

**NEW GENERATIONS  
OF ENTREPRENEURS**

# CSR



# REPORT



# 2021



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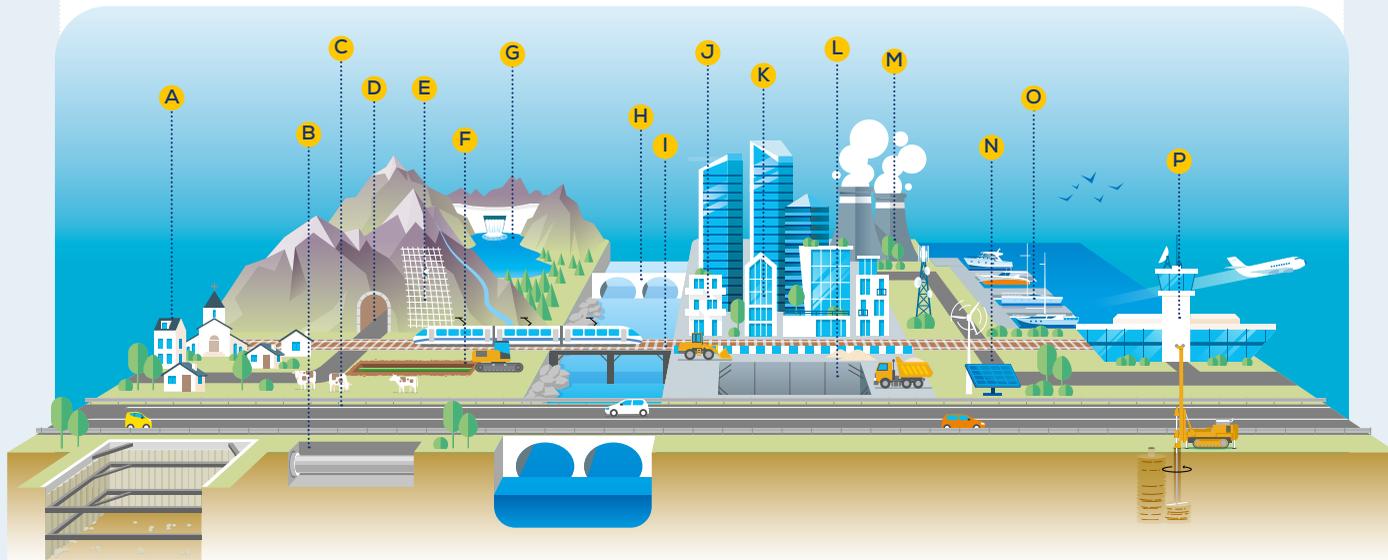
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# Who are we?

In France and around the world, our teams serve communities, regions and countries by designing, constructing and refurbishing infrastructures and buildings. The expertise and team working skills of the 14,746 women and men of NGE give them the confidence to embrace and anticipate the changing nature of the jobs they do, and work

closely with their customers. Reporting annual revenue of **€2.776 billion**, NGE is an independent French civil engineering company involved in the construction of major infrastructure projects, urban development programmes and local development schemes.

## A global offering for a diverse range of structures



### CONSTRUCTION

**Our teams apply their expertise to develop innovative and effective solutions from project design through implementation to maintenance.**

- |                                     |  |
|-------------------------------------|--|
| A. Urban infrastructures            | J. Property development & building construction projects |
| B. Pipelines                        | K. Connected cities and structures                       |
| C. Roads and motorways              | L. Foundations   |
| D. Tunnels                          | M. Nuclear power plants                                  |
| E. Geotechnical solutions           | N. Environment   |
| F. Optical fibre & utility networks | O. Maritime & River contracting                          |
| G. Hydropower schemes               | P. Airports  |
| H. Engineered structures            |  |
| I. Rail systems                     |  |

# COMMITMENTS AND AWARDS



NGE was awarded the EcoVadis gold medal in 2021 for its CSR commitment and performance. This recognition puts the Group in the **Top 6% of companies in its industry.**



At TSO, the Group's rail infrastructures subsidiary, the work done on CSR issues over recent years was recognised by EcoVadis with the award of its platinum medal in 2021. This rating puts **TSO in the Top 1% of companies, regardless of industry sector.**



In 2021, TSO-Mexico received the **Empresa Socialmente Responsable** (CSR) award for the third year in succession. This award recognises the company's commitment to recruiting disabled employees, its support for breast cancer charities and the construction of houses for the most underprivileged in society, and its involvement in a non-profit organisation that supports children with cancer.

NOUS SOUTENONS LE PACTE MONDIAL



**NGE has been a signatory to the UN Global Compact since 2016.** This report constitutes the 2021 Communication on Progress published on the Global Compact website to report the effective implementation of the programme's ten principles governing human rights, international labour standards, the environment and corruption.



NGE has joined the **French Business Climate Pledge**, a cross-sector community of companies and organisations working together to tackle the climate crisis and solve the problems associated with decarbonising our economy.



NGE, together with NGE BATIMENT and NGE Immobilier, are now members of the French **Low Carbon Specifiers Hub**. Led by the IFPEB (French Institute for Building Efficiency) and consultancy Carbone4, this hub provides a collaborative platform for implementation of the best solutions for **reducing the carbon impact of buildings and improving their energy performance.**



NGE formalised its commitment to biodiversity with membership of the **Act4Nature/Entreprise engagée pour la nature** (Nature-Committed Company) scheme in April 2020.

## INTERVIEW

# FROM RESPONSIBLE COMPANY TO COMMITTED COMPANY

ANTOINE METZGER, Chairman of NGE



NGE is determined to make CSR a cornerstone of its strategy. We believe that **the company cannot live in isolation from its environment, and that its growth must be consistent with its values.** This is also an expectation of job applicants and employees who want a job with a meaningful purpose, of financial institutions granting loans with interest rates indexed against CSR results, and of customers that are themselves the subject of expectations from their own stakeholders. At the same time, the introduction of increasingly strict regulations also requires us to change the way we work. The world is changing, and NGE is transforming itself to lead and deliver a more rounded performance that is no longer determined only by financial indicators. Although profitability is essential for investment and sustainability, it is not sufficient in isolation. We must lead by example in the way we do business – in terms of behaving ethically, respectfully and responsibly – and in the way we run our worksites. The long-term future and appeal of the Group depend on it. **Achieving our CSR ambitions requires close management of interlinked human, ecological, regional and cultural commitments.**

## Driven by human endeavour

NGE has always put people first. **We ensure that our corporate culture of mutual support, unity and friendliness is perpetuated.** Our openness and care for others feed through into our approach to risk prevention, into solutions and innovations that improve working conditions, and into skills development. NGE identifies talented young people, some of whom may be long-term jobseekers, and provides them with the training they need to help us grow, at the same time as helping them to build a career. Our company is also committed to providing high-quality working conditions and helping every individual to progress professionally.

With its status as an Apprenticeship Training Centre, our Plate Forme training facility offers apprentices an excellent level of training with every opportunity to go directly into a job with the Group.

## Invested in the environment

Since creating a formal structure for its CSR strategy, NGE has accelerated its rate of progress on these issues. The Group is facilitating the energy transition by reducing the impact of its activities and implementing innovative solutions for its customers. We have set ourselves the goal of reducing our greenhouse gas emissions by 4% year-on-year from now until 2030. We are literally invested in the environment, since more than 30% of our R&D budget is now devoted to addressing environmental issues. By partially basing its borrowing policy on its ability to reduce greenhouse gas emissions, NGE is simultaneously driving innovation and making a firm commitment for the future.

Almost one-third of Group debt is now indexed against the outcomes of its CSR initiatives, which means that NGE must pay penalties to non-profit organisations if it fails to achieve its targets. **The environment must not be seen as a restriction; it is a source of opportunities and growth as new business sectors emerge.**

“The company has everything it needs to take action and have a positive environmental impact”.

## We are on our way

From responsible company, NGE is now asserting its identity as a **committed company**. We are in no doubt that CSR is a business accelerator, and that given the emergency we face, the time for action is now, rather than waiting for the transition. The company has everything it needs to take action and have a positive environmental impact. This commitment engages the responsibility of the Group and all its employees. NGE is already doing great things in terms of training its people, recovering waste for reuse via its nationwide network of recycling centres, and reducing greenhouse gas emissions from worksite plant, machinery and heavy goods vehicles. The Group still needs to make progress around the issues of occupational safety, gender diversity in site leadership teams, and the cultural transformation of operations teams on environmental issues.

Our pathway to the future is clearly defined in our CSR policy and roadmaps, our ambitions are high and our new organisational structure is coming together. Our **EcoVadis gold medal** is a great reward for the progress we have made so far.

It puts NGE in the Top 6% of companies in its industry. It's a place we are very proud to be. But we still have more rungs of the ladder to climb. And that's something we'll do together. ■

# Business model

## RESOURCES

### HUMAN CAPITAL

- 68% of employees trained
- 7 years' average service
- Attentive, autonomous, hands-on senior managers
- Plate Forme: our in-house Apprenticeship Training Centre (ATC)
- 195 risk prevention officers
- 2.72% of payroll dedicated to training

**14,746 EMPLOYEES**  
(11% REPRESENTATION OF WOMEN)

### INDUSTRIAL AND INTELLECTUAL CAPITAL

- 50 workshops in France
- 20 asphalt plants and 15 quarries
- LC2 in-house asphalt research laboratory
- €103 m investment in Plant & Machinery
- 52 innovations under development
- €6 m R&D budget
- 233 Scientific & Technical Department employees

**10,164 SITE PLANT & MACHINES, VEHICLES & HEAVY GOODS VEHICLES (HGVS)**

### REGIONAL ROOTS

- 10,900+ project worksites
- 158 branches
- An operating presence in 17 countries
- 18 structures managed under concessions

### ENVIRONMENTAL POLICY

- 2022 ENVIRONMENT PLAN
  - 4% reduction in GHG emissions every year from now until 2030
  - At least one materials recovery and recycling centre per region, monitoring of water consumption and 80% of waste recovered and recycled
  - 1/3 of the R&D budget devoted to environmental issues and the targeting of new business in environmental contracting
- Onboarding of all employees
- 68% of annual revenue generated from ISO 14001 certified operations
- 92% of regions have at least one materials recovery and recycling centre
- The New Generations Fund: an environmentally-focused corporate patronage structure

### FINANCIAL CAPITAL

- €145 m in shareholder equity
- €4.4 billion order book
- Net leverage ratio: 2.06
- 8,000 employee shareholders

## WORKING TOGETHER TO BUILD ENGINEERED STRUCTURES THAT

## ARE CHANGING THE WORLD AND WHICH WE CAN BE PROUD OF

**MULTI-EXPERTISE**  
Our global construction and contracting offer delivers a seamless and comprehensive platform of expertise which gives us the self-sufficient capability to undertake every type of project.

- Urban Infrastructures & Earthworks
- Pipelines & Other Underground Networks
- Road Building & Road Equipment
- Civil Engineering
- Geotechnical Solutions
- Rail Contracting
- Building Construction
- Project Funding

**LOCAL PRESENCE**  
Our decentralised organisational structure keeps us close to our customers, so that we can build high-quality relationships for the long term.

**EXPERTISE**  
From funding, through design and construction to ongoing maintenance, our teams put the full range of their expertise to work for our customers.

- RESPONSIBILITY**
- Putting people first
  - Ecological transition
  - Regional roots
  - Strong culture of corporate social responsibility

## VALUE CREATED

### HUMAN CAPITAL

- €702 m paid annually in wages and personnel costs
- 94% employed under permanent contracts
- 613 work/study contracts in place
- Occupational accident frequency rate: 13.52
- Workplace gender equality index: 85/100
- 21% of equity capital owned by employees (exc. senior executives)
- €14.5 m paid under compulsory and voluntary profit-sharing schemes

### REGIONAL ROOTS

- €1.9 bn in purchases
- €138 m in capital investment
- 22,002 suppliers 54% of which are SMEs
- 43% of expenditure paid to SMEs
- 93% of purchases for French activities are made in France
- €39 m paid in taxes
- 828,172 € in corporate patronage donations

### ENVIRONMENT

- Development of the ESTAY and REVAM'APP carpooling and waste management apps
- 76% of materials recovered for reuse
- 53% of innovation investment devoted to environmental issues. System to prevent self-seeded Invasive Alien Plants
- 7 employee-driven non-profit environmental projects supported by the New Generations Fund

**4,825 NEW RECRUITS**

### INDUSTRIAL AND INTELLECTUAL CAPITAL

- 100% of new plant and machinery fitted with automated engine shutdown timer systems since 2017
- 78% of trucks comply with the latest Euro6\* emission standards

### FINANCIAL RESULTS

- Annual revenue: €2.776 bn
- €29 m paid in dividends
- Cash: €455 m



# PUTTING PEOPLE FIRST

Throughout its history, NGE has placed great importance on putting people first. In practice, this means that all employees, regardless of seniority, are central to the concerns of the company, because NGE understands that collective success can only be achieved when every individual is fully involved and committed. The energy of NGE is generated by our men and women, whose passion and skills shape our Group. It follows therefore that caring for our people, promoting and facilitating their professional development and encouraging them to use their own initiative in a climate of trust, transparency and solidarity are fundamental cornerstones of our policy.



