, temporary workers and subcontractors, and promotes positive safety behaviours throughout our business.

We must remain focused to ensure health and safety remains our top priority.

The programme was launched in 2021 and provides the comprehensive guide on the management of health and safety across the business.

Safety First is based on 5 levers of progress:

- ▶ **Managerial Commitment**
- ▶ **Training & On-boarding**
- ▶ **A Culture of Safety**
- ▶ **Produce Safely**
- ▶ **Root Cause Analysis**

Together these levers make sure that staff receive the appropriate levels of Health and Safety onboarding and training, embeds health and safety in personal objectives, as well as ensuring that the supply chain meet the expectations of the business when undertaking work on our behalf.



Chin Straps

Part of our ongoing commitment includes a provision for where a local risk assessment deems it necessary to wear a helmet, Equans Group have mandated the systematic wearing of chinstraps for our employees, our temporary workers, and our subcontractors.

SAFETY 2022 ACTIONS

UK CAMPAIGNS 2022

- Q1. Manual Handling
- Q2. Electrical Safety
- Q3. Falling Objects
- Q4. Slips / Trips / Falls

ACHILLES AUDIT

completed and passed 100%

CONTINUED

SHEQ attendance at the Technical Governance Committee

INTERNATIONAL SAFETY WEEK

Successful roll out of Shift Pre-Start Briefings.

LAUNCHED

new Equans branded EMS, over 4000 documents updated.

1,731 responses to the Safety Culture Survey – positive change in culture and action plan outlined.

SAFETY FIRST

Safety First e-learning has been developed and issued

ALL BSI certificates now in Equans Legal Entities

RULES REVIEW

UK are leading the EQUANS Group

2022 FINAL KPIS:

- Employee LTIFR YTD: 2.67 (Target 2.66)
- Subcontractor LTIFR YTD: 2.42 (Target 2.37)
- Temporary Worker LTIFR YTD: 3.38
- Combined LTIFR YTD: 2.64 (Target 2.59)

LEADERSHIP

Health & Safety Training – incorporated Safety First. 4 Modules delivered in classroom training

FAIR & JUST
Policy developed and implemented

LSV & MSV

new Guidance Notes issued with new Outstanding Practice Certificate

50 HIPOs with HIPO Alerts issued in 2022

HIPOS & SEVERE

Accidents fully investigated with the Fishbone Technique applied

ROOT CAUSE ANALYSIS
Training has been rolled out

SAFETY PREVENTION ON SITES

- Preparation and Risk Assessment
- 12 Golden Life Saving Rules
- Shift Pre-start meeting
- Shared Vigilance
- Stop the Work
- HiPo

Our 12 Golden Rules

Governance is key to ensuring safety on sites and in operations.

By creating a culture of safety within the business and following the twelve “Golden” Life Saving Rules we can protect our staff and contractors from harm.



BEFORE WE START

ALWAYS prepare the job site, conduct a risk assessment & pre-start briefing



ARE WE FIT TO START?

Drugs & alcohol

NEVER work or drive under the influence



Protective Equipment and Tools

ALWAYS wear the appropriate PPE and use the correct tools



WE WORK SAFELY

Fall from height

ALWAYS put in place collective measures to prevent falls from height and falling objects. **ALWAYS** wear your body harness as a second measure



Dangerous energy

ALWAYS verify that there is no live energy (mechanical, chemical, electrical, fluids under pressure, etc.) before starting work



Plant, vehicles & traffic management

ALWAYS stay out of the path of moving vehicles, plant and equipment and keep eye contact with the driver



Lifting activities

ALWAYS keep clear of loads and lifting/moving activities. **ALWAYS** follow safe lifting practices



Confined spaces

NEVER enter a confined space unless authorised and permitted



Hot work, fire and explosion

NEVER perform hot work before the fire or explosion risks have been eliminated



Stability of excavations and structure

ALWAYS ensure trenches/excavations are secured and structures are stable



Health

ALWAYS ensure the environment is healthy (chemicals, dust, fumes...) and adapt the job to the person (ergonomics.) **ALWAYS** stay focused when using hand-held devices



STOP! Shared vigilance!

ALWAYS stop work or stop a colleague when feeling unsafe and ask for support

Health and Wellbeing

In 2022, Equans continued to develop the Health and Wellbeing offering through a strategy built on the four pillars of mental health, physical health, social and financial wellbeing.

The cost-of-living crisis has had an impact on the lives of a lot of our employees and, as a result, the focus has been on maintaining financial wellbeing while continuing to support with mental health.

A series of live webinars which promoted various aspects of our strategy were held over the course of 2022. These included 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.

Mental Health & Wellbeing

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

The implementation of an internally authored course, Equans MIND, 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.

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, or swims for our Chosen Charities (Macmillan, Mind and Prince's Trust) to support their fundraising efforts and our health.

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.

Salary Wellbeing

There were a series of 'Cost of Living' related webinars by Salary Finance on this topic.

They created a 'Cost of Living' section on their Learn Hub with information, guides, tools, videos etc. to support employees through this difficult time. Every Salary Finance webinar was offered on different days and times, including an evening session.

Health & Wellbeing (H&W) Portal

All live webinars ran during 2022 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, released

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.





COMMITMENT THREE

WE IMPROVE OUR CLIENTS'
ENVIRONMENTAL FOOTPRINT

Supporting our customers' decarbonisation efforts

Equans supports 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.

COMMITMENT THREE

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

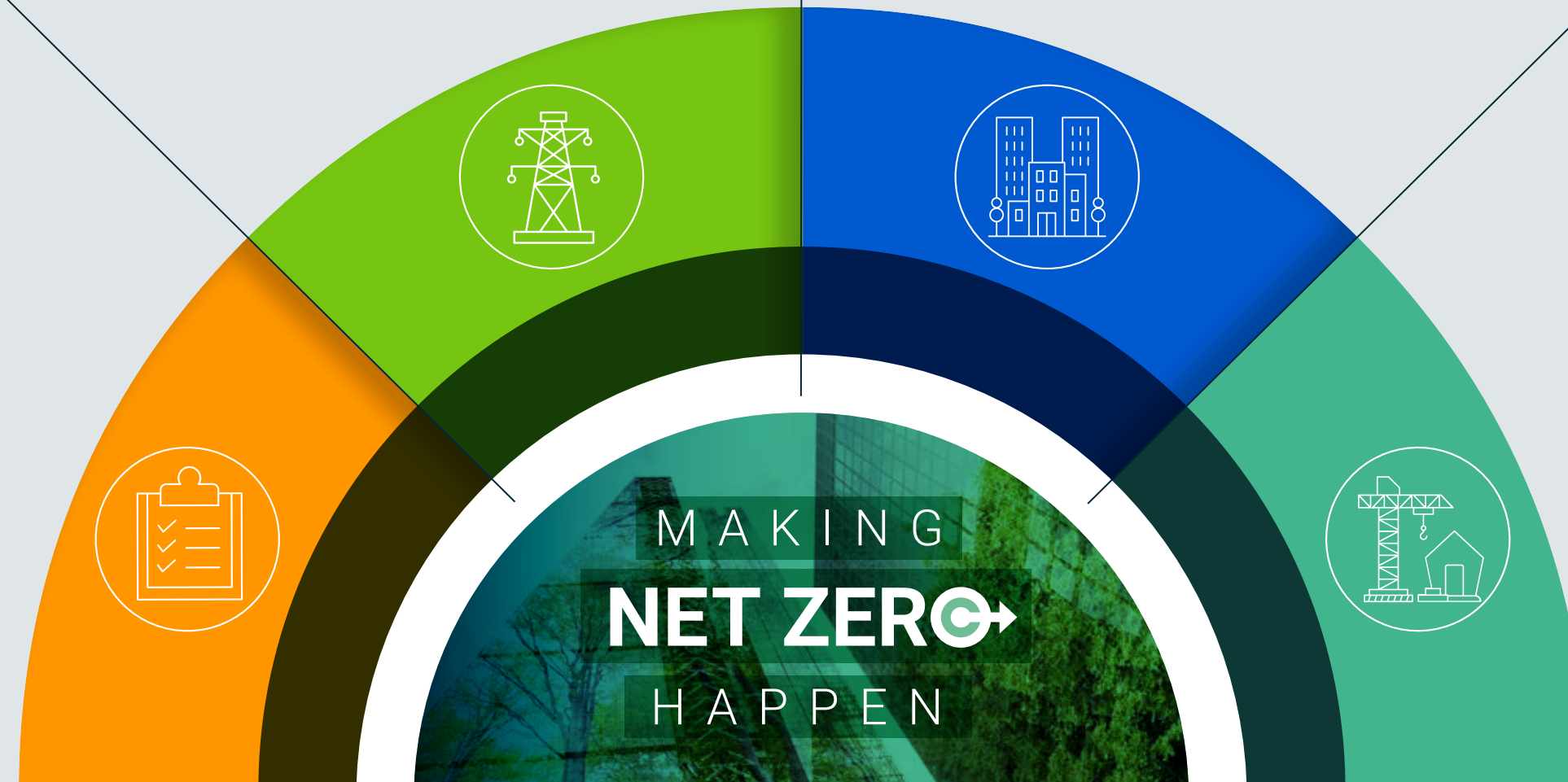
- City-scale low carbon heating and cooling networks
- Embedded low carbon energy generation for mission critical sites
- Smart grids incorporating solar, wind, biomass, heat pumps, and battery storage
- Hydrogen consultancy, production, storage and distribution
- EV charging networks

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





COMMITMENT FOUR

WE IMPROVE OUR
OWN ENVIRONMENTAL
FOOTPRINT



COMMITMENT FOUR

WE IMPROVE OUR OWN ENVIRONMENTAL FOOTPRINT

Making Zero Carbon Happen

In 2022, Equans UK submitted its commitment to the Science Based Targets initiative (SBTi) formalising our aim to decarbonise at a rate consistent with limiting global temperature increase to 1.5 degrees.

We are estimating our full scope 3 emissions prior to submitting our targets to SBTi for formal approval by Spring 2024. To further cement our commitment to Net Zero we set three headline targets:

- **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.**

To deliver against these targets, we are pushing forward with our decarbonisation roadmap, and taking the actions required to reach net zero.

This requires action, investments and changes to how we operate from across every part of the business. We are committed to making the necessary changes and bringing our clients and supply chain on the journey with us.

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

** Our focus is on creating absolute carbon emission reductions but we recognise that not all emissions can be mitigated immediately.*



Implementing Decarbonisation

Following the successful relocation of our Head Office to a smaller and more collaborative office space in the City of London, we are continuing to rationalise our office space to respond to the new hybrid way of working

In 2022, we reduced the floor area of our Shared Services Centre in Newcastle by over 1500 square metres, helping to reduce our electricity consumption whilst providing high quality collaborative work spaces.

We also continued to transition to an electric vehicle fleet. Despite the supply challenges affecting availability of electric cars and vans, we are proud to have converted 28% of our fleet, equivalent to over 950 electric vehicles.

As we deliver our net zero roadmap, we are also making progress on reducing our site based emissions. We are trialling more energy efficient plant and equipment, using alternative fuels as well as battery powered solutions.

Our Performance on Key Targets

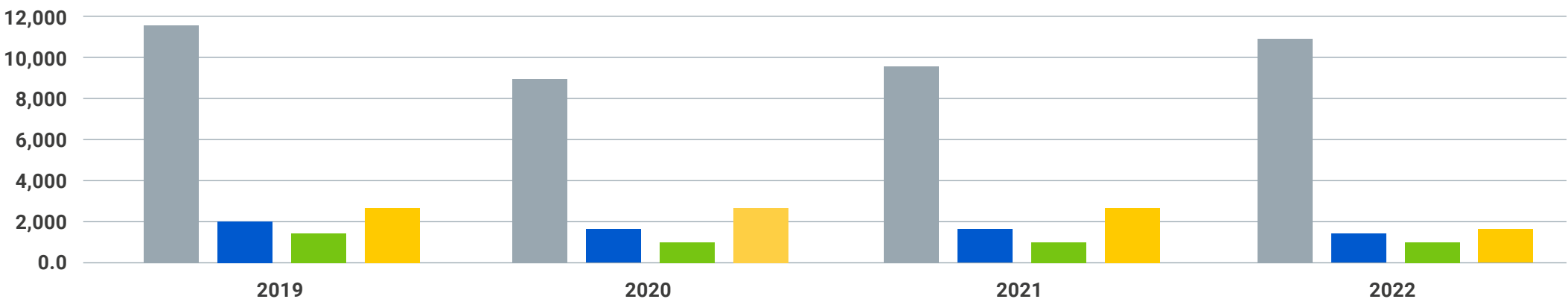
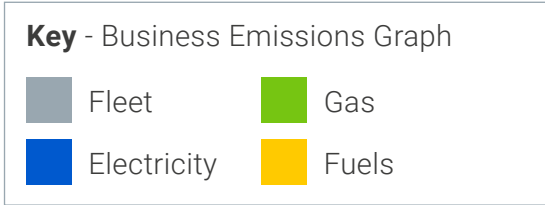
In 2022 emissions related to our building, vehicle fleet and sites were 13% lower than our 2019 baseline.

This is due to our continued rollout of electric vehicles, rationalisation of our offices and the decarbonisation of the UK electricity network.

The carbon intensity (tCO2e/GWh) of our energy generating assets, such as our district heating networks, was 2% lower in 2022 than our 2019 baseline.

2019 -
100,000 miles in Electric Vehicles

2022 -
Over 2 million miles in Electric Vehicles



Fleet and Grey Fleet

We continue to see a rapid increase in electric vehicle mileage across both our company car fleet and staff using their own vehicle for business travel.

In 2019 just over 100,000 company car business miles were driven in electric vehicles. In 2022 over 2 million miles were driven in electric vehicles.

In parallel there is a reduction in diesel company vehicle mileage, and since the summer of 2022 more miles have been driven in electric company cars than diesel company cars. This is an important milestone on our journey to zero tailpipe emissions.

Whilst petrol vehicle mileage increased from 2021 to 2022, the rate of increase has slowed and may have peaked.

Business Travel

We saw an increase in business travel in 2022 as all COVID related restrictions were removed and we took opportunities to meet with our colleagues and clients. Rail travel in 2022 increased by over 50% from 2021.

Our business travel emissions however remain well below our 2019 baseline, as we retained the benefits of hybrid working, and use more sustainable alternatives to air travel wherever possible. Total kilometres travelled by air in 2022 remained 75% lower than in 2019.

Waste

We continue to employ the waste hierarchy and divert waste from landfill wherever possible.

In 2022 we reused or recycled 96% of our waste. The reduction of waste is key to improving the environmental footprint of the business. The central environmental team have developed a training module on waste which details the key ways we manage our waste.

Staff are encouraged to take part in zero waste activities, and engage contractors to reduce the waste that is produced through circular economy initiatives.



Material Reuse Tracker

As part of the commitment to reducing the waste to landfill, Equans have implemented a Material Reuse Tracker.

This allows the sites to upload useable materials which might otherwise go to waste. These can be requested by other sites and staff to use on their project or can be donated to local charities and community organisations.

CASE STUDY

Equans Tree Fund

The Equans Tree Fund continued in 2022, donating trees and hedgerow to various sites across the country.

This year, nine sites took part with volunteers planting trees during National Tree Week [27th November – 5th December]. Equans partnered with Ground Control to source the trees and shelters from a nursery in Lincolnshire. There were over 100 volunteers from Equans and partners on the different sites across England and Scotland.

We worked with our key client EDF in the nuclear sector supplying 440 trees at Torness and Hinkley Point B Power Stations. Volunteers at Torness were given a tour of the site before planting their trees in an area behind the power station.

In the North East, two planting days took place with a day of action in Hartlepool and a primary school in Sunderland. The school is on the way to becoming a forest school and the donation from Equans will assist with their transition. The school children were able to get involved in the planting and learn about biodiversity. The trees planted were native species and provide both a safe space for the children to play as well as future boundary protection for the playground. The day of action in Hartlepool had volunteers carrying out various activities across the town such as litter picking as well as the planting of cherry trees.