# OUR TARGETS



01

→ AN ACCIDENT FREQUENCY RATE BELOW 10 IN 2022

02

→ AN ACCIDENT FREQUENCY RATE (INC. TEMPORARY EMPLOYEES) BELOW 10 IN 2024

03

→ 20,000 EMPLOYEES IN 2025

04

→ 600 WORK/STUDY CONTRACTS, INC. 300 YOUNG OPERATORS IN 2022

05

→ LOCAL AMBASSADORS TO PROMOTE WORKSITE GENDER EQUALITY

06

→ 15% OF THE TRAINING BUDGET DEDICATED TO INITIATIVES THAT FACILITATE INTERNAL PROMOTION

07

→ 200 WOMEN IN WORKSITE SUPERVISORY ROLES IN 2022, RISING BY 13.5% YEAR-ON-YEAR

## In 2021...

13.52

Accident frequency rate

82%

of employees have received disability awareness training

56%

of worksite supervisory staff trained in accident risk prevention

68%

of employees completed at least one training programme during the year

90%

of entities held a safety day dedicated to accident risk prevention

127,500 HOURS

of training delivered by the Plate Forme ATC

€4 MILLION

of PPE purchased for first issue to new employees and replacements for existing employees

11%

representation of women in the workforce

84%

of annual appraisals conducted

18%

representation of women in senior management roles

613

work/study contracts in place

137

women in worksite supervisory roles

58

childcare spaces reserved for employees

3<sup>rd</sup>

QWL survey conducted

31

local disability contacts

# Ensuring the health and safety of our employees

Doing whatever it takes for its employees to work under the safest possible conditions is a central priority at NGE. This continually restated commitment underpins the Group's ongoing implementation of action plans to reduce occupational accidents and protect the health of its people.



## The Occupational Health & Safety Plan & Single Safety Risk Assessment Document

is subject to approval by the Group Executive Management Team, which is closely involved in all health and safety issues. The Occupational Health & Safety Plan adopted is then adapted by each entity to align with its own business imperatives, and **applied on a daily basis in all 17 of our operating countries by a network of 195 QSE representatives**. These representatives then work alongside worksite management and employees to identify and develop technical, human and organisational solutions to make individual workstations even safer.

Every Group entity and subsidiary company identifies all risks in its **Occupational Risk Assessment Single Safety Document**. Prepared in collaboration with the social partners, this Single Document is updated annually or whenever a significant event occurs. A further risk assessment is conducted in advance of every project/operation and documented in a specific plan. ■

**The NGE Group-level** Occupational Health & Safety Plan is developed and built jointly by the Health, Safety and Accident Prevention Department and the Prevention Committee of entity QSE Managers (which meets monthly), and the social partners, with input from the Group ergonomist and occupational psychologist. This plan is revised annually to reflect analyses of accident data from previous years and changes in business activities, regulations and standards. The revised plan

## Train, raise awareness, communicate



Training and awareness information make a major contribution to the ongoing development of NGE safety culture by passing on knowledge, expertise and interpersonal skills.

Both are powerful drivers of accident prevention, **because they help our operators to become more aware of risks and respond appropriately to them**. Increasing the number of sessions provided has been a central focus for the 2021 and 2022 Occupational Health & Safety Plans. RAID is a 2-day training programme run by our Plate Forme training centre. Based on the OHF (Organisational and Human Factors) concept, it uses a special technical scenario emulation facility to teach the fundamentals of accident prevention in straightforward and practical ways. In 2021, 101 middle managers completed this training programme. At operational level, worksite managers lead **15-minute accident prevention sessions to inform and remind site workers of the issues and vigilance points essential for everyone's**

**safety**. The aim of these sessions is to ensure that the preventive measures applying specifically to the project worksite stay front of mind, and to inform teams about seasonal issues, such as excessive heat during the summer months. The **'First 5 Minutes'** briefing system ensures that every time teams begin work on a new activity, **information essential to safe working and team cohesion** is shared with every employee, temporary worker and subcontractor, who also receive updates on risks and risk prevention measures.

In 2021, 90% of entities held a **safety day dedicated to accident risk prevention**. These multi-topic sessions bring together all entity or subsidiary company employees in a series of rotating workshops on topics as varied as chainsaw risk awareness, physical activity risk awareness, and an introduction to the use of defibrillators.



## Head office employees received road risks awareness training in June 2021.

The 13 road safety workshops were led by the Bouches-du-Rhône road safety agency, the Arles traffic police and occupational health nurses. During the same period, the NGE Group signed the French National Appeal of Employers Committed to Employee Road Safety.

**Risk awareness-raising and prevention initiatives are adapted to suit individual**

**environments.** On the worksite of the Nachtigal hydropower complex design/build project in Cameroon, NGE and its partners have run a **malaria** awareness campaign for employees and local residents. The campaign focused on reminding people of the vital importance of preventive measures, such as draining puddles, always sleeping under an impregnated mosquito net and wearing long clothes, raising their awareness to the risk of infection, and handing out impregnated mosquito nets for local residents.



The Nachtigal project has also run other awareness campaigns focusing on **diabetes and HIV** over the past two years. To ensure **the safety of its expats** in the most high-risk countries, NGE began the rollout of a geolocation app for its seconded employees in 2021. The app is now being tested in **Cameroon and Côte d'Ivoire**. In October 2021, NGE in **Mexico**

held a workshop session with the country's Secretary of Security and Civilian Protection to raise awareness of **crime, extortion and kidnapping** among employees working on urban construction worksites. ■

## Eliminating risks to life by implementing life-saving rules



Blind spot awareness training

In 2019, a working group of accident prevention officers, operations staff and Employee Representative Bodies prepared a series of **safety rules to eliminate risks to life: the 'Vital Rules'**. Their purpose is to remind everyone that some hazardous situations can prove fatal, and that instinctively responding in the right way to eliminate them can save lives. They are structured around communal rules that apply to everyone, and a series of specific rules that address the precise needs of our businesses and job functions. Non-negotiable, they are binding on everyone, and are punishable by disciplinary measures if ignored. Over the past two years, the Vital Rules have been the subject of an intense communication campaign and worksite inspections. ■



## A safety action plan for our temporary workers

Given that the occupational accident rate among temporary personnel remains stubbornly higher than that for its own employees, NGE has introduced **the 'Temporary Personnel Safety' action plan** in conjunction with a number of Temporary Employment Agencies, and is limiting the use it makes of this type of employee.

- > **The formal process** for involving temporary workers encourages operations teams to plan future needs so that the necessary checks can be made to ensure that temporary workers are medically and professionally fit for the tasks assigned to them.
- > **Framework contracts with Temporary Employment Agencies** contain safety requirements, and these agencies are now selected on the basis of specific criteria, such as implementation of an accident and safety risk prevention structure.
- > Temporary personnel now receive an **updated level of induction**, with some also completing **PASI** (Temporary Safety Passport) training before starting work. **The Plate Forme facility at Mernel is PASI-approved.**
- > The Group has set **an overall occupational accident frequency rate target** that includes temporary workers. The target is to reduce the rate to below 10 by 2024. ■

## Emergency response

Its INRS accreditation evidences the ability of NGE to deliver life-saving emergency response training in-house. **The Group's Plate Forme training centre designs and delivers training programmes tailored to the occupational risks specific to each subsidiary company.**

It also has the capability to train employees as emergency responders for underground worksites.

During 2021, **the frequency of emergency response practical training exercises was increased.** Many entities simulated at least one accident to test the abilities of worksite employees to respond to emergencies, and assess their expertise



and effectiveness. On-site debriefings and reports have improved our emergency response training, and aligned it more closely with a range of occupational risks, at the same time as helping us to work more closely with the emergency services. NGE and its partner companies on the Nachtigal dam worksite in Cameroon held **a week-long series of on-site first aid training workshops** in 2021, during which a team of committed trainers coached 170 employees in areas specially equipped for delivering first aid. ■



## Ergonomics

150

office workstations analysed.

For many years, NGE has implemented an Ergonomics policy as part of **protecting employee health and improving the performance of its production systems.**

The process of assessing the environmental, human and organisational aspects of work gives NGE the information it needs to **make innovative changes to its worksite systems, resources, processes and organisation.**

In 2021, the Group ergonomist and Innovation Department worked closely together on reducing the risks of a task which had been the cause of many identical occupational accidents affecting the Group's 200 surveyors. They regularly injured the upper part of their hands when installing worksite boundary markers.

A number of potential solutions were designed and modelled with input from surveyors to ensure that the proposed methods did not affect another part of the body or extend the length of time required to carry out the tasks involved. The ergonomic analysis highlighted other issues around the transport of the materials used, which then became the subject of a separate investigation.

In addition to the benefits in terms of physical health, the listening skills of the ergonomist and the attention paid to the realities of on-site working over several

days had a motivational effect on employees and facilitated their acquisition of the accident risk prevention culture.

A larger number of preventive ergonomic studies were conducted on office workstations in 2021. In total, 150 office workstations were analysed to correct staff posture and improve working environments and quality of life at work.

Lastly, NGE is also investigating and implementing new techniques to protect the health of its employees. An exoskeleton that takes some of the strain out of working with raised arms is currently being tested on NGE Bâtiment worksites in order to reduce the risks of **musculoskeletal disorders (MSD)**, which are the main cause of occupational illness in the construction industry. ■



## Psychosocial risks



590

employees attended PSR awareness sessions.

101

employees received PSR training.

Psychosocial risk prevention is structured around a series of **awareness sessions and training programmes.** Awareness sessions are designed primarily for site supervisors, site managers and design office managers. The training programmes are delivered by PSYFrance for groups ranging from Executive Management Team members to Area Managers, HR Managers and emergency responders. The NGE ambition

is to train and provide awareness information to 100% of targeted employees by the end of 2023 via a 3-year training.

- > 590 managers attended PSR awareness session in 2021
- > 101 employees received PSR training in 2021.

In addition to this type of training, all employees have access to a psychological support and counselling programme coordinated by the Group's occupational psychologist.

To mark **World Mental Health Day**, NGE in the **UK** held a series of activities to help employees maintain good mental health, remind them that a point of contact for mental health issues is available, and provide them with the relevant contact details.

**NGE in Mexico highlighted suicide prevention during the year.**

A series of initiatives were run in parallel to raise employee awareness of this important issue, including a poster campaign, suicide statistics, good practice workshops, information sharing via helplines, and the availability of psychological support. ■

## Personal Protective Equipment



### €4 million

of PPE purchased in 2021 for first issue to new employees and replacements for existing employees.

Every year, NGE provides its employees with PPE. **The most recent technical committee highlighted the fact that Personal Protective Equipment for women was being increasingly better designed.** The meeting discussed several items of PPE, **including a new range of hard hats, lighter fall**

**arrest harnesses, a panoramic mask, and clothing that is better designed, not only for specific applications, but also for different body shapes.** ■

## Covid-19



During the ongoing Covid-19 pandemic of 2021, NGE continued to monitor the developing situation and follow the instructions of central government. **The Accident Risk Prevention Department provided continual support to its network of prevention officers, who were updated weekly on how the crisis was being managed within the Group.** These updates were prepared in conjunction with employee representatives, who received regular information updates and were involved in the operational instructions given to the prevention officers. ■

# Improving occupational wellbeing



## Measuring workplace quality of life

Three-yearly surveys are conducted by specialist independent research company Great Place to Work to **measure workplace quality of life and identify new opportunities for improvement.** The results of the most recent survey conducted in October 2021 showed a clear improvement in workplace quality of life, compared with the previous survey of 2018. Those areas highlighted as requiring further progress will be the subject of corrective initiatives to be implemented from 2022 onwards. At the same time, the post-induction reports completed by newly hired employees to describe their first impressions and records of resignation interviews provide a continuous flow of input to our analyses and actions. ■

**68%**

of employees agree with the statement "All in all, NGE is a really good company to work for" (up from 65% in 2018).

**85%**

of employees are proud of the company's achievements.

**77%**

of employees feel that the work they do is meaningful, and do not see it as just another job.

## Facilitating and supporting teleworking

During the Covid-19 crisis of 2020, NGE followed central government recommendations and rose successfully to the challenge of enabling widespread teleworking for those whose jobs were suitable for this way of working.

The information gathered and analyses conducted during 2020 formed the basis of a manual of teleworking practices and essentials published in autumn 2021. **The executive management team encourages flexible working structures, but is careful to ensure that teleworking does not undermine the corporate culture of mutual support, unity and friendliness.** Over and above governmental instructions around the pandemic, it recommends that teleworking should be discussed in advance with line managers, and should not exceed 2 days per week to avoid compromising synergies between team members. ■

## Promoting a healthy work-life balance

### 58 childcare spaces

have been reserved for employees in childcare centres located as closely as possible to our sites throughout France.

NGE is committed to developing policies that promote and facilitate a healthier work-life balance. The Group has been forming **partnerships with childcare centres** since 2017. In 2021, 58 childcare spaces were reserved for employees in childcare centres located as closely as possible to our sites throughout France. As part of its wider families policy, NGE also grants longer periods of **leave for parents of unwell children** than is required by law.

In summer 2017, the Group also signed a right to disconnect agreement with the social partners to raise employee awareness of the need for managing their reasonable use of digital resources in the workplace. An initiative brought forward by the social partners in 2015 resulted in the creation of a club **providing a range of offers to all existing and retired employees.**

The aim of the club is to boost employee purchasing power by providing access to framework contracts negotiated by the Group with suppliers, and receive pre-negotiated discounts on everyday leisure, cultural and household purchases. ■



**31** expert contacts trained.

## Supporting our employees with disabilities

As part of its policy to promote diversity, NGE is pursuing its commitment to **employing people with disabilities.** The analysis conducted by consultants TH Conseil at the beginning of 2021 formed the basis for co-construction of an action plan that was rolled out during the summer. NGE has formed a disability network of **31 fully trained expert contacts** covering every region and subsidiary company. Some members of the network discussed their work with people with disabilities at the national **Duo Day** event organised by the office of the French Secretary of State for People with Disabilities. ■



Family Day in the Limousin and Poitou-Charentes regions

## Informal events

Every year, new employees attend the **Discovery Day** events hosted by NGE and its entities. These one-day events provide the opportunity to visit Group head office and chat face to face with members of the Executive Management Team. The NGE introductory presentation is followed by a **CSR awareness workshop** led by the Chairman, and tours of the training centre, the mechanical engineering workshop and Innovation Lab. But Discovery Days are about more than simply information, because they are primarily intended to provide a forum in which people working across a broad diversity of expertise throughout France can get together and interact. In 2021, NGE welcomed 365 new employees to its head office over the 9 Discovery Day events.