£4,563

Donation of trees and equipment

80 staff volunteers

365

hours spent volunteering

2,167

trees planted

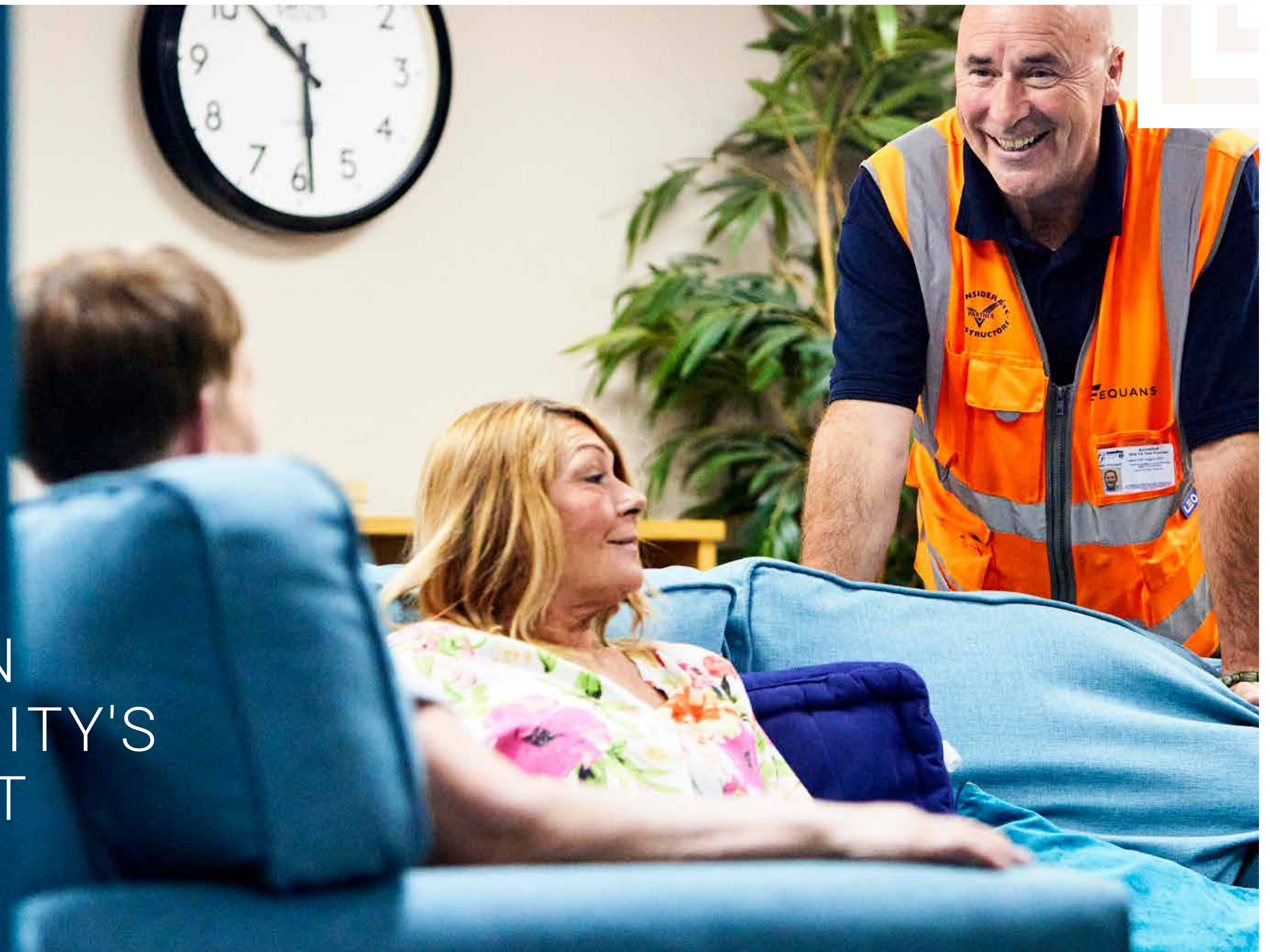
£10,436

total social value



COMMITMENT FIVE

WE ENGAGE IN
OUR COMMUNITY'S
DEVELOPMENT



COMMITMENT FIVE

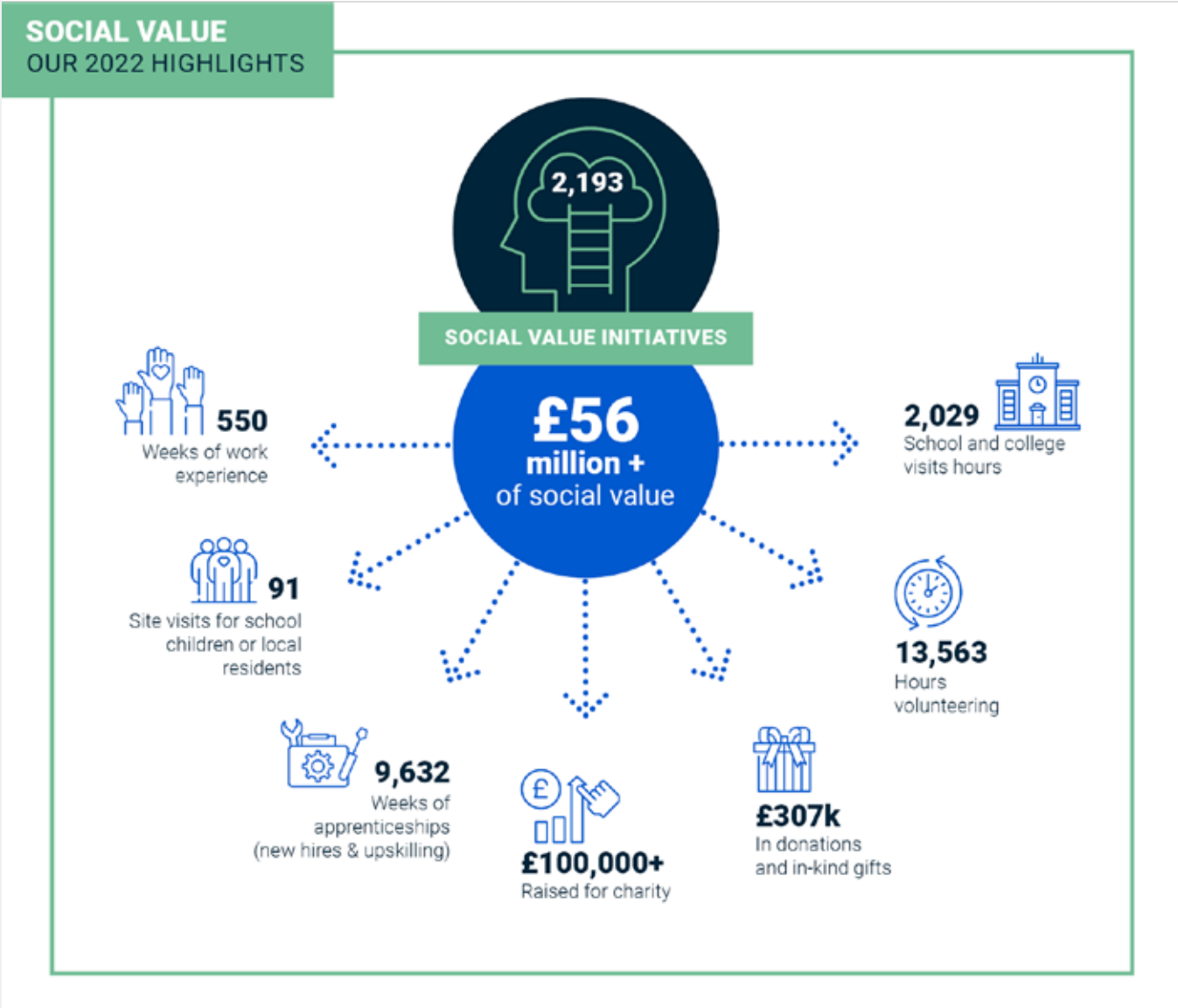
WE ENGAGE IN OUR COMMUNITY'S DEVELOPMENT

Responsibility

At Equans we recognise our responsibility to manage our activities in such a way to reduce risk and maximise the positive environmental, social, and economic impacts that we deliver for the communities and clients that we serve.

Our commitments across IMPACT reflect this and the importance Equans places on social value and supporting our local communities, particularly and most notably in our Commitment to Engage in our Community's Development.

We engage in our community's development throughout our operations and have several key performance indicators to drive impact in the areas we can influence.



Social Value

We play an active role in improving the social and economic resilience of our communities, by supporting vulnerable groups through education and into independent living.

Examples of how we do this include improving employment and training initiatives (e.g. recruiting apprentices, offering work experience & employability support), volunteering in the local community, supply chain spend with local suppliers and the Voluntary, Community and Social Enterprise sector and environmental initiatives such as reducing travel emissions, reusing waste and decarbonising our operations.

The broader social value generated by supporting and engaging with our communities, generated a total social value figure of over £54.2 million.

Our bespoke in-house platform for reporting and measuring social value, known as our Social Value (SV) App, was used to capture our social value activities including volunteering, fundraising, work experience, apprenticeships, recruiting disadvantaged groups, spend with social enterprises and beyond. The SV App uses major social indicators from the recognised National TOMs (Themes, Outcomes and Measures) Framework.

We have continued to improve the integrity and quality of the data within our SV App, working alongside Social Value Portal. Again, we submitted our data for external validation by Social Value Portal, providing transparency in our data, whilst ensuring its quality and that we are accurately claiming the social value we generate as a business.



Social Enterprises

To further help and support local economies, communities, and vulnerable populations , Equans has continued to work with social enterprises and not-for-profit suppliers. It also has helped improve the capacity and robustness of our supply chain.

Equans has maintained its focus on capturing and increasing spend with Social

Enterprises. Equans target is to increase spend with social enterprises by 5%. In 2022 we increased spend by 7% by spending with social enterprises to achieve circa £1.8 million.

As a participant in Social Enterprise UK's (SEUK) Buy Social Corporate Challenge, since 2018, we work with SEUK to identify possible new suppliers to increase our social supplier base. This includes their "Meet the Social

Enterprise Supplier" events. By working closely with SE UK, we verify supplier information in our database, ensuring that all eligible spend with SE is identified and reported.

Equans has also continued to collaborate with Small and Medium Enterprises (SMEs). Over 70% of our preferred suppliers are defined as SMEs, helping us drive and maintain spend with them, achieving 47% spend with SMEs in 2022.

CASE STUDY

Elevate Patron Status in Liverpool

In 2022, Equans was awarded the Elevate Patron status, in recognition of their work in partnership with Elevate EBP, delivering careers support to young people from Liverpool.

Throughout the year Equans participated in careers fairs, mock interviews and meet the employers' events, helping to raise aspirations and prepare the future workforce. Over 48 hours were spent supporting more than 1,000 young people, 31 of whom received 1-2-1 support and guidance.



CASE STUDY

Christmas Hampers

To recognise the hard work of our workforce, Equans prepared an end-of-year Christmas Hamper for over 13,000 employees.

We wanted to find a sustainable supplier with a positive social impact, so engaged with Social Supermarket, who curate products from social enterprises and purpose-led brands that tackle human and environmental issues.

By working with Social Supermarket, we created a range of positive social outcomes and environmental impacts, including:

- ▶ 52 hours of employment created for refugees in the UK
- ▶ Employment and training opportunities created for women who have recently left the criminal justice system and who have experienced domestic abuse
- ▶ Reduced waste by using sustainably sourced wood to manufacture packaging, wildflower seed leaflets and biodegradable tissue paper
- ▶ Worked with carbon neutral brands

At Social Supermarket, we believe in a world where every gift can be force for good.

This gift creates a ripple of positive change across society and the environment. The carbon emissions from this gift have also been offset through a UN project based in Malawi, supporting the Biomass Energy Conservation programme.

Explore the amazing stories behind each social enterprise product



NEMI Teas
This tea provides employment to refugees in the UK.

Candy Kittens
Sweets from one of the UK's first carbon neutral sweet brands and a B Corp.

Eco Everyday
Mentos supporting childhood education projects in Kenya.

Grace Chocolates
This honeycomb employs women who have touched the Scottish criminal justice system.



Nourish
Macaroons that donate 10% of profits to Water For Good, supplying clean water to communities in Central African



Island Bakery
These organic biscuits are produced in a factory powered by wind turbines.

Tony's Chocolonely & Divine Chocolate
Tackling exploitation in the chocolate supply chain by guaranteeing farmers a fair price for their cacao.



Luminary Bakery
This gingerbread helps London-based women facing multiple disadvantages to reach their full potential.

SOCIAL SUPER MARKET

socialsupermarket.org
@thesocialsupermarket



THE RIPPLE EFFECT

You're part of a beautiful system where every gift sent and received is a win for society. That's a wonderful thing.



Equans Chosen Charities

Since 2017, Equans has supported Mind, Macmillan Cancer Support and The Prince's Trust. Our three corporate charity partners (Equans Chosen Charities) help us improve the lives of communities by supporting people's wellbeing and ensuring they can achieve their potential.

Equans provides match funding for employee fundraising for our Chosen Charities and over the last six years we have raised over £600,000.

In 2022, we raised over £71,000 for our ECCs from our annual Festive Raffle, coffee mornings and various challenge events, including Macmillan's Mighty Hikes, the Great North Run, Brave the Shave and other hikes and marathon events.



CASE STUDY

Macmillan Cancer Support

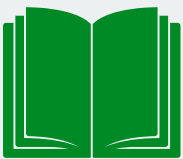
Macmillan Coffee Mornings and Mighty Hikes

This year we have raised over £13,000 for Macmillan through various coffee mornings across the UK and a virtual coffee morning & quiz as well as Brave The Shave events.



Equans, in recognition of the difference you have made

Thank you for raising an incredible £45,056.03 in 2022. Here are just some examples of the impact your support could have had:



Paid for **86,646** copies of The Cancer Guide, a Macmillan booklet which can help someone recently diagnosed with cancer and their family understand more about cancer, treatments and the help available.



Paid for a Macmillan Information and Support Manager within our Macmillan Information Centres for almost **9 months**, giving people living with cancer the opportunity to ask questions and talk through their concerns and feelings in a relaxed environment.



Paid for a Macmillan Nurse for almost **7 months** helping people living with cancer and their families receive essential medical, practical and emotional support

CASE STUDY



Mind Highlights

The finance team hosted their 3rd annual charity day to raise funds for Mind. The day included a virtual cooking class, yoga & wellbeing workshop, a PT session, focusing on difference elements of wellbeing.

The day was also made up of various games and quizzes, along with a 'pie the SLT' event. The day raised over £3,700 for Mind.



IGNITE Employability Programme

Our social value team have developed a bespoke employability skills offer, **IGNITE**, supporting communities in the North of England.

The **IGNITE** employability programme, launched late 2022, aims to raise aspirations, self-motivation and resilience, whilst providing delegates with the skills and knowledge to support their career development. The week long

programme has also been designed to consider delegate needs and can be delivered in shorter sessions over a longer period of time.

Skills developed include:

- ▶ **Communication**
- ▶ **Confidence**
- ▶ **Teamwork**
- ▶ **Adaptability**
- ▶ **Accountability**
- ▶ **Resilience**

In 2022 the programme was launched on one of our

contracts in Teesside. During the week 18 workshops were delivered to support a small group of delegates on their journey into employment, by providing them with the skills and knowledge required for future success in the world of work. By the end of the week one of the delegates had also secured a two-week work experience with Equans.

We look forward to seeing the programme roll out further in 2023.



Safe at Home - EDAC

In 2022, Equans and Clarion Housing Group joined forces with social enterprise, Transforming Local Communities to create a new and exciting initiative to help survivors of domestic abuse to be, and feel, safer in their homes - ‘Safe at Home’.

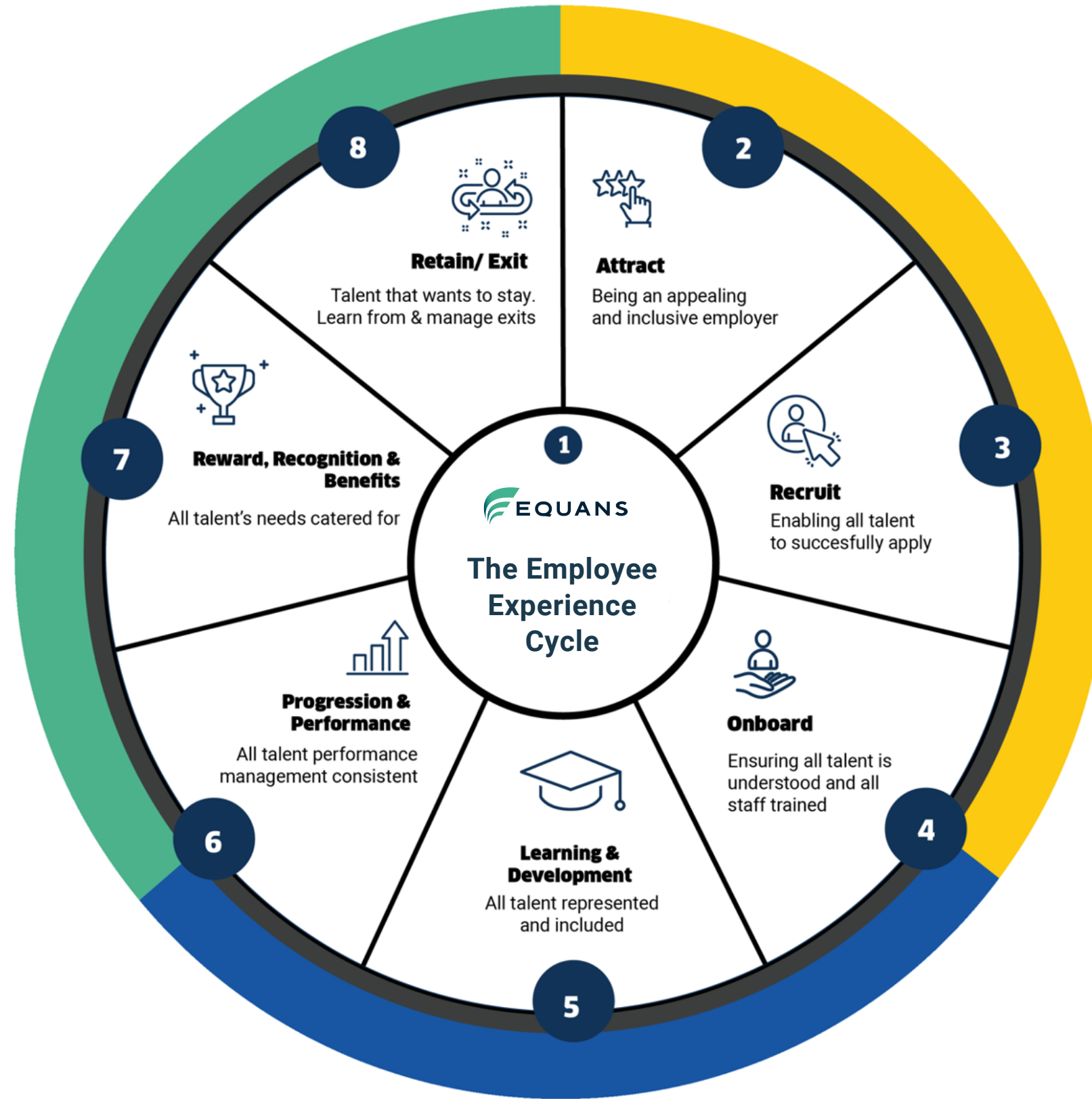
The ‘Safe at Home’ programme was launched in April 2022, initially piloted with Clarion residents, providing security cameras and lights free of charge (including installation) to people at risk of post separation violence.