A Discovery Day CSR workshop

Regular **Family Days** are hosted at NGE head office and in individual Group entities to introduce children to their parents' workplace and colleagues in a friendly setting. On 20 and 21 November 2021, NGE BÂTIMENT and its Social & Economic Committee hosted a family weekend on the Futuroscope Arena worksite, enabling 400 people to see the work in progress and enjoy the Futuroscope theme park experience.

**NGE UK** hosted its annual briefing event for London employees at the Canary Wharf

London Marriott Hotel. Strategic information about the company was combined with less serious activities, like building a tower with marshmallows. In **Mexico**, events tend to coincide with the important cultural milestones of the year. So during October, the Mexican teams ran a Day of the Dead competition in which the different floors of the building competed against each other to create the most impressive and best-decorated altar for offerings.

NGE encourages its employees to engage in active sport through its **NGE Sports** association. Running, indoor football, golf, Nordic walking, boules, triathlon, tennis and even kitesurfing are just some of the disciplines that bring employees together at a wide range of events and competitions. TSO, the Group's rail infrastructures subsidiary, provides twice-weekly lunchtime tutor-led sports instruction and coaching sessions for employees at its Chelles head office. ■

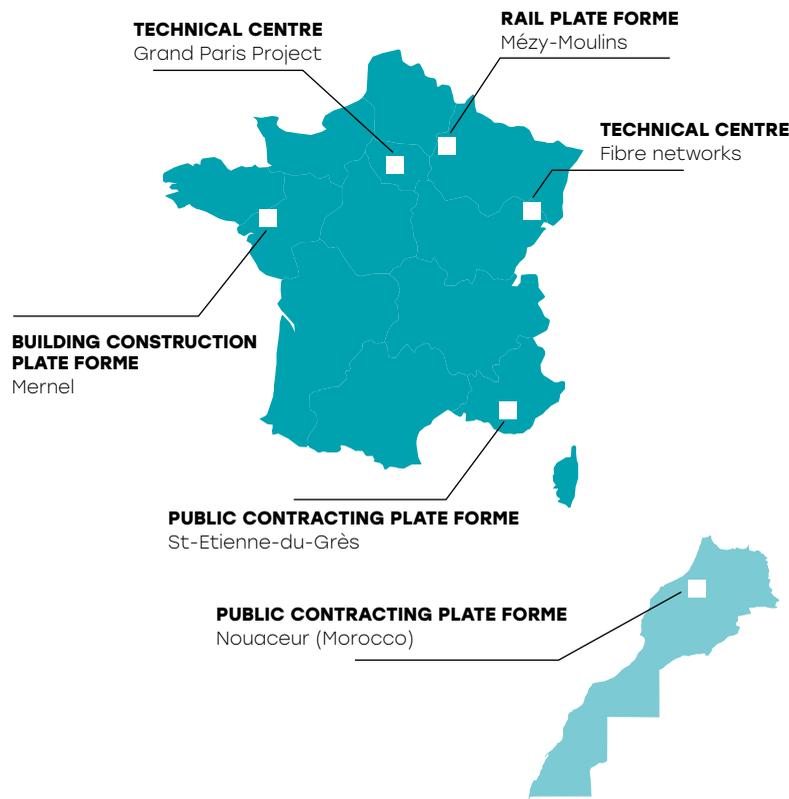
# Developing the skills of our employees

## Plate Forme, the NGE Group Apprenticeship Training Centre

NGE has been committed to a policy of providing in-house vocational training and facilitating skills transfer since the early 2000s. In 2002, the Plate Forme in-house training school was created to provide a formal setting for the already well-established practice of NGE experts delivering training to meet the needs of the Group. Now structured around 4 training centres and 2 technical centres, it offers an extensive range of construction industry and public contracting training programmes. **This structure gives the Group complete autonomy in terms of training, and therefore the ability to respond quickly and accurately to the needs of project worksites and customers.**

In September 2019, Plate Forme reached an important new milestone with the award of **Apprenticeship Training Centre status**. This recognition means that NGE is now able to offer its own State-recognised qualification-based courses. Today, Plate Forme awards four professional qualifications for formworkers, road/urban infrastructure block layers, pipe fitters (CAP vocation level) and site managers for road, earthworks and urban infrastructures (Baccalaureate level).

Plate Forme is **a springboard for NGE's organic growth**. In 2021, **5,300** trainees received **127,500** hours of training. Every year, Plate Forme expands its catalogue of training programmes to support the growth of specific career paths within the Group, such as electrical engineering. In 2021, new vocational training contracts were introduced for careers in rail infrastructure (for concrete track layers, rail safety officers and electrical protection officers). ■



## In-service training

All Group employees benefit from **in-service training** opportunities, some of which are provided by Plate Forme. For example, an engineer hired by any part of NGE will complete three training programmes within 18 months of joining the company: public- and private-sector contract management, RAID (risk prevention and safety) and worksite supervision. Annual appraisals will then help to identify the training needs of individual employees.

In-service training can also be delivered in the form of **e-learning** via the in-house 'Talents' online platform. This resource offers a choice of modules on subjects including business ethics, environmental issues in construction and public contracting, office systems and foreign languages. ■



## NGE supports apprenticeship

**613** work/study trainees joined the Group in 2021.

NGE encourages and promotes apprenticeship as a route to achieving its recruitment ambitions. This training pathway is a valuable opportunity to recruit young people, introducing them to our culture and giving them the opportunity to benefit from the expertise of tutors and business experts, in return for which they contribute their own fresh ideas. **613 work/study trainees joined the Group in 2021.** ■



## Full rollout of the Job and Competency Management Plan

The Human Resources Department carried out a major project between 2017 and 2020: the **rollout of a job and competency management planning policy**.

The plan is structured around a careers map based on the information to emerge from a series

of interviews with operations teams. This work also resulted in the preparation of special assessment matrices that apply criteria derived from the realities of working life on the frontline of the business. As a result, the skills management system is now more effective at identifying the abilities of individuals, and therefore their opportunities for upskilling and career progression. ■

# Promoting gender diversity

Created in 2018, the NGE Mixité network is closely supported by the Executive Management Team and now has more than a hundred members around the Group. Working collaboratively with the Human Resources Department, NGE Mixité has initiated a series of practical actions around issues such as workplace integration, working conditions, professional development, work/life balance and combatting stereotypes.

Gender diversity is no longer an option. It is a precondition for any successful, modern, energised company committed to developing in step with a fast-changing world".

But it's not just gender, because having a diversity of viewpoints, personalities and management methods is also a key asset for NGE.

## 2022 PLAN

- > **200 women** in worksite supervisory roles by 2022, followed by a **year-on-year increase of 13.5%**.
- > A guarantee of **equal treatment** at every stage of job and competency management planning policy (pay, training, professional development, etc.)
- > The development and coordination of a network of **50 local ambassadors** to promote worksite gender diversity
- > **A higher awareness among** managers of the need to push back against sexist behaviour and sexual harassment.



### JANUARY 2021

- Signature of a corporate patronage agreement with Les SouterReines, a French non-profit association that promotes gender diversity in the construction and public contracting industries.

### MARCH 2021

- Attendance at the Cercle InterElles annual conference on the theme of Two decades of fighting for gender equality... And the fight continues!, with a presentation by a member of the NGE Executive Management Team.



### APRIL 2021

- Improvement and diversification of the range of PPE designed specifically for women's body shapes.

### JUNE 2021

- Signature of the Cercle InterElles Women and AI pact for the responsible and non-sexist application of artificial intelligence.



### AUGUST 2021

- Publication of the NGE Parenthood Guides for employees and managers.

### SEPTEMBER 2021

- Unisex site facilities test launched in the Ile-de-France region.



### 29 NOVEMBER TO 5 DECEMBER 2021

- The NGE teams in Cameroon join the global campaign against gender-based violence. Employees receive training from an NGO expert in this field and have the option to attend a self-defence course.



### JANUARY 2021

- Parental leave preparatory interviews and interviews for employees returning from a long absence are integrated into the Talents human resources management software.

### 8 MARCH 2021



- Screening of a video highlighting the diversity of profiles represented by women in worksite roles.

### JUNE 2021

The Leadership & Gender Diversity conference organised by consultancy Idem Per Idem to raise awareness among women managers at NGE of the importance of projecting leadership roles in order to break through the glass ceiling.



### SEPTEMBER 2021

Increase in the number of childcare places reserved for employees with the Babilou network of childcare centres. Total number of places up from 28 in September 2020 to 58 in September 2021.

### OCTOBER 2021

- Pink October: campaigns to raise awareness of breast cancer and the importance of screening are run in TSO's rail infrastructure subsidiaries in Chelles, Mexico, Santo Domingo and London.



Competitors in a race to raise funds for the Panamanian Breast Cancer Foundation

## ENCOURAGING AND FACILITATING SOCIAL DIALOGUE

**NGE promotes a permanent process of social dialogue, facilitated by short communication lines and an empowering grassroots procedure.**

Social dialogue is not limited solely to the monthly meetings of the Social and Economic Committee, but is a continual process powered by the close involvement and responsive attitude of managers, employee representatives and departmental representatives. Transparency has been key to employee relations for many years, with the management team committed to giving clear answers to clear questions as quickly as possible.

In 2021, the restructuring of the Group shareholder base highlighted the **relationship of mutual trust between the Executive Management Team and the social partners**, when the latter unanimously approved the equity investment by Montefiore.

During the Covid-19 pandemic in 2021, employee representatives were kept regularly up to date with the developing situation around the Group, and were involved in the operational instructions given to the prevention officers.

Their detailed knowledge of the realities on the ground made it easier to apply central government directives.

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Their detailed knowledge of the realities on the ground made it easier to apply central government directives.

Over and above these short-term health challenges, **NGE naturally remains attentive and accessible to its employee representatives, and ensures that they are closely involved in all the company's employment-related issues.** Their input is essential to the development and implementation of high-quality measures tailored to the real-life working conditions on our project worksites.

The realism shown by our social partners and the shared sense of working together to achieve the right balance between the interests of employees and those of the Group

guarantee that we have the employee relations ecosystem we need to progress together. In this way, many collective agreements have been jointly developed on a series of issues, including equality of opportunity in the workplace, skills management, working hours, time savings accounts, the right to disconnect, compulsory and voluntary profit-sharing schemes and private health schemes.



JEAN BERNADET,  
Chief Executive Officer



# WORKING TO DELIVER THE ECOLOGICAL TRANSITION

NGE is responding to the global environmental emergency by focusing its teams on the need to accelerate the pace of reducing the impact its own activities have on the climate, biodiversity and natural resources. As a pivotal player in urban development, regional development and public infrastructures, the Group develops solutions that help its customers reduce their own carbon footprint and conserve or restore natural environments.



# OUR TARGETS

NGE is committed to an integrated environmental policy within which our initiatives are implemented collectively and relate directly to what we do.

Following the three-year environmental plan that ran from 2019 to 2021 and laid the foundations for our ambitions, the 2022 Environment Plan clarifies the Group's goals going forward:



The Roya Valley

## 01

### → REDUCING GREENHOUSE GAS EMISSIONS

from our activities and travel by 4% year-on-year between now and 2030 (compared with 2019 levels) in line with the Paris Agreement goal of limiting global warming to no more than a 1.5/ 2°C rise in temperature.

## 02

### → PROTECTING AND CONSERVING NATURAL RESOURCES

by introducing materials recovery centres, monitoring our consumption of drinking water and recovering/recycling 80% of our waste.

## 03

### → TAKING POSITIVE ACTION ON BIODIVERSITY AND CLIMATE ISSUES

by applying eco-design principles and developing low-carbon solutions, by devoting one-third of our R&D budget to addressing environmental issues and by targeting environment-related new business opportunities.

## 04

### → ENCOURAGING ALL OUR PEOPLE

by taking action internationally and ensuring that we receive no negative feedback from our customers regarding environmental issues.

## In 2021...

**68%**

of annual revenue generated from ISO 14001 certified operations

**92%**

of NGE regions have at least one materials recovery and recycling centre

**167,024**  
TeCO<sub>2</sub>

(Scopes 1 and 2)

**76%**

of excess worksite materials recovered for reuse

**60 TeCO<sub>2</sub>/**  
**€m AR**

Carbon intensity

**53%**

of R&D expenditure devoted to environmental issues

**615 TeCO<sub>2</sub>**

in GHG emission reductions as a result of using rail transport for employee travel

**542**

15-minute environment briefings held

**29%**

Idling rate of production machinery

**94**

feedback submissions (good practices and/or reference cards)

**82%**

of employees have received energy consumption awareness information

**82%**

of employees have received air pollution awareness information

# Reducing greenhouse gas emissions

As the consequences of global warming become increasingly apparent, NGE is continuing its efforts to reduce its greenhouse gas emissions by 4% year-on-year between now and 2030, in accordance with the Paris Agreement. To succeed in this challenge, our operations teams are taking action on many different fronts with the support of expertise from the CSR-Environment, Plant & Equipment, Scientific & Technical and Innovation Departments.

## Our carbon footprint

### CARBON FOOTPRINT:

**167,024**  
**TeCO<sub>2</sub>**

(Scopes 1 and 2)  
in 2021.

In 2021, input from the EcoAct international climate consultancy made it possible to validate the method used to calculate the NGE Scope 1 and 2 carbon footprint. 2022 will see a large body of work being done to identify and calculate the Group's Scope 3 indirect emissions more accurately. Since mid-December, focus groups have been investigating several possible courses of action, particularly with regard to the plant, machinery and vehicle fleet, which represents the main source of GHG emissions. ■



## Reducing emissions from the plant and machinery fleet

The first dual-fuel worksite locomotive

The Group's environmental policy combines technical improvement measures and employee awareness raising to reduce the fuel consumption of production plant and machinery, cars, vans and heavy goods vehicles.