In a short space of time the programme has delivered some amazing results, with over 30 installations. For the service users, all have said they feel safer, more confident to go about their daily lives, and feel the security cameras and lights have given them some of their freedom and peace of mind back. The pilot scheme will now be expanding into our other London, Midlands & Northern clients.

Talent Attraction and Early Careers

Across 2022 we saw new graduates join the business. Our graduate programme recognises individuals that come from degree backgrounds as well as high achievers across our business who have finished their apprenticeship programme and looking 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 with Equans

2022 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 78th in the Rate My Apprenticeships Top 100 Apprentice Employers.

Our apprentice numbers grew significantly across 2022, with more than 630 apprentices across the UK completing over 70 different qualifications. In 2022 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 enrolling 20 apprentices on a 12-month training programme covering a combination of soft skills, residentials, personal development, coaching and mentoring.

Apprenticeship Awards

During National Apprenticeship Week, we celebrated our 4th Annual Apprentice Awards, an evening that recognises the incredible achievements and contributions of our apprentices, apprentice line managers and apprentice champions across the business.

Apprenticeships provide an excellent start in the world of work for many young people, but they also allow us to train our existing staff, help build our business, fill skills gaps, and enable our employees to maximise their potential. That's why our Apprentice Awards are so important – each and every one of our Apprentices are rising stars.

2022 saw the introduction of some new awards categories; alongside our Apprentice and Manager of the Year and Special Recognition categories, we added three new categories: Outstanding Contributions, Rising Stars and, in recognition of some of the exemplary work our apprentices undertook throughout the pandemic, Frontline heroes. With more nominations than ever before there were some truly inspirational stories.



Career Ready

Equans have been working with Career Ready, a social mobility charity, since 2016, helping to empower people from diverse backgrounds, by providing them with workplace experiences, career insights and a network of support.

- ▶ 163 young people supported in total (covering mentoring, paid internships and masterclasses)
- ▶ 42 mentor and mentee relationships
- ▶ 17 paid internships delivered
- ▶ 1 alumnus employed with Equans



FEEDBACK

Queen Alexandra Sixth Form College in North Tyneside has had a fantastic partnership with Equans... throughout the past six years. Learners have enjoyed working with a variety of excellent mentors and attending masterclasses and industry visits.

Last year, we were delighted to take part in the Equans Effective Communication and Networking masterclass, at the Quorum Business Park; whereby learners gained the experience, knowledge and behaviours needed to kick start these professional skills within an industry environment. These employment and employability experiences are pivotal to our learners and we are looking forward to working with Equans for many more years to come

Dawn McLean - Assistant Head Teacher

Kick Start

2022 saw the continuation of the government Kickstart incentive helping 16-24 years olds on Universal Credit and at risk of long-term unemployment find 6-month placements across the business.

Equans were awarded 125 placements by the government to help young people develop their employability skills. 121 placements were advertised with 76 people joining the business and 17 securing full time positions after the scheme finished.

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.



**KICKSTART
SCHEME**

76
People joined
the business

17
Securing full
time positions



COMMITMENT SIX

WE PROVIDE FAIR AND
EQUAL OPPORTUNITIES
FOR ALL



COMMITMENT SIX

WE PROVIDE FAIR AND EQUAL OPPORTUNITIES FOR ALL

Equal Opportunities for all

Equans 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.

We aim to do this through establishing our DE&I vision and the delivery of our DE&I strategy, which is rooted in six pillars and encompasses a whole organisation approach.

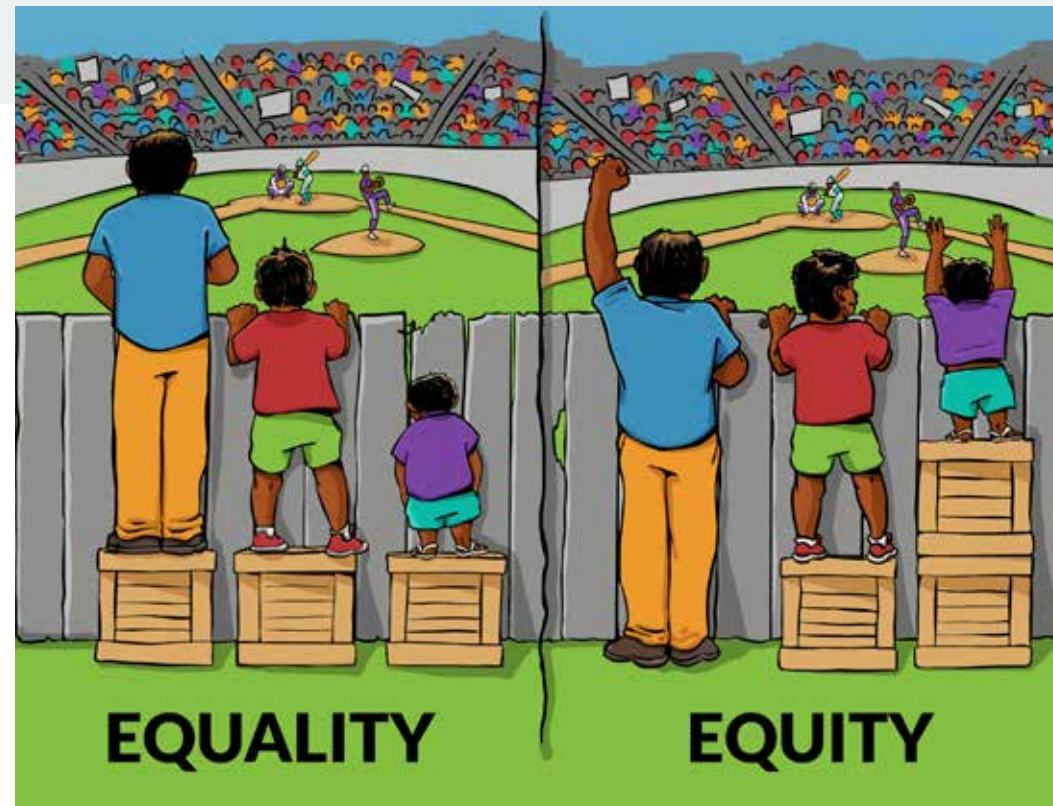
In 2022, the company reframed the strategy around Diversity and Inclusion (D&I) to embed Equity within our DE&I offering.

The strategy is laid out on the next page and demonstrates the commitments the business has agreed on to improve the opportunities for all staff.

What is Equity?

Equity recognises that treating people differently, based on their individual needs delivers equality of opportunity, as opposed to treating everyone the same.

It helps individuals to overcome barriers unique to them and helps organisations to provide employees with the necessary support to flourish and grow.



CASE STUDY

Deaf Awareness (DAW) week



Deafness comes with many challenges, but many Deaf people and those in their community feel like their struggles are unseen. Deafness is not a visible condition and most Deaf and hard-of-hearing people can be left feeling misunderstood, isolated, invisible, and unseen.

In the UK there are 12 million adults with hearing loss. This is equivalent to around one in five adults. It is estimated that there are 151,000 people in the UK who use British Sign Language and 87,000 of these are Deaf. There are at least 50,000 children who are deaf in the UK.

RNID estimate in the UK, more than 40% of people over 50 years old have hearing loss, rising to more than 70% of people over the age of 70. There are 7.1 million adults in the UK living with tinnitus. It is estimated that there are nearly 400,000 deafblind people in the UK.

That is why this year DAW has focused on Inclusion Deafness. It is important to us, as a company, that we explore the theme of inclusion within our workplace, by sharing our own personal stories & raising awareness on how we can support colleagues, and become more deaf-aware.

The AccessAbility network held a series of events over the course of the week to provide our staff with more insight into deaf awareness and how to support colleagues. There were a number of sessions throughout the week including a webinar on reducing barriers in the workplace from the Employers Network for Equality and Inclusion, introductions to British Sign Language and one of the committee members, Paul Clarke, told his story about growing up with hearing loss. We rounded the week off with a finger spelling quiz and provided tips from the UK Council on Deafness on talking to a Deaf person!

Our 2022 DE&I Achievements Include:

Achieving the bronze standard for **Stonewall Equality Index**

Launch of a ground breaking **Women in Leadership programme**

Reframing our approach from D&I to DE&I, which embeds **equity in our DE&I Proposition**

Growth of our **Employee Led Networks** aligned to a maturity model

Development of an **integrated DE&I strategy**

Activated a **DE&I steering group** consisting of Executive Committee members to establish accountability

Establishing a DE&I dashboard for monthly Executive Committee meetings, as a regular agenda item

Launched a **mandatory DE&I module**, “Be Yourself”

Delivery of an Inclusive Hiring Training pilot to inform and embed inclusive hiring practices and processes

Participation in **Bristol Pride** and **Northern Pride** Marches

Ran **National Inclusion week** activities including a webinar/ lunch and learns

Delivery of a lunch and learn on **Neuro diversity** in the workplace in partnership with Lexxic

Implementation of a 21 day challenge for **Black History Month**

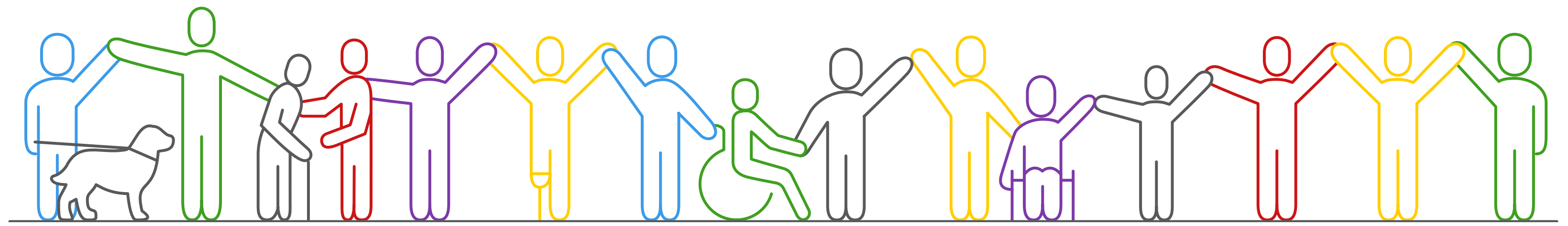
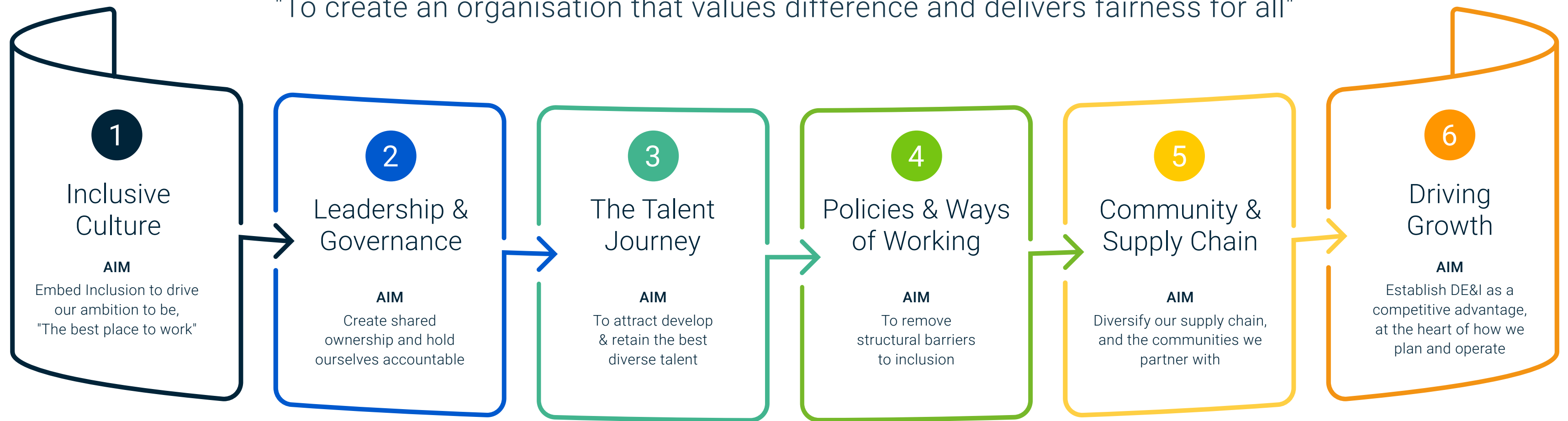
Launching our **Disability Network** who initiated an assistive technologies project

Young Professionals Network launch

Implementation of **enhanced maternity/paternity leave** policies in partnership with the Working Parents Network and Women at Equans

DE&I Vision

"To create an organisation that values difference and delivers fairness for all"



Employee Voice and Trade Unions

Excellence Awards

In 2022, over 1100 colleagues were recognised through our Excellence Awards scheme for their efforts aligned to our six values.

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 Excellence Awards scheme forms part of our engagement strategy, enabling employees, managers, and customers to recognise Equans employees who are striving for excellence in the work they do.



Employee Forum

Throughout 2022, the National Employee Forum (NEF), comprising of employee representatives from across the business, continued to meet virtually for the vital purpose of maintaining communication.

As post COVID normality returned a face-to-face NEF was held in Q3 supplemented by regular online sessions throughout the year.

During 2022 the NEF (and subordinate Divisional and Local Employee Forums) continued to provide regular updates on ongoing business issues, and specifically covered topics related to the sale process to Bouygues, as detailed at the start of this report, and future integration of the UK and Global Business.

Engagement with Unions

Equans has in place around 30 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 Representatives on business strategy. Employee and Trade Union representatives participated on the National and Local Employee Forums and on the Policy Development Group.

The challenging economic environment and associated cost of living pressures in 2022 increased the potential for conflict with Unions regarding pay, terms and conditions. However, positive relations and constructive dialogue were maintained with Union Representatives and no industrial action occurred during 2022.

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.

Within our services business, Equans continued to provide opportunities for clients 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.

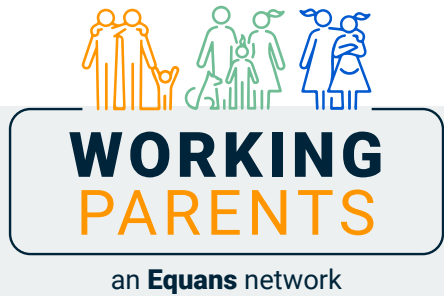
CASE STUDY

Working Parents Network

The purpose of the Working Parent Network (WPN) is to be a voice for working parents within the business; sharing knowledge, experience and learning to help make Equans an employer of choice for parents.

In 2022 the network used its collective voice to champion change to Equans' parental leave policies and was successful as the existing package was reviewed and enhanced for future employees. The network has become a trusted source of information/advice for both management and staff, and provides representation at committees and working groups where decisions that affect working parents are made.

The network has been running for over two years and provides a safe and confidential space for employees to share their experience and offer peer support. It has hosted three successful events educating the wider business of the issues facing working parents, issues a monthly blog to share parenting stories within the network and is in the process of creating a managers portal to house information and policies relating to each stage of the working parent cycle. As of January 2023, the WPN has c330 members and a committee of eight – including the Executive team sponsor.



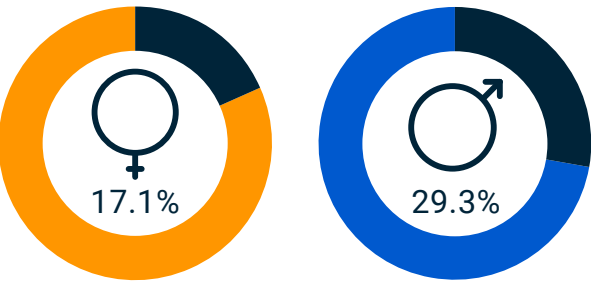
Gender Pay Gap

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.

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 2022.

EQUANS UK	Median	Mean
Gender Pay Gap	31.1%	28.3%
Gender Bonus Gap	46.0%	22.2%

2022 figures highlight a 1.6% decrease in the mean pay gap and a 0.6% decrease in the median pay gap from 2021.