**NGE is investing massively in its equipment fleet, and committed capital expenditure of €103 million in 2021** to purchase newer plant and machinery with lower emissions, and adopt alternative systems, such as hybrid and electric plant, machinery and vehicles. The Plant & Machinery Department is forecasting a reduction of between 3.6% and 4% in CO<sub>2</sub> emissions over the four years from 2019 to 2022 as a direct result of these fleet upgrades.

- **100%** of new plant and machinery have been fitted with automated engine shutdown timer systems since 2017.
- **52%** of our worksite plant and machinery use the latest-generation technologies, which have reduced our fine particulate and nitrogen oxide pollutant emissions by a factor of 10 (compliance with the new Tier 5 emissions standard).
- **78%** of our trucks are less than 3 years old and meet the latest Euro6 emission standards.

### In winter 2021, NGE acquired the very first Scania 8x4 truck to be powered by an internal combustion engine running on bioethanol

made from sugar beet. Containing at least 90% ethyl alcohol of agricultural origin plus low-emission chemical additives, this type of non-oil-based fuel reduces greenhouse gas emission by 50% and fine particulate emissions by 70%.

The Group is already using a natural gas-powered truck on purchase order contract worksites in and around the city of Grenoble. This is reducing the amount of emissions generated by regular ongoing work. A second gas-powered truck is expected to be delivered before spring 2022 for our rail infrastructures operations in the Ile de France region. Wider availability of alternative fuels like these would allow us to use more plant, machinery and trucks of this type on our worksites.

### Today, almost all construction plant and machinery are connected to an online platform capable of displaying fuel consumption and engine idling rate trends.

Engine idling time refers to those periods when the engine is running even though the vehicle is stationary and non-operational. Monitoring engine idling therefore allows contractors to optimise plant and machinery usage and refuelling.

Operators with consistently long periods of engine idling are given special training

in addition to eco-driving awareness training. The engine idling rate in 2021 was 5% lower than that for 2018.

After 4 years of R&D work, our SIFEL and TSO rail infrastructure subsidiaries have developed a **dual-fuel (conventional and electric) worksite locomotive**. The V211 NEO Zero Emission was developed to provide a solution that would upgrade ageing worksite locomotives and reduce their polluting emissions, particularly in the context of working in confined spaces (tunnels) and central urban environments. The conventional internal combustion engine has enough power to pull a work train, and the two electric motors take over for operations within the worksite. With 6 hours' working time between recharges, the locomotive was operated successfully on several Paris region worksites in 2021.

A second prototype is now under construction, and NGE is planning to develop the hybrid powertrain for use in other heavy machinery.

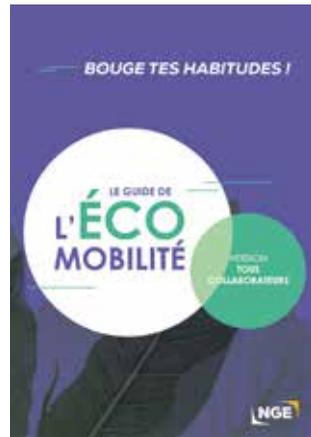
In 2021, the Plant & Machinery and the CSR Departments also worked on the preparation of an **action plan** to achieve our goal of reducing GHG emissions by 4% year-on-year. The action plan includes:

- accelerating the renewal of rolling stock and machinery in order to transition faster to the latest generation of powertrain systems
- the wider introduction of eco-driving training
- investment in a fleet of electric and hybrid vehicles
- work on alternative fuels that will see biofuels being tested on more than 20 worksites in 2022
- the recruitment of an environmental consultant within the Plant & Machinery Department
- the preparation and distribution of an ecomobility guide to reduce the carbon footprint of employees. ■



Bioethanol-powered Scania 8x4 truck

## Ecomobility



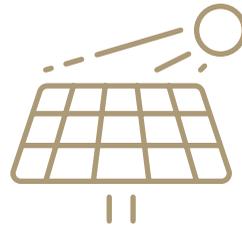
**Mobility plans** are in place to optimise employee travel, whether in terms of commuting or business travel.

- Every employee with use of a company car can choose between an electric or hybrid vehicle.
- Charging terminals and shared-use electric cars are now in place at a number of company locations and on Major Project worksites.
- An Arles-based online platform is making carpooling easier for head office staff, while a national platform is in place to encourage carpooling for business travel.
- From 2022, employees who cycle to work will receive a bonus.
- An extensive study of employee driving patterns will be conducted in 2022 to reduce GHG emissions from the Group's fleet of cars and vans.

In 2021, the Innovation Department rolled out the **Estay** app, which compiles data generated when travel and hotel reservations are made, so that employees can find out whether they are travelling with a colleague. Created by a French startup business, this app brings employees closer together, and makes it possible to share car rentals to reach their final destination. ■



## Reducing energy consumption in buildings and industries



The fact that **electricity and gas consumption in all Group fixed locations is monitored automatically** makes it much easier to implement targeted measures. Fourteen solar panels were installed at our **Mexico** offices in February 2020. Studies are now being conducted to assess the feasibility of a similar installation at head office and the regional division buildings in Tullins.

A working group is also studying solutions for reducing worksite energy consumption. In 2021, NGE BÂTIMENT devised **a pilot project for more energy-efficient, biodiversity-friendly and user-friendly site facilities**. They will be used for the first time early in 2022 on the Rennes Cyberplace worksite, and if successful, will be installed on other worksites. The Savoie-Vercors-Vivarais region is experimenting with the use of site facilities that are self-sufficient in energy generated by solar panels, have rainwater recovery systems, and are better equipped for ensuring employee wellbeing.

At the same time, another working group is investigating solutions for decarbonising asphalt plants and workstations. Energy audits of several asphalt plants have highlighted a number of potential improvements, including switching from oil or gas to electricity, which is planned for 2022. Other simple changes have already been made, including covering materials stored outside to avoid raising the temperature before they are incorporated into the asphalt mix formulation. ■

## Decarbonising construction through the use of eco-materials and bio-based materials



Ultra High Performance Fibre Concrete, Soulagès

A number of production-focused initiatives are underway across the Group to introduce or increase the use of materials that are more energy efficient and environmentally friendly.

- Under the leadership of our concrete specialist, **engineering concretes with defined properties (BIPS)** have begun to appear on our worksites in recent years. Substituting steel industry by-products for at least 50% of the cement used makes concrete cheaper and less polluting. In 2021, its use on the Chambéry A41/A43 motorway interchange saved the emission of 330 tonnes of CO<sub>2</sub> equivalent, reducing the overall CO<sub>2</sub> emissions of this worksite by 24%.
- NGE is now using **Ultra High Performance Fibre Concrete (UHPC)**, a highly technical material that reduces the quantity of materials required to achieve equal levels of performance with greater longevity. In 2021, it was used on a number of projects, including repairs and upgrading work on the Soulagès holding tank in



AD/OC® nailed wall, Roya Valley

Saint-Chamond. Produced on site, this material was chosen for its superior strength and significant savings of materials.

- At NGE FONDATIONS, the **AD/OC® soil nailed walling technique that uses prefabricated concrete sections in place of traditional shotcrete** can significantly reduce the carbon footprint of engineered structures. AD/OC® walls are now in regular use for applications such as excavation reinforcement, roadbed widening and landslide remediation, with more than 20 flagship projects successfully completed. In 2021, the AD/OC® technique was used to reinforce the slopes of the Roya Valley after the devastating damage caused by storm Alex.
- **NGE IMMOBILIER and NGE BÂTIMENT are engaged in the development of design-and-build timber construction projects.** Building on the legacy skills of NGE BÂTIMENT in timber-framed housing, the company's teams are now putting their expertise to work on much larger-scale projects, such as the new Lycée Simone Veil secondary school in Liffré, which is essentially a timber construction. Using as many bio-based materials as possible - including timber - is a major goal of the NGE building construction core business. Both subsidiaries joined the French Low Carbon Specifiers Hub in 2021. Led by the IFPEB (French Institute for Building Efficiency) and consultancy Carbone4, this hub provides a collaborative platform for implementation of the best solutions for reducing the carbon impact of buildings and improving their energy performance. ■

## Raising employee awareness

In 2021, NGE ran a series of classroom and online **interactive awareness-raising workshops** to accelerate the process of bringing everyone up to date with the **NGE Group GHG emissions reduction strategy**, and encourage them to play their own proactive role in achieving it. Facilitated by an expert from climate change consultancy Projet Celsius, the first workshop sessions focused on correcting preconceived ideas about carbon footprint, food and transport, digital technology and its applications, and the carbon impact of construction and public contracting. ■

## Mitigating and adapting to climate change



To simultaneously address the challenges of reducing GHG emissions and adapting to the effects of climate change, NGE offers its customers a range of specialist solutions and services.

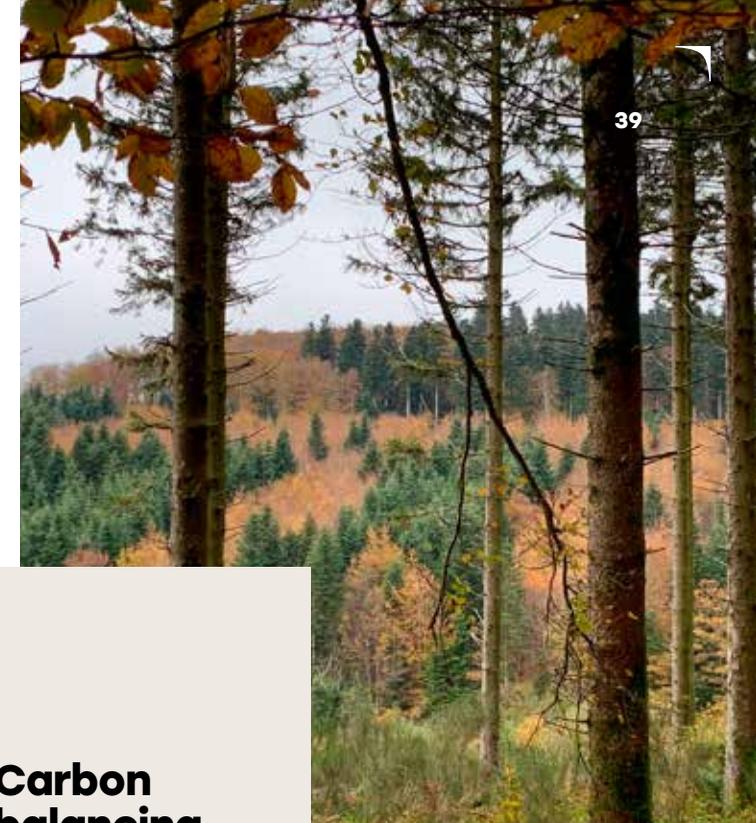
- Developed by AGILIS, Climat'ROAD is a water-based paint containing ceramic beads that are partially hollow to prevent them from storing calories, thereby helping to reduce surface temperatures. So regardless of the colour chosen, Climat'ROAD provides a thermal barrier that helps local authorities to **reduce the effects of urban heat islands**. A series of tests conducted in partnership with local authorities in Paris have already demonstrated that this paint can reduce heat transfer by 25%. The next step is full-scale commercial marketing in 2022.
- Our **smart cities subsidiary NGE CONNECT** is expanding its range of detailed measurement services designed to reduce energy consumption in urban areas generally, and in marinas in particular. At the Port Cogolin Marina on the Mediterranean coast of the Var region, NGE is installing its 'R-marina' solution, which includes the connection of 489 power and water distribution points. Connected via the LoRa network to the 'R-Smart' hypervisor, the marina operator will then be able to monitor and manage the entire network of distribution points remotely. The system will detect water leaks and give marina users a clearer understanding of their consumption profiles. The overall aim is to achieve a 20% to 30% reduction in the annual consumption of fluids, which is one of

the marina's highest areas of expenditure. ➤ SOC, the NGE subsidiary with specialist expertise in water cycle management, has developed two processes for **recovering energy from water supply and wastewater drainage systems**.

- **HYDROFORCE®** is a patented and reversible installation that generates electricity by harnessing the hydraulic power of drinking water supply networks. SOC was successful in the call for projects issued by the France Relance National recovery plan for "Innovative solutions for the decarbonisation of essential services", with its ALTEREO project in Mexico; the first operational deployment of Hydroforce®.
- **THERMOWATT®** applies the thermal recovery principle to extract the residual heat from wastewater using a heat exchanger to heat and/or cool buildings.

- **Its deployment of an ecosystem around the generation of renewable hydrogen for mobility** is fully consistent with NGE strategy, provides a solution to the challenges of global warming and air pollution, and holds out the promise of zero emission mobility. Low carbon hydrogen is also an important part of the Group's diversification strategy. The **HYDRO'TARN** project was selected during the year as part of the 'H2 Corridor' call for projects in the Occitanie region of France. The project aims to develop a system that will facilitate the production, supply and consumption of hydrogen at departmental level. The department is investing €19 million to create two hydrogen production units - one in Albi (using electrolysis) and the other in Sainte-Sulpice-la-Pointe (using steam methane reforming) - to promote green mobility for heavy goods vehicles. NGE will contribute its expertise in project funding and build the electrolysis-based green hydrogen production infrastructures, which will include supply points and production facilities. As well as being an investor in the entity that will sponsor the various project companies, the Group will also be responsible for producing green hydrogen using three electrolyzers with a total production capacity of 600 kg of H2 per day. ■

## Carbon balancing initiatives



The Font Bruno Forest. Photo credit: Biocenys

In 2020, NGE adopted a solution developed by the ALSEIDE consortium to balance its carbon footprint by contributing to the purchase of ancient forests managed by the Conservatoire des Espaces Naturels national nature conservancy agency. Initiated by the Group's Occitanie Operations Department and Midi-Pyrénées Regional Division, this arrangement effectively offsets the emissions generated by the Trifyl landfill site in Labessière-Candeil. As a result, NGE has been able to balance **386 tonnes** equivalent of CO<sub>2</sub> by contributing to the carbon sink and biodiversity reservoir in the Font Bruno forest through a partnership with BIOCENYS.

In 2021, the Group's Pontiggia public contracting subsidiary in Alsace financed the planting of 2,000 trees in partnership with Reforest'Action to restore spruce plantations at Le Châtelier and Givry-en-Argonne badly damaged by a type of bark beetle. The aim of the project is to create a more resilient forest ecosystem by planting a diversity of tree species that will lock up 300 tonnes of CO<sub>2</sub> equivalent. ■

# Protecting biodiversity

Previously rather overshadowed by the climate change debate, biodiversity loss is seen as an equally important issue by the Group.

NGE has set itself two ambitions in this respect:

- To devote one-third of its annual R&D budget to environmental and biodiversity issues
- To target new business opportunities in ecological engineering



## Act4Nature / Entreprise engagée pour la Nature

NGE made a formal statement of its commitment to biodiversity when it joined the Act4Nature/Entreprise engagée pour la nature (nature-committed company) initiative in April 2020.



## Minimising our biodiversity impacts

The first step in taking action to protect biodiversity is to minimise our own impact on nature. That process begins by conducting environmental analyses of our worksites to identify which preventive measures need to be implemented to mitigate the risks identified.

On the worksite to construct a hydropower complex on the Sanaga River at Nachtigal in Cameroon, NGE and its partners have put in place a series of measures to protect local biodiversity, including:

- Identifying and protecting sensitive areas (breeding and resting habitats)
- Reducing the number of potentially harmful operations during the breeding season
- Relocating certain species of animal
- Controlling invasive plant species by giving employees the information they need to identify them, eradicate them and prevent them spreading
- Protecting all endangered aquatic plant species identified in and around the worksite. All sensitive areas identified outside working areas are clearly marked, and access to them forbidden. Those identified inside working areas are relocated along with their natural habitat at the most appropriate time and when conditions allow.

The hydropower complex on the Sanaga River in Nachtigal, Cameroon

As part of effectively combatting **invasive alien plants** and respecting biodiversity, NGE has provided funding for a postgraduate thesis on this subject in association with the Tour du Valat Research Institute and the Mediterranean Institute of Biodiversity and Marine and Continental Ecology between 2017 and 2020. The Group is now able to offer innovative, proven and effective solutions in the form of sowing highly specific mixes of local seeds particularly suited to individual biogeographic regions to prevent any incursion of invasive alien plants on its completed worksites. A toolbox of e-learning resources, standard procedures and technical guides was put together in summer 2020 to support our worksite services in implementing these new solutions. A video on seed-based greening has also been produced for the many customers interested in this initiative.

**This innovation won NGE a Biodiversity Award at the TP 2022 Forum. ■**



## New business development from ecological engineering

**NGE's expertise in ecological engineering** is increasing across all our entities as they carry out more and more ecological remediation projects in environments often impacted by development work. Since completing a study and design phase at the end of 2019, NGE GC teams have spent the last two years building a power plant to continuously generate energy using the current of the **River Sioule at Jenzat** in the Allier region of France. A fish pass constructed using a succession of levels with vertical offsets was constructed next to the Archimedes hydropower screw generators to create a current calculated to attract fish and enhance the ecological continuity of the river. Since the dam is located at the entrance to salmon breeding grounds, NGE GC has installed a counting station which videos all fish passing up and down the ladder to provide accurate monitoring of migrated populations. In Tours, in the Indre-et-Loire region, NGE teams have created 1.5 km of floodable planted riverbanks to improve the hydro-ecological performance of the **Petit Cher** brook, whose course has been changed many times in its history.

As a result, the watercourse has now regained its meanders, creating a more favourable habitat for the introduction of aquatic plants and wildlife. ■



Plant engineering project - Nantes

**50%**

The regions of France must halve the rate of soil artificialisation in natural, agricultural and forestry environments by 2030.

In 2021, France introduced a policy of **eliminating soil artificialisation** under the terms of the French climate and resilience legislation, which set the target of net zero artificialisation by 2050. It also requires the regions of France to halve the rate of soil artificialisation in natural, agricultural and forestry environments by 2030 in order to combat climate change and halt the erosion of biodiversity. NGE is contributing to the implementation of this national strategy by developing new skills and new services. In 2021, its Scientific & Technical Department set up a working group on increasing the permeability of ground surfaces. At the beginning of the year, the Group also

began work on setting up a landscaping division to meet the need for soil renaturing and the reintroduction of biodiversity. NGE PAYSAGES sees the combination of landscaping with the longstanding earthworks expertise of the Group as presenting an obvious economic and environmental opportunity, since topsoil and earth-based spoil - the main waste products of earthworks contractors - are primary resources for landscapers, and are directly available on site. In addition to traditional landscaping operations, such as planting, fencing and plant control, **NGE PAYSAGES** is also developing a range of plant engineering services, including using planting for erosion control and phytofiltration for water filtration and/or purification. Similarly, the strategy of **NGE IMMOBILIER** sees the greening of urban environments as an important focus for solving a broad range of contemporary challenges, including cool islands and thermal comfort, pollution capture, rainwater and public space management and urban biodiversity.

Following commissioning of the new Gavet hydropower scheme and the shutdown of the old facilities on the Moyenne Manche River, NGE is helping to **restore the piscicultural continuity of the Manche valley and renature the former generating sites** on behalf of EDF. Before work could start on this project in June 2021, the old facilities - including the dams - had to be deconstructed; only then could the riverbanks be reprofiled before seeding and planting with native plant species to comply with the 'local plant environment' accreditation label. The Moyenne Manche project will also sustainably improve the valley's biodiversity and physical appearance. January 2023 is the target date for completion of all on-site work by NGE. ■



**Raising employee awareness**

NGE uses a broad range of original methods to **raise employee awareness** of key issues. The release of sea turtles and the adoption of an endangered plant from the **Mexico City** botanic gardens have helped to make employees in **Mexico** much more aware of the need to reduce ocean pollution and protect local plant diversity. In France, NGE hosted a conference on the work done by the non-profit marine ecology organisation **Pure Ocean**, and organised a series of beach cleanups as part of the operation La goutte bleue (Blue Drop).

NGE has been committed to protecting bee populations ever since it installed the first beehives at its head office in 2014. Some of the honey they produce is harvested and shared with employees, but always ensuring that enough is left to allow the bees to overwinter safely. The Grand Est Regional Division, the Midi-Pyrénées Regional Division and our subsidiary company CAZAL joined the initiative in 2018, setting up new hives in their own areas. ■



Apiaries at Coin-lès-Cuvry in the Grand Est Regional Division area

# Conserving natural resources and promoting the circular economy



Moyenne Romanche

NGE continues to step up its practical promotion of the circular economy, a major lever for improving resource conservation, at the same time as shrinking the carbon footprint of its operations.

As part of the project to dismantle retired hydropower generating plants on the Moyenne Romanche River, and renature their former sites on behalf of EDF, all inert materials from the dismantling process are being reused on site or recovered for recycling. For example, demolished masonry is being crushed to create new riverbanks.

All metal components and fittings are being recycled. Any containing asbestos are removed from site for assessment, so that those from which the asbestos can be separated are available for foundry recycling. The result of all these measures is that the teams here are using very few materials brought in from outside. Apart from the rockfill used for riverbank enforcement, all externally-sourced materials come from a former EDF worksite nearby. Reusing inert materials on site substantially cuts down on the number of trucks entering and leaving the worksite, reducing not only inconvenience for local residents, but also CO<sub>2</sub> emissions.

## Building a reputation for materials recovery in France

IN 2021

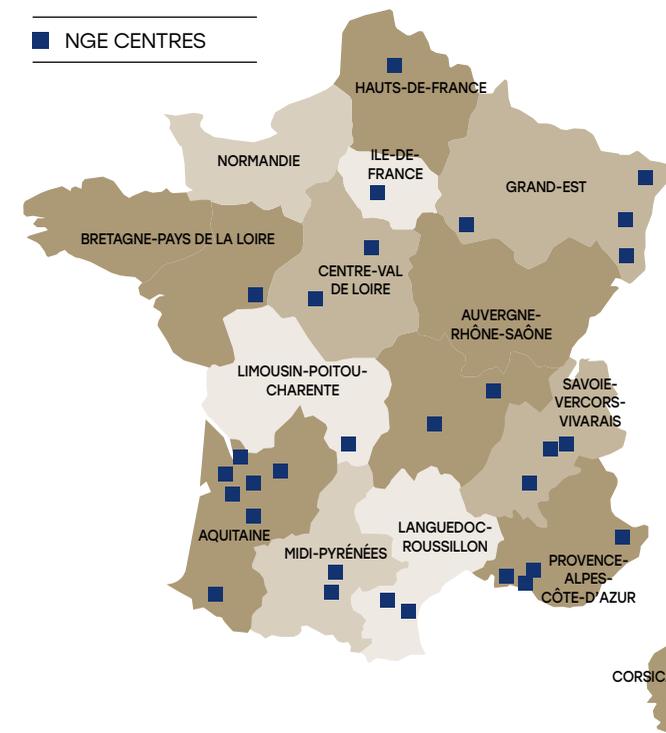
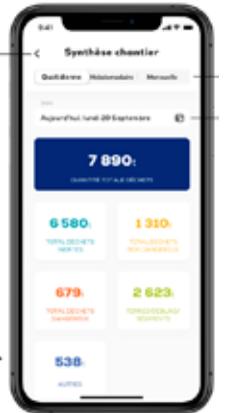
**76%**

of excess worksite materials were recovered for reuse.

NGE has set itself the ambitious target of recovering, recycling and reusing 80% of its worksite waste. To achieve its target, the Group is setting up materials recovery centres all over France. Having a transit centre to facilitate the reuse of these materials on other worksites reduces the need to extract new natural resources, and the emissions-related pollution generated by transporting them.

In 2021, **12 of our 13 Multi-expertise regions had at least one platform.**

Some are already independent profit centres whose facilities are available to other companies. 2021 also saw the introduction of the **REVAMA** brand to raise the profile of the materials recovery business, which is further expanding the regional presence of NGE.



The NGE Scientific & Technical, Innovation and CSR/Environment Departments have developed a specific digital solution to facilitate compliance with the French decree of 25 March 2021, which further tightened the obligation to ensure traceability of waste materials, excavated earth and silt. **Revam'App** covers all the procedures involved, and connects directly to the online public-access monthly declaration system. Following successful testing early in 2022, this new solution is now being rolled out. ■

## Decontaminating and conserving water and soil



Rainwater treatment plant in Champigny sur Marne

Recovering materials involves ensuring that they contain no contaminants. NGE offers customers a range of **decontamination solutions**, the majority of which are delivered by its subsidiary Bérengier Dépollution. In 2021, the teams worked on the **Bastide Rouge car park** in Cannes, which was the site of a former gasworks for 50 years. A pollution management plan was therefore required, with NGE excavating 45 test pits to analyse the soil and refine the management plan coverage as the first stage. Following analysis, the excavated material was removed for processing through three channels (for reuse as quarry backfill for excavated soil or backfill for old quarry workings or for further processing in a bio-treatment centre in the case of contaminated materials). A groundwater quality monitoring campaign was then implemented. Urban soil decontamination

contributes to the target of **net zero artificialisation by remediating brownfield sites**. The ability to avoid using undeveloped land by decontaminating the ground to the point where it can be reused for construction is a valuable asset.

In the department of Val-de-Marne, NGE has been working since 2020 on the **rainwater treatment plant project in Champigny sur Marne**.

This project is designed to clean up the water in the River Marne by capturing and treating rainwater before discharging it into the river, with the ultimate aim of ensuring safe swimming in time for the 2024 Olympics and Paralympics in Paris.

The stored water will be screened, decanted and UV-disinfected to eliminate bacteria. Recovering rainwater in this way will also reduce the risk of flooding.

NGE worksite teams implement a broad range of **preventive measures to minimise pollution risks**. Examples include:

- Straw (or equivalent) filters for treating wastewater with a high content of fine particulates
- Concrete tool washing area
- Risk-specific pollution prevention kits for site plant and machinery, workshops and/or workstations
- All plant and machinery for shared use is maintained to ensure compliance with all current standards
- Replacement of hazardous substances with less harmful alternatives. All items of machinery acquired by NGE since 2019 use biodegradable hydraulic fluid and grease
- Holding tanks for hazardous products.

NGE subsidiary CAZAL recently tested an **aquatextile containing bacteria with the ability to biodegrade any hydrocarbons** present in runoff water so that only uncontaminated water can infiltrate the soil beneath. This aquatextile has been installed on the Beragne mixed development project in **Trèbes** to cover the entire area used for car and van parking in the site office compound, and in the area used for decanting fuels, and for maintaining and parking site plant and machinery. Although this system does not remove the need for anti-pollution kits and contaminant filtration tanks around the perimeter of such areas, it does offer effective additional protection.