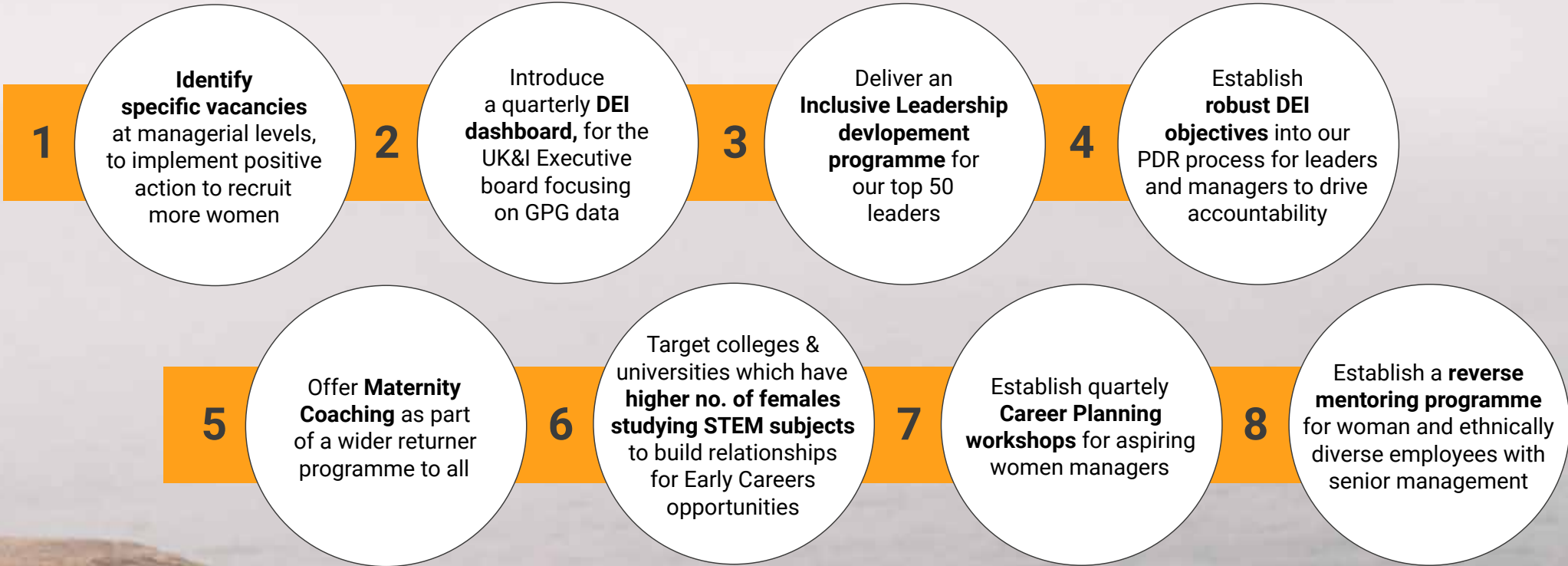


2022 figures show a significantly lower proportion of female employees receive a bonus payment compared with males.

Proportion of females in each quartile band		
Quartile	Female	Male
Upper	17.7%	82.3%
Upper middle	17.5%	82.5%
Lower middle	36.4%	63.6%
Lower	64.1%	35.9%

2022 figures show a significant proportion of female employees are employed in positions in the Lower Middle and Lower quartiles.

How we will take action on the gender pay gap



Woman in Leadership

In collaboration with the Women in Equans Network, we developed a Women in Leadership Programme, with the aim of inspiring and enabling our women to become the future leaders of our business.

The programme brings together like-minded women from across the business and equips them with the practical skills needed to progress their careers through an 18-month leadership qualification.

Participants will graduate with either a Level 5 Diploma in Management (CMI Accredited), or a Level 7 Senior Leadership Post Graduate Diploma (ILM Accredited), delivered by our internationally recognised partners – The University of Manchester and Babington Business College.

After a successful launch in November 2022, there are over 50 women from all areas and levels of the business taking part in the programme. So far, they have already completed their first couple of workshops with our partners, as well as started to

build on their own personal development through the use of psychometric tools, internally led workshops, guest speakers and mentoring.

We look forward to seeing the growth and development of the women already on this programme, in addition to launching our 2023 programme this year.

“This is something that will help me to develop my career further and give me an opportunity to meet other women in the business, in other areas that I’m not familiar with”

“It’s a fantastic opportunity to learn and develop with a cohort of women who really understand the challenges and pressures faced in the industry”

“It’s an amazing opportunity that Equans has offered and hopefully I’ll prove that you can teach an old dog new tricks”



“This will allow me to not only progress my career but help influence other women who want to break the gender barriers we come up against daily to become the next leaders in Equans”



CASE STUDY

Woman in Leadership Programme



The programme involves:

- Two pathways which are : Level 5 or Level 7 Leadership & management qualification
- Delivered and accredited by established universities and providers
- Bring together women in our business to learn and grow in a supportive environment

Level 5:

- Operations/department manager apprenticeship
- Designed for supervisors or managers looking to move to a more senior management role
- Deepen leadership knowledge and develop critical skills to influence and grow within your career

Level 7:

- Senior leadership apprenticeship
- Designed for our more senior managers
- Develop you as an enterprising leader to navigate, influence and lead

The programme aims to:

- Lead the way in the development of a Women in Leadership programme, funded through our apprenticeship levy
- Giving real opportunity to unlock potential and achieve individual career goals
- Bring together women in our business to learn and grow in a supportive environment
- Increase leadership skills and behaviours, as well as self-confidence and self-acceptance
- Exposure and networking across the business

Requirements

- Duration is at least 18 months with support from line manager and a mentor
- Must learn new, job-specific skills and study during their working week
- Must attend all workshops with their provider, as well as additional ones with Equans
- Apprentices must spend a minimum of 6 hours per week completing ‘off-the-job training’



CASE STUDY

RISE Network

During 2022, the RISE (Respecting, Inspiring and Supporting Ethnic minorities network) continued to deliver webinars and educational pieces highlighting different events.

These included:-

- ▶ Race Equality Week (Webinar - March 2022)
- ▶ International day for the elimination of racial discrimination (CEO/RISE recording to all employees – March)
- ▶ Windrush day (educational piece - July)
- ▶ World Afro day (Employee led celebrational piece - September)
- ▶ Black History month (21-day challenge – Educational learning package throughout October)
- ▶ International migrants' day (Celebrational piece highlighted employee migrant numbers – December).

By having these conversations on race, the RISE network aims to help employees to be open to learning and listening while navigating difficult conversations. Helping employees to connect and explore lived experiences, providing platforms for self-reflection about the way we manage our own biases and in turn creating opportunities for growth.



CASE STUDY

LGBTQ+ Network

The LGBTQ+ Network was set up in 2021 to establish and champion an inclusive environment for LGBTQ+ individuals, establishing Equans as an employer of choice and sharing best practice with peers both within and outside the network.

We aim to provide a community to support fellow LGBTQ+ employees and work closely with broader employee networks to ensure that

individuals can feel accepted and comfortable in the workplace, allowing them to be themselves at work. In the past two years we have held events including:

- ▶ LGBTQ+ Network Launch in March – Guest Speaker – Ryan Atkin – Openly Gay FA Referee
- ▶ We attended Bristol Pride and Northern Pride parades – where we handed out branded tote bags, flags and sweets



ENCOMPASS

- ▶ Trans Awareness Week – a full programme of activities including corporate comms, educational videos, 'spill the tea' session and Stonewall webinars
- ▶ We have entered our first submission into the UK Equality Index.

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, Learning, Talent & Academy function.

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

- ▶ Resourcing & Onboarding
- ▶ DE&I & Engagement
- ▶ Learning & Talent
- ▶ Policy, Employee Relations & HR Bid Development



As a single point of contact, The Academy experts are here to guide and support you throughout your journey at EQUANS to ensure a positive employee experience.



Early Careers



Training



Career Development



Essentials



Skills Academies

Mandatory Training & Development

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 group.

The Learning & Talent 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 and the individual critical skills/ behaviours the employee's role requires.



Learning & Training Delivery

Learning is accessed via our Academy Intranet Portal, via an individual's tailored Skills Academy learning channel, or booked directly through our internal or external coordination teams.

The launch of a new Learning Management System due to go live in 2023 will also further enable our employees and their managers to gain greater visibility of their needs, our offering and take greater ownership of their own development.

The team have been working hard over the past 3 years to transition to "learning solutions 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 through a training or development interventions, rather than just the desired learning outcome required.



Our delivery model roughly falls into 3 categories:

- ▶ Internal delivery
- ▶ Bespoke, digital & e-learning solutions
- ▶ External specialists

The 3 categories use the 70:20:10 (70% of learning on the job, 20% learning from self & others, 10% formal training/qualifications) principles to create an eclectic blended delivery solution for our learners. The solution and learning needs analysis determines the learner's 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 individual and the business to achieve its desired goals and objectives.

Virtual Classrooms

In 2022 we continued to deliver learning workshops virtually, through Microsoft Teams.

These included Managing Our Way, a management development programme for newly appointed people managers. Over 50 managers went through the programme with five cohorts run throughout 2022. We also supported on-line webinars introducing new management toolkits that support managers deliver our people policies and processes.



Social Learning

We continue to promote social learning in our programmes encouraging participants to learn through practical activities, observing and imitating others in a social environment.

This encourages colleagues to experiment and apply learning in several different ways but in a safe environment where they provide constructive feedback to each other.

Blended Learning

We continue to use this approach, designing learning interventions to suit all preferred learning styles.