As part of the project to upgrade its mechanical engineering workshops, CAZAL has installed a **rainwater recovery system** that pipes water from the roof into an old underground tank that has been cleaned and refurbished. The collected rainwater is then used to clean plant and machinery and flush the office toilets. ■

## Research & innovation

With more than 52 projects completed in 2021 and a 50% year-on-year increase in the amount of research time and resources devoted to innovation (€6.5 million invested), accelerating the pace of innovation is now a central strategic priority for NGE. To underpin and power this dynamic approach to growth, a collaborative working space called **Le NGE-LAB** has been opened to give our employees and project owner/project manager customers the opportunity to develop their own projects, work on them, and take them through to a successful conclusion. NGE-LAB also has its own showroom to promote innovations internally and externally. Firmly focused on the future, our projects deliver innovative responses to environmental issues as varied as the circular economy, climate event management and the lifespan of structures. **Environment-related research and innovation is key at NGE, and accounted for 53% of all research conducted in 2021**, reflecting a 69% increase on 2020. ■

Using innovation to power the circular economy

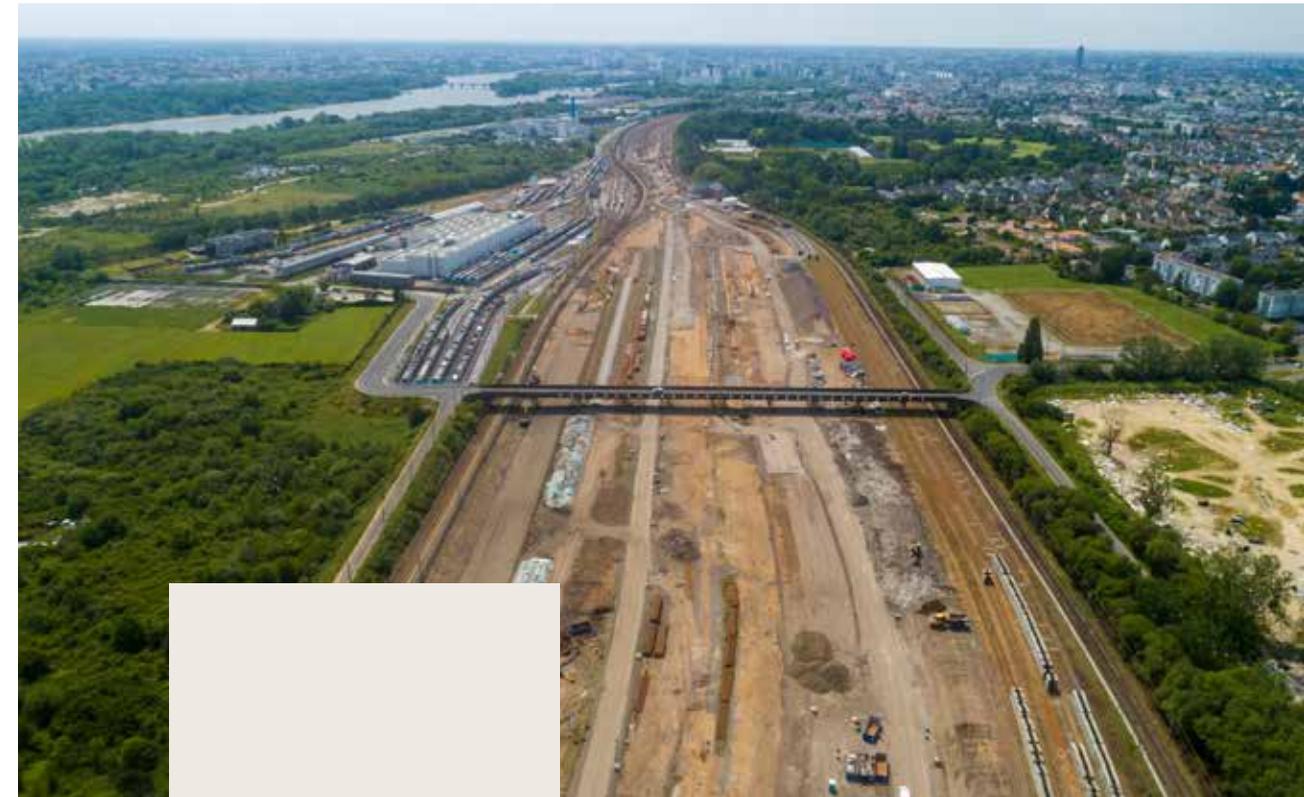


Central Road Surfacing Laboratory (LC<sup>2</sup>)

**600 tonnes** of asphalt mix containing **40%** asphalt aggregate reclaimed from old wearing courses.

The Scientific and Technical Department **LC<sup>2</sup> Central Road Surfacing Laboratory** was officially opened in 2020. LC<sup>2</sup> draws together the full spectrum of our expertise in formulating asphalt surfacing materials, binders and cold mix techniques. The new facility makes a significant contribution to our ability to develop innovative roadbuilding techniques that offer high performance with the smallest-possible environmental footprint. The first asphalt mixes to be developed by LC<sup>2</sup> were applied in 2020 to a runway at Le Bourget airport, and contained more than 40% of materials recycled from the same site. For its 2021 project to surface an **HGV parking area in Bardonnex in the Savoie region of France** on behalf of ATMB (Autoroutes et Tunnel du Mont Blanc), **NGE surfaced half with 600 tonnes of asphalt mix containing 40% asphalt aggregate reclaimed from old wearing courses, and an experimental binder containing regenerant additives.**

The other half of the parking area was surfaced using a more traditional formulation. Both areas will now be tested over the next 5 years to see how the formulation containing recycled materials performs. The expectation is that since it is designed to resist thermal and mechanical stresses more effectively, it should extend the working life of the wearing course. The Group's **Pontiggia** public contracting subsidiary in Alsace has developed a new kind of partnership to recycle its reclaimed materials. This former mining area has a large number of **slag heaps** with high salt content, but low levels of other minerals. Pontiggia now mixes its waste excavated soil with the residual mine tailings to create a soil sufficiently fertile to grow trees. This new approach, which began two years ago and is monitored by the Regional Department for the Environment, Development and Housing (DREAL), also improves the visual amenity of the landscape, and creates a carbon sink through new planting. ■



The Nantes Blottereau rail engineering centre

Being proactive in our contract tenders

Of **120,000 m<sup>3</sup>** of earth moved **97%** was recovered or stored for reuse.

Design offices are increasingly suggesting more eco-friendly alternatives in the contract tenders they prepare.

In summer 2019, the contract to redevelop the Nantes Blottereau rail engineering centre was awarded to a 100% NGE Multi-expertise consortium, largely as a result of an option to maximise recovery and reuse of materials already on the site. In the event, only 3% of the 120,000 m<sup>3</sup> of soil moved actually left the site. The remaining 97% was reused on site, stored for reuse by SNCF, transferred for use by the NGE local heating network business, used for a market garden development, and remediated in a bio-treatment centre. This alternative made it possible to limit the use of materials from external quarries, and avoid the need to dispose of excess materials in landfill.

The process of managing contaminated soil was also optimised in a similar way, with 900 test pits excavated and more than 1,000 analyses conducted. 66% was reused on site, with 24% being reused in cement production and remediated in a bio-treatment centre.

Similarly, NGE offers non-hazardous waste incineration clinker (MIDND) for use in road sub-bases. This solution has been used on several project worksites, including that to connect the A16 and 'Francilienne' motorways in 2017, the Valenciennes northern bypass in 2018, and the doubling of the RD212 between the RD9 and the Mitry link road in 2021. This non-polluting alternative offers a material that prevents the need for primary resource extraction and transport, reduces the amount of waste sent to landfill, and results in excellent finished road quality. ■

# DEVELOPING OUR REGIONAL ROOTS SUSTAINABLY

To ensure that the full range of its expertise is available to the regions it serves, NGE has adopted a decentralised structure with 13 regional divisions and 16 international locations, each with a high degree of freedom of action. The local presence of our teams facilitates and encourages the building of high-quality, long-term relationships with our stakeholders. Through this third commitment, NGE is an active participant in several aspects of local development: economically via local recruitment and purchases, socially through employment inclusion, and environmentally through its installation of materials recovery and recycling centres in all its regions.



# OUR TARGETS

## 01

—> TO PROVIDE MORE EMPLOYMENT INCLUSION HOURS THAN CONTRACTUALLY REQUIRED, LEADING TO PERMANENT JOBS

## 02

—> TO ATTEND EMPLOYMENT MEETINGS IN THE PRIORITY URBAN COMMUNITIES OF RENNES, BORDEAUX AND ARRAS DURING 2022 AND OFFER VOCATIONAL TRAINING CONTRACTS

## 03

—> TO RECRUIT 500 PEOPLE VIA OUR EMPLOYMENT INCLUSION SCHEME IN 2022

## 04

—> TO RECRUIT AND TRAIN 30 YOUNG WORK/STUDY TRAINEES UNDER THE FRENCH VOLUNTARY MILITARY SERVICE (SMV) SCHEME BETWEEN 2021 AND 2023

## 05

—> TO HAVE AT LEAST ONE MATERIALS RECOVERY CENTRE IN EACH MULTI-EXPERTISE REGION BY 2022



## In 2021...

### 11

young people from the Priority Urban Communities (QPV) of Arles recruited and trained

### 6

young people recruited and trained under the French Voluntary Military Service (SMV) scheme

### 92%

of regions have at least one materials recovery facility

### 43%

of all our purchases are made from SMEs

### 158

branches in France and abroad

### 93%

of purchases for our French activities are made in France

# Contributing to regional socio-economic vitality



The Dakar regional express line - Senegal

**NGE is a contributor to the Public Employment Integration Service (SPI) for construction industry careers** formed in 2021 by the Department of Seine-Saint-Denis and the French Employment Ministry. As the department embarks on a long period of urban transformation projects, from the 2024 Olympics to the Grand Paris Express, this 'Let's build our own jobs' experiment is designed to share the economic and employment spin-off benefits for those who live in Seine-Saint-Denis. The project aims to have helped 500 people to find and take up permanent jobs within two years.

As part of its contribution to Work Package 2 of **Paris Metro Line 16 in 2021**, NGE launched a special recruitment campaign for tunnel boring machine operators, incorporating a tailor-made training programme. As a result, 12 young people were recruited and trained via our in-house training centre Plate Forme. All come from Priority Urban Communities (QPVs) close to the worksite!

The flexibility and responsiveness of Plate Forme enable **its educational and training resources to be made available close to major project worksites**. So for the A57 motorway widening project, NGE and Plate Forme worked with the Pôle Emploi national employment agency network to design and deliver a 7-week training programme using a technical centre specially created for this purpose in the site office compound. The successful outcome of this initiative is that 8 of the 12 trainees are still working on the A57 project under the terms of a CDIC open-ended project-specific contract of employment.

The situation is similar for international NGE projects, where as many people as possible are recruited locally. So in Liverpool, the workforce for the ultrafast broadband network rollout includes only 4 expatriates, but 100 locally sourced employees. In Senegal, NGE has recruited and trained workers in all the localities bordering the route of its Regional Express Train (TER) project. The ratio for our worksites in Senegal is around 20 local employees for every expatriate.

This commitment to recruiting as locally as possible to major project worksites is further promoted through the 50 graduate school partnerships in France and Morocco. ESITC, INSA, Centrale, ESTP, Egletons, the Bruay-la-Buissière TP campus, EHTP Morocco, Centrale Casablanca and Lemi are just some of the graduate schools with which NGE has built very special long-term relationships. ■

## Recruiting and training locally

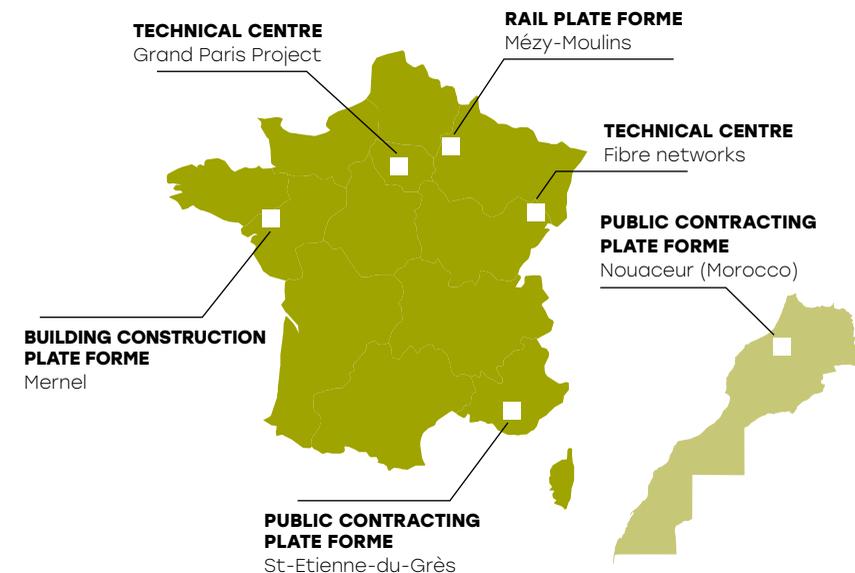
In addition to the indirect jobs created as a result of our purchases from local VSEs and SMEs, NGE seeks primarily to **recruit people local to its project worksites by working with a network of public-sector agencies throughout the country**. NGE has formed many employment inclusion partnerships, including those with the Pôle Emploi national employment service network, the Mission Locale network, Local Employment Integration & Jobs Plans (PLIE), the Regional Employment Integration Partners Clubs (CREPI), Pop-Up Companies for Jobs (EEE), the Foundation for Action on Exclusion youth employment foundation (FACE) and the French Voluntary Military Service (SMV) scheme. In 2021 and 2022, NGE is continuing to expand its network of operations department recruiters to attract the human resources needed to fill website vacancies. When recruiting at scale, the Group brings in its in-house educational resources to provide new employees with on-site training.

## NGE voted Company of the Year by La Provence

For the 25<sup>th</sup> Economy Awards, the members of the HUB de l'économie sponsored by the Marseille-based daily newspaper *La Provence* voted NGE their Company of the Year for 2021. The *HUB de l'économie* unites around thirty public and private sector socio-economic organisations that work actively to promote the economic development of southern France. The award was made in recognition of the Group's growth and its proactive approach to promoting employment and local economic development. ■



NGE CEO Jean Bernadet, NGE Chief Digital Officer Pierre Gardeux, NGE Site Engineer Géraldine Pape and Secretary of State for Youth and Engagement Sarah El Hairy





## Buying local and supporting SMEs

NGE has always made its purchases as geographically close to its worksites as possible to avoid the need to transport large amounts of materials. The 71 buyers embedded with operations teams throughout France and internationally are there to ensure the continuity of this commitment to local purchasing.