In most instances it comprises of self-led learning, digital learning, and face-to-face learning activities. We continue to prefer to use our internal capability, sometimes incorporating Train the Trainer programmes and calling upon our external learning partners where we may not have the capacity to deliver it ourselves.

Traditional Classroom/ Practical Training

Face to face training activities delivered by our in-house team to achieve desired training outcomes as agreed with stakeholders.

In 2022 we saw an increase in the number of bespoke team building workshops requested, supporting business areas in identifying team development opportunities and working with them to further enhance the team's capability and performance.

We also introduced Insights Discovery, a self-awareness tool to enable individuals to better understand their preferences when interacting with others, understand others, and make the most of the relationships that affect them in the workplace.

CASE STUDY

Young Professionals Network

The YPN is a network that is dedicated to the empowerment of young people in the business, allowing them to grow their networks, providing guidance and support for career development, as well as enabling them to act as a voice to the business.

We have held 'Food for Thought' lunch 'n' learn sessions with various parts of the business:

- ▶ Earth Day & EV with Head of EV Solutions
- ▶ Ops & Beyond with co-chairs of LGBTQ+ network
- ▶ Food For Your Future Career Progression Session with L&D team for National Career Development Month

We also ran an in-person Network Development Day in Chester in August 2022 aimed at networking, skills building and the importance of reflection in developing careers. It involved some animated speed dating, enlightening career talks and an innovation-inspiring R&D challenge.



YOUNG PROFESSIONALS



Mentoring

In 2022, we launched our Equans Mentoring Scheme, aimed at creating a platform that enables all employees to find a mentor who is right for them and create a culture of learning and knowledge sharing throughout the organisation.

Throughout September-December, 58 new partnerships were created as a result of the scheme, and a 90% success rate of matching mentees and mentors was established. Feedback so far has been extremely positive, with one mentee suggesting 'this is best thing they have ever done whilst in Equans'. The scheme is now an ongoing process in which mentees can find a mentor within Equans at any stage in their career and is readvertised on a quarterly basis to encourage employees to register for the scheme.

Talent Cycle

Last year we successfully launched our Equans inclusive performance management cycle which determines how we, as an organisation, are planning, monitoring, reviewing, and rewarding performance.

Our inclusive performance cycle ensures that our people feel confident in knowing how they can support Equans achieve our collective goals.

This relies on both formal and informal processes, including activities such as setting objectives, performance reviews, but also career conversations, personal development planning and continuous feedback.

To ensure all of our employees and managers feel fully prepared in implementing the performance management cycle within their work, the talent team have developed a series of online and offline resources, guides, and webinars for further support. This initiative will continue on a quarterly basis to reflect the activities associated with that quarter, ensuring that all employees have the right tools for success.



Talent Treatments, Progression & Succession

In 2022, after consultations with our operational leaders and managers we redesigned our talent offering, evolving from a traditional programme focused delivery to a bespoke targeted talent treatment-based approach.

We now have a selection of talent treatments on offer for all levels of the organisation, which have been grouped into four categories, which include:

Identification and Needs Analysis - The process by which we identify the learning requirements of our employees to support their development and career progression. This includes activities such as career conversations, performance reviews, and personal development planning

Psychometrics - Designed to identify employee's strengths and areas for development to enable greater self-awareness. We have a range of different development tools on offer such as Insights Discover, and both internally and externally led 360 feedback.

Self-Led Learning - Means by which individuals take responsibility for planning, continuing, and evaluating their learning experiences. Last year we successfully launched our mentoring scheme, as well as internal and external coaching solutions, our skills academies, and toolkits for employees and managers.

Formal Learning Programmes - Interventions that are structured and take place within a planned setting, like a classroom or online. For example, this includes programmes such as our Women in Leadership programme, group programmes (PM1, PM2), and the use of apprenticeship levy to upskill our employees.

We also launched a new talent identification 5-box grid approach which simplified our historical 9-box method into 5 categories with associated talent treatments. The Talent Team continue to work closely with local and divisional leads to develop sustainable succession plans aligned to current and future skills requirements.

Targeted Development Programmes

In 2022 we launched a targeted development programme aimed at supporting women with their career progression within Equans.

Our Women in Leadership Programme has had a fantastic take-up, with more than 50 women successfully joining the programme. This programme supports our female talent in various ways, with all of them benefiting from a leadership qualification and chartership. Additionally, participants attend workshops ran by leading educational institutions such as Manchester University and Babington Business College, internally led workshops and guest speaker sessions, as well as psychometrics and senior leader mentorship and sponsorship.



COMMITMENT SEVEN

WE SHARE THE
FRUITS OF OUR
PERFORMANCE

We launched a new benefit, the Dashly mortgage monitor app. This free tool monitors your mortgage and notifies employees if a better deal is available.

Usage of Benefits platform remains high

7.6k total
registered
users
(at end of period)

1.8k
new
registrations
(during the period)

62%
active
users
(since launch)

77%
active
users
(during the period)

7.3k
unique
logins
(for the period)

178 orders placed through the Cycle to Work scheme in 2022

407 unique visitors
and 874 views
monthly on the
Wellbeing hub

£133.6k saved
by our employees

Supermarkets feature significantly in the top 10 retailers by spend.

993 orders for SmartTech.

Consistently popular benefit which enables employees to purchase any goods from Currys (tech, white goods, electronics etc.) up to £1000 per annum and spread the cost over 12 months via salary deduction, interest free. The scheme helps people avoid having to take out more expensive loans for big one-off items say when a washing machine breaks down.

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B E N E F I T S

EQUANS

Know Your Benefits

Did you know Equans offers a range of fantastic employee benefits?

EQUANS EMPLOYEE BENEFITS

- Shopping discounts – save £100s!
- Download the SmartSpending App or scan the QR code to find out more
- Cycle to work scheme
- 24/7 confidential support service
- Life cover
- Season ticket loan
- Health and wellbeing hub
- Digital GP & mental wellbeing apps
- Gym and fitness discounts
- Up to 16 hours paid volunteering leave
- Employee recognition schemes
- Employee referral bonus
- SmartTech
- 6 diversity & inclusion networks to join
- Financial wellbeing - savings, loans, free mortgage services & learn hub

For more information, contact the HR Benefits Team:

Email: ssc-hrbenefits.uk@equans.com

Tel: **0333 006 3223**

www.myequansbenefits.co.uk

<http://tiny.cc/startsaving>



PERFORMANCE SECTION

KPIs & STATS



Performance Section - KPIs & Stats

IMPACT THEME	KPIs	STATS	
WE DELIVER OPERATIONAL EXCELLENCE	% of recurrent business (A local contract 2 consecutives year with the same client)	84%	
	Compliance to Government's Prompt Payment Code	Yes	
	Adherence to sustainable procurement best practices in line with ISO 20400 standard	Yes	
WE COMMIT TO SAFETY, ETHICS & CYBERSECURITY	0 severe accident / frequency rate 2.5 (including subcontractors) by 2026	0 / 2.38	
	95% of managers completed online ethics training	95%	
	Bitsight cybersecurity rating >=800	800	
	100% of connected employees annually trained in cybersecurity	89%	
WE IMPROVE OUR CLIENTS' ENVIRONMENTAL FOOTPRINT	% of our offers in value with a low-carbon alternative solution	These are being measured and recorded on an ongoing basis to be reported in 2023 report	
	Client Carbon Savings (tCO ₂)		
WE IMPROVE OUR OWN ENVIRNMENTAL FOOTPRINT	Net Zero by 2030 for Scope 1 and 2 emissions including our offices, construction sites, and fleet	13% decrease in emissions 2019 – 2022	
	Net Zero by 2035 for Scope 1 and 2 emissions from our heat networks	3.6% increase in emissions 2019 – 2022	
	Net Zero by 2045 for Scope 3 emissions	26% decrease in emissions 2019 – 2022*	

* Scope 3 emissions measured - business travel, waste and well to tank emissions

Performance Section - KPIs & Stats

IMPACT THEME	KPIs	STATS
WE ENGAGE IN OUR COMMUNITY'S DEVELOPMENT	5% of workforce from apprenticeship programs by 2024	4% (512 apprentices)
	Minimum of one training day per employee per annum	1.2
	Target social enterprise spend (5% increase)	7%
	Social value (£) delivered	£54.6m
WE PROVIDE FAIR & EQUAL OPPORTUNITIES FOR ALL	Increase by 10% female managers by 2026 across the group	Females make up 35% of managers within the group
	Female Representation Managers Level 1-4 30% by 2026	22.07%
	BAME Representation Managers Level 1-4 13% by 2026	8.59%
	50% of Early Careers new hires to be female	15.8%
	25% of Early Careers new hires to be BAME	26%
WE SHARE FRUITS OF SUCCESS	% employee shareholders by 2026	These are being measured and recorded on an ongoing basis to be reported in 2023 report
	Improvement in employee survey results compared to previous years	



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