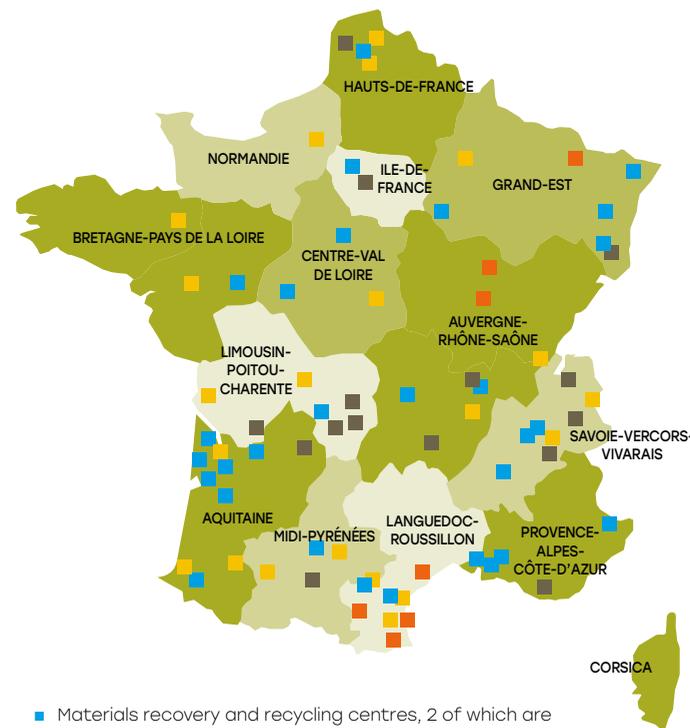
Since work began on Metro Line 16 of the Grand Paris Express project, NGE has been sourcing its materials from no fewer than 854 SMEs, which represent 78% of all suppliers to this project. ■

**43%**  
of all our purchases are made from SMEs.

**93%**  
of our purchases for French activities are made in France.

## Recovering and recycling materials as closely as possible to our worksites

NGE continues to invest in growing its network of materials recovery and recycling centres to provide full national coverage. Some of these centres are open to other companies, making them profit centres in their own right. 2021 also saw the introduction of the REVAMA brand to raise the profile of the materials recovery business, which further expands NGE's regional presence, and strengthens its presence at every link in the value chain. ■



- Materials recovery and recycling centres, 2 of which are associated with quarrying
- Planned materials recovery and recycling centres
- Fixed and mobile asphalt plants with recycling
- Quarries using materials recycling and/or recovery for backfilling

## NGE is a committed contributor to local projects in France and abroad

**In France and abroad, NGE is involved in ensuring the success of local projects that deliver social and environmental benefits.**

Both NGE and **ABC Chanvre** signed the Pays d'Arles ecological transition contract at the beginning of 2020, and continued to progress their very special partnership during 2021. Startup company ABC Chanvre has revived hemp cultivation as the basis for developing and ensuring the long-term future of this industry in the South of France. Hemp offers many ecological benefits, not least for the construction sector, which can use hemp straw to create hempcrete (hemp concrete), which offers remarkable soundproofing and thermal insulation properties in combination with a much smaller carbon footprint than conventional concrete. In 2020, around 20 NGE employees made the decision to provide financial support for this project. As a result, ABC Chanvre is now a recognised force in the development of the regional hemp industry.



During 2021, NGE helped to fund and renovate two school buildings with six classrooms for 250 pupils in the village of **Zehiri in Côte d'Ivoire**, as well as constructing a new school canteen and toilets. NGE also funded an orphanage in **Bassam**, and supplied the project with 10 tonnes of cement and 30 m<sup>3</sup> of concrete.

In **Mexico**, NGE has built a special relationship with local children's cancer charity **AMANC** (Asociación Mexicana de Ayuda a Niños con Cáncer). Since January 2020, NGE team members have been donating toys and electronics (fans, radiators and printers) and collecting plastic container caps, which are then sold to help fund chemotherapy treatment.

In April 2021, 110 boxes of food were donated to **Hogares providencia I.A.P.**, a Mexican shelter for street children.

At the end of 2021, our UK teams organised and ran a fundraising campaign for the Whitechapel Appeal homeless charity in London. On 8 November in Liverpool, a number of employees gave a presentation for **school students** who will soon be benefiting from the fibre broadband rollout going on right next to their school. The day provided an excellent opportunity to explain the project, and teach some valuable safety skills. In fact, it was so successful that the team now plans to repeat the experience in 18 other schools located close to project websites. ■

# Promoting employment inclusion

As a company with a strong culture of training and a large number of in-house trainers, NGE has a long history of involvement in schemes designed to bring people outside the mainstream economy into employment. But over the last two years, this commitment has taken on a new dimension, with the creation of 'Inclusion Officer' posts and the publication of good practice guides. In 2022, a new Inclusion Department will be set up with responsibility for formalising the Group Inclusion Policy, managing its phases, supporting work/study students, assisting design offices with contract tendering, and representing NGE in local employment networks and catchment areas.

**Employment inclusion: helping people into permanent employment**

At NGE, our ambition is **to recruit people who are jobseekers and/or have yet to acquire the skills we need by offering them the opportunity of permanent employment.**

On the Line 16-2 worksite of the Grand Paris Express project, 49 people who joined us under this employment integration scheme were hired under permanent contracts for the duration of the project in 2020 and 2021.

As early as 2010, the FNTP (French National Federation of Public Works Contractors) joint mentorship committee granted the approval required by the Group to train its own future mentors in accordance with the standards set by the Federation. New recruits are supported from the moment they join the company, learning about what it is and what it does, as well as the working methods they will use and the technical skills they will need. It is also part of the mentor's role to pass on the industry rules, the areas of expertise and corporate culture of NGE, and the Group's core values.

**The Group now has 267 mentors, all of whom have been trained by Plate Forme. ■**

**267**  
employees trained to become mentors.

**Training is central to employment inclusion**



**Selected applicants join the Group under the terms of a vocational training or apprenticeship contract, and are trained by Plate Forme in safety prevention and technical good practice.** Students split their time between classroom training and practical worksite experience under the supervision of experienced employees who guide them through this apprenticeship, which for successful trainees can lead to a State-recognised qualification. On the A57 motorway widening project in 2021, 12 people on the employment inclusion scheme received work/study training with Plate Forme to obtain their State-recognised pipelayer qualification.

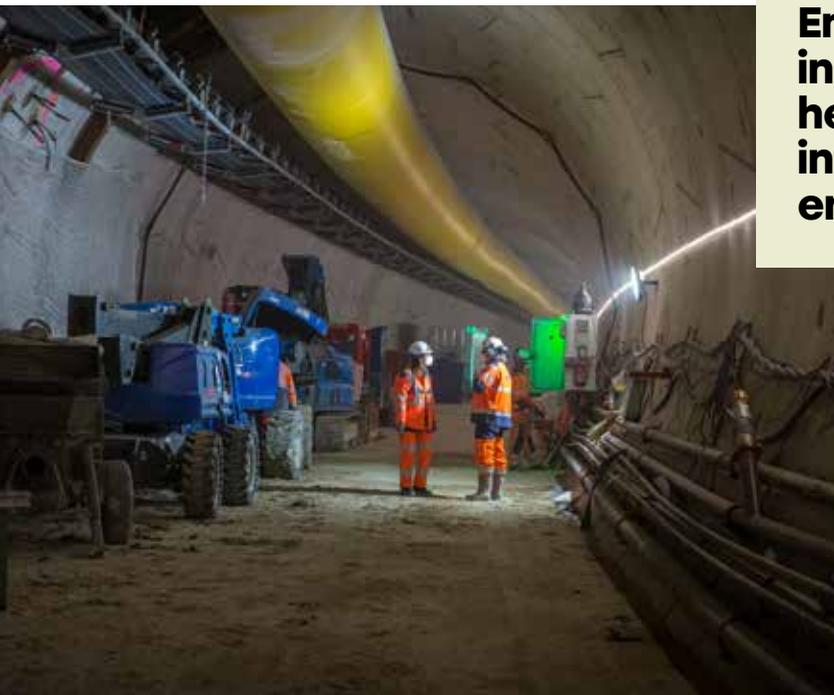
Under its partnership with the Pôle Emploi national employment agency network, NGE provides **Operational Employment Preparatory (POE) training**, which gives jobseekers the opportunity to be trained in a trade, firm up on their career plans, and become instinctively familiar with professional standards, particularly in terms of safety. NGE has provided more than 300 people with POE training since 2017. ■

**Employee diversity**

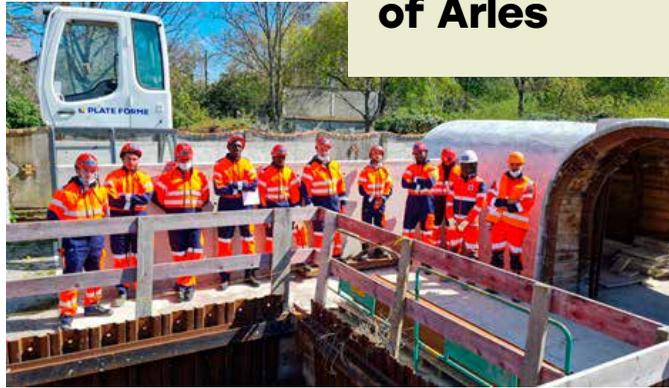
NGE believes that the richness of a company also relies on the diversity of its people, their careers and life experiences, and the conviction that we can always learn more from each other and are stronger together. **NGE diversifies the types of job and level of qualification covered by its employment inclusion scheme**, because it believes that inclusion must act as a springboard to employment for those with few skills, but also offer opportunities for people with challenging life experiences.



Employees working on the Grand Paris Express Line 16-2 worksite as part of the employment inclusion scheme occupy a diverse range of roles, including assistant site supervisor, QHSE assistant, topographic survey assistant, administration assistant, contract assistant, crane operator and assistant contract manager. ■



## A recruitment campaign in the priority urban communities of Arles



As part of the French government's 'One Young Person, One Solution' plan, the Arles sub-prefecture, NGE and a consortium of Arles construction industry employers have worked together to **recruit young people living in the city's priority urban communities by reaching out to them** through local community centres. In 2021, 11 of these young people completed road/urban infrastructure block layer work/study courses delivered in-house by the Group. Encouraged by the success of this initiative, NGE intends to duplicate it during 2022 in other cities where the Group has a strong presence, including Arras, Bordeaux and Rennes. The young people recruited for this scheme will receive on-site training provided by local branches of the NGE Apprenticeship Training Centre (ATC). ■

## Partnership with the French Voluntary Military Service scheme



On 4 February 2021, **NGE signed a partnership agreement with the French Voluntary Military Service (SMV) scheme to promote the social and professional integration of young jobseekers aged between 18 and 25.** The agreement commits NGE and SMV to helping these young people into employment through training programmes developed by Plate Forme. 30 vocational training, apprenticeship and/or permanent employment contracts will be offered to young people from SMV

centres over a 3-year period. In 2021, 6 young people completed the Plate Forme road/urban infrastructure block layer training programme. At the end of 2021, NGE sparked the interest of 15 young people completing their time on the SMV scheme, who are keen to join our teams in 2022 as catenary installation assistants or multi-skilled public contracting operators working on foundations. ■

### 6

**IN 2021,** 6 young people completed the Plate Forme road/urban infrastructure block layer training programme.

### 15

**AT THE END OF 2021,** NGE sparked the interest of 15 young people completing their time on the SMV scheme.



# PROMOTING A STRONG CULTURE OF CORPORATE SOCIAL RESPONSIBILITY

NGE promotes a strong culture of social responsibility within the Group and in all its relationships. Its policy includes a very wide spectrum of stakeholders (customers, co-contractors, suppliers, etc.) committed to instilling or consolidating ethical values and behaviour within the corporate ecosystem.

Taking Group social responsibility to a new level requires the active participation of all employees in meeting stakeholder expectations, and therefore a policy of active partner vigilance.



# OUR GOALS

01

→ TO MAINTAIN THE PERCENTAGE OF EQUITY CAPITAL HELD BY EMPLOYEES AT AROUND 21%

02

→ TO RETAIN THE INDEPENDENCE AND FREEDOM OF ACTION WE ENJOY THANKS TO THE COMPOSITION OF OUR SHAREHOLDER BASE

03

→ TO REACH THE POINT WHERE 50% OF SUPPLIERS HAVE SIGNED OUR RESPONSIBLE PURCHASING COMMITMENTS BY THE END OF 2022 (FOR ORDERS OVER €5000)

04

→ TO CONDUCT 2,400 POST-SUPPLY CSR ASSESSMENTS OF SUPPLIERS IN 2022

05

→ TO ENSURE THAT 80% OF OUR ENTITIES ARE USING THE ONLINE CUSTOMER SATISFACTION MEASUREMENT SYSTEM IN 2022



## In 2021...

21%

of equity capital was owned by 8,000 of our employees

62%

of those managers most exposed to risk have received classroom training on business ethics

2,320

post-supply CSR assessments conducted

€828,172

in corporate patronage donations

40%

of expenditure is paid to suppliers that have signed the NGE Responsible Purchasing Commitments

97.3%

of customers say they would work with NGE again (according to online customer satisfaction surveys conducted in 2021)

88%

of those employees most exposed to risk have received e-learning training on business ethics

53%

of Group entities are using the online customer satisfaction measurement system

# Combatting corruption and promoting ethical business practices

Business ethics and corruption prevention are major concerns for the NGE governance structure. In October 2019, the Ethics Committee chaired by the Group Chairman took the decision to embark on a major overhaul of the Group's corruption and insider influence prevention policy in 2020 in accordance with the recommendations of the French Anti-Corruption Agency and compliance with the Sapin 2 law.

## PRIORITY I: Governance team commitment

It was in 2017 that NGE set up its Ethics Committee to take leadership responsibility for the implementation, development and assessment of the Group compliance programme. Chaired by the Group Chairman to emphasise the top-down commitment to a culture of business ethics, its members are:

- ▶ Two members of the Executive Committee
- ▶ The Group Head of Legal Affairs and Personal Data Protection Officer (DPO)
- ▶ The CSR Director
- ▶ The Compliance Officer
- ▶ The International Operations Director and International Legal Officer.

The maturity of the corruption prevention programme is also reviewed annually by the Strategy Board audit committee.

## PRIORITY II: The risk map

The risk map prepared in 2017 was redrawn in 2020 to confirm its key role as the cornerstone of our corruption prevention structure. This update also provided the opportunity to revise the risk mapping methodology and involve 140 employees from a broad spectrum of entities, job profiles and regions to identify and prioritise those scenarios with the potential to pose risks for NGE. A series of working groups also analysed the existing corruption prevention structure, and identified a number of actions to improve its effectiveness, as well as additional measures to strengthen it.

## PRIORITY III: Risk management

To manage the risks identified, the Group continues to develop its broad range of prevention, detection and remediation measures.



## The risk prevention structure



IN 2021

**360**

Employees attended awareness raising sessions on business ethics and third-party assessment.

### 1/ THE CODE OF ETHICS

The recommendations and requirements regarding business ethics and corruption are set out in our Code of Ethics. The rules of conduct it contains are binding on all employees and business partners (co-contractors, subcontractors, suppliers, service providers, etc.), from whom we require full and contractually binding compliance.

### 2/ THE TRAINING STRUCTURE

NGE has put in place 2 training modules:

- ▶ **A face-to-face training module** for senior managers focusing on criminal risk, corruption prevention and insider influence.
- ▶ **An e-learning module** for line managers. Trainees are confronted with real-life situations involving corruption, anti-competitive behaviour and conflicts of interest.

### 3/ THIRD-PARTY ASSESSMENT PROCEDURES

The process of updating the third-party assessment system, which began in 2020 to reflect changes made to the corruption risk map, was completed in 2021. As a result, NGE now assesses its suppliers, co-contractor partners, intermediaries and customers. All identified third parties wishing to work with NGE are asked to complete a questionnaire. The information gathered is then used to analyse the wider risk of corruption and, in some cases, search specialist international databases to refine the initial assessment. NGE also works in partnership with a specialist company which provides a status screening tool, and can commission further detailed analyses. This new system was rolled out to Group's entities in 2021 to ensure that everyone involved in conducting these assessments could take ownership of the process. 360 employees attended awareness raising sessions 2021. ■

## The detection structure

### 1/ THE IN-HOUSE WHISTLEBLOWING AND REPORTING SYSTEM

The whistleblowing system available via the Group website allows employees to alert the Ethics Officer of any suspected criminal offence. This system protects whistleblowers against any legal and/or disciplinary action.

Every report submitted is received directly by the Ethics Officer who then conducts an investigation and may refer the matter to the Ethics Committee for a decision on any measures to be taken.

### 2/ COMPLIANCE CHECKS

For several years, NGE has operated information systems and accounting processes that effectively limit its exposure to any risk of financial malpractice. More specifically, this involves the application

of authority delegation thresholds limited to the amount of financial commitment that can be approved by managers, a double-signature invoice validation system that involves multiple intermediaries, and internal management controls. Lastly, all accounts and financial statements are audited and signed off by independent auditors.

To complete this process, all compliance checks have been listed in a summary document identifying those responsible for conducting Level 1 and 2 checks and detailing the procedures used.

The 2021 internal compliance audit was structured around a risk-based approach to improve identification of issues requiring specific attention during inspections of Group entities. ■

## The remediation structure

### 1/ THE DISCIPLINARY SYSTEM

Any failure to comply with the Group's ethical rules constitutes grounds for disciplinary action.

This principle is clearly laid down in the NGE Code of Ethics and repeated in Article 18 of the company's internal rules and regulations.

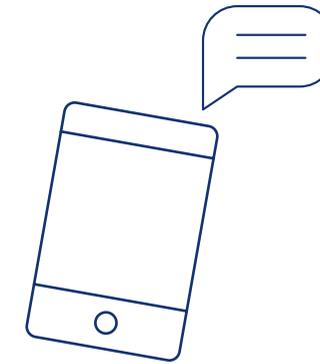
### 2/ COMPLIANCE PROGRAMME MATURITY REVIEW

The Ethics Committee meets four times a year to monitor progress made on implementing the preventive measures action plan produced as part of preparing the updated corruption risk map. Consistent with its commitment to continuous improvement, the Committee conducts a full annual review of the compliance programme to assess the level of system implementation and schedule new initiatives. ■

# Delivering customer satisfaction and building long-term relationships

Creating long-term relationships with our customers by building high-quality structures and maintaining a continuous process of dialogue is fundamental to our corporate strategy. NGE regularly conducts customer satisfaction surveys to measure our performance and anticipate future needs.

## The ChatBot rollout



**53%**

of entities are now using the online customer satisfaction measurement system.

The **ChatBot** system introduced by the Quality and Innovation Departments increases the number of responses and makes data processing much more efficient than is the case with traditional paper-based surveys. The principle is simple and engaging: customers receive a text message inviting them to answer a series of questions displayed sequentially on their smartphone screen. The system allows us to collect customer comments and expectations across a variety of topics, including quality of work and team responsiveness, as well as compliance with environmental and safety standards. Following a successful initial test phase, the ChatBot rollout phase for all Group entities has been underway since 2020. Since its introduction, it has not only increased the customer response rate, but also improved the accuracy of views expressed. Goal: to have 80% of Group entities using the ChatBot by the end of 2022. Between 2020 and 2021, that percentage rose from 26% to 53%. ■

## IMPROVING THE CUSTOMER EXPERIENCE

Digitalisation of the customer assessment process delivers major benefits in terms of data processing and analysis. Instant availability of the information data collected is already making us more responsive. NGE ensures that any survey revealing customer dissatisfaction in one of the topics surveyed is analysed in detail. This updated customer satisfaction system is providing an increasingly rich overview of existing strengths and areas where we can deliver further improvements in the customer experience.

**97.3%**

of customers would work with NGE again

**95.7%**

of customers are satisfied with the quality of the work

**95.1%**

of customers are satisfied with our safety performance

**95.1%**

of customers are satisfied with our environmental performance

# Ensuring respect for human rights

The NGE Code of Ethics commits the Group to respecting and applying the major supranational principles that govern the United Nations, such as those that underpin the Universal Declaration of Human Rights and its additional treaties, the conventions of the International Labour Organization (ILO) and the OECD guidelines for multinational companies.



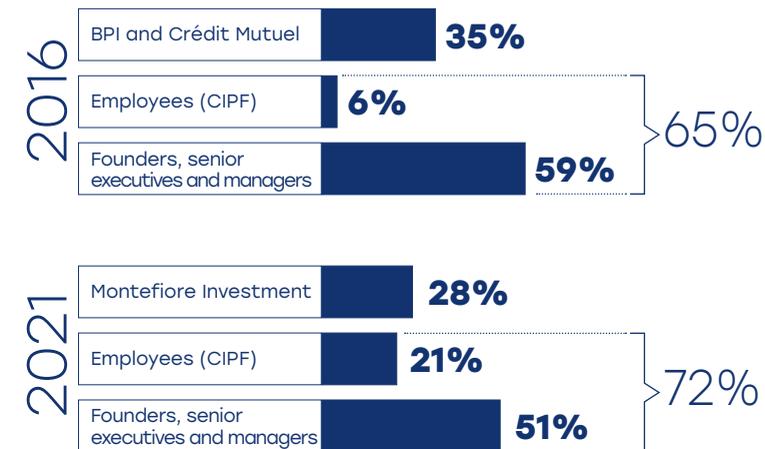
In terms of child and forced labour, NGE is committed to respecting and applying all laws in its operating countries, and the standards defined by the relevant ILO conventions as an absolute minimum. In 2020, a survey of international subsidiaries and operating locations conducted by the HRD confirmed that **all our local subsidiaries and operating locations comply fully with ILO standards**. In 2021, NGE ensured that all local employees receive **the care provided by the public health system of their host country** as an absolute minimum. In several countries, local employees also benefit from cover provided by private health insurance schemes. Expatriate employees are covered by **basic social security provisions and a private health insurance scheme** that operates equally in France and in the host country.

The NGE responsible purchasing policy also ensures that human rights are respected at every link in the Group's value chain. The NGE General Terms & Conditions of Purchase include a clause on upholding the principles of the UN Global Compact and our own Code of Ethics. Potential suppliers are required to complete a pre-contract assessment information sheet containing questions around the existence or otherwise of a CSR/QSE policy, and details of health, safety, environmental and business ethics policies. Suppliers may also be continuously assessed during and after service provision. Breaches of the Code of Ethics can also be reported by employees using the in-house whistleblowing system. ■

# Ensuring our financial independence and sharing the value we create



**Financial independence and employee share ownership**



On 5 October 2021, NGE signed an equity investment agreement with Montefiore Investment to support growth in our future markets generally, and funded projects in particular. As a result, Montefiore Investment has replaced the previous two minority shareholders BPI and Crédit Mutuel Equity. With **72% of equity capital owned by employees and members of our governance structures**, the new shareholder structure protects our freedom of action in strategic decision-making. NGE also ensured that the arrival of Montefiore Investment actually raises the level of employee share ownership. At the end of 2021, its new capital structure clearly positioned NGE as a leader in its industry, with 8,000 employees holding 21% of the shares. ■



## COMPULSORY AND VOLUNTARY PROFIT-SHARING SCHEMES

All employees of the Group's French subsidiaries now have the opportunity to take a personal stake in the successes of the Group thanks to a **compulsory and voluntary profit-sharing agreement** signed and renewed during the year.

## Impact borrowing

In 2021, NGE made the first issue in France of sustainability-linked Euro PP Impact bonds for listing on a regulated market. This €150 million loan with maturity dates of 2028 and 2029 gives NGE the financial resources it needs to deliver its 2021-2025 business plan, and adds an additional level of incentive to achieve its CSR targets. The indicators selected align closely with the challenges facing the industry:

- > **Reducing the occupational accident frequency rate**
- > **Reducing CO<sub>2</sub> emissions**
- > **Increasing the number of women in worksite supervisory roles.**



If these three targets are not met, NGE will not only be subject to penalties, but will also make donations to non-profit organisations working on the same issues as those addressed by these CSR indicators. From 2022 onwards, NGE's performance against each of these indicators will be published in the CSR report and audited by an independent third party. NGE has also extended these criteria to apply to the new €350m Loan Agreement signed in 2021 with the Group's banks. ■

Year	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>TARGET</b> GHG emissions (Scopes 1 and 2) in TeqCO2				162,226 -4%	155,737 -4%	149,507 -4%	143,527 -4%	137,786 -4%	132,274 -4%
<b>RESULT</b> GHG emissions (Scopes 1 and 2) in TeqCO2	183,360	164,416 -10%	167,024 1.6%						

Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>TARGET</b> Occupational accident frequency rate					≤ 12.06 ≥ 12%	≤ 11.34 ≥ 17%	≤ 10.66 ≥ 22%	≤ 10.02 ≥ 27%	≤ 9.42 ≥ 31%	≤ 8.85 ≥ 35%
<b>RESULT</b> Occupational accident frequency rate	15.06	16.41	13.65	13.52 -1%						

Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>TARGET</b> Number of women in worksite supervisory roles					≥ 200 ≥ 376%	≥ 225 ≥ 436%	≥ 260 ≥ 519%	≥ 290 ≥ 590%	≥ 330 ≥ 686%	≥ 380 ≥ 805%
<b>RESULT</b> Number of women in worksite supervisory roles	42	86	105	137 226%						

# Securing supplier commitment to our Responsible Purchasing policy

Our responsible purchasing policy is structured around a dedicated committee, which has met quarterly for several years now. Every year, it prepares and implements an **action plan to integrate CSR criteria more closely into our purchasing processes and encourage our suppliers to adopt responsible behaviours.**

Three sub-working groups were formed in Quarter 1 of 2021 to prepare for the 2022 implementation of the following action plans:

- > The definition of a CSR rating system, identification of its consequences, and updating of the CSR criteria used in the supplier audit matrix.
- > The collection and centralisation of the environmental initiatives implemented by our suppliers, and definition of the NGE requirements to be included in our framework contracts for the purposes of reducing the carbon footprint of each purchasing family.
- > The preparation of a risk map for each purchasing family. ■

## Our suppliers give their commitment

The NGE Group **General Terms & Conditions** of Purchase include a clause on upholding the principles of the United Nations Global Compact and our own Code of Ethics. In 2021, 40% of our supplier-related expenditure went to suppliers that have signed our **Responsible Purchasing Commitments**. By signing, they have given their commitment to upholding fundamental rights and reducing the social, environmental and ethical impacts of their commercial relationships. ■





## Preliminary assessment and comparison of suppliers on the basis of CSR criteria

Potential suppliers are required to complete a pre-contract assessment information sheet containing questions around the existence or otherwise of a CSR/QSE policy, and details of health, safety, environmental and business ethics policies. The information supplied is entered by the buyers into a tender comparison worksheet that also includes these CSR criteria.

For orders above €2 million placed with French suppliers, orders above €150,000 placed with foreign suppliers, and orders placed with fee-based suppliers (with the exception of regulated professions, such as lawyers, accountants, auditors, etc.), all third parties are subject to preliminary assessment of their business ethics policies. ■

IN 2021

**2,320**

post-supply CSR assessments of suppliers were conducted.

## Post-supply assessment

A special app is used to **assess suppliers continuously throughout the year.**

In 2021, 2,320 of these post-supply CSR assessments of suppliers were conducted. In parallel, **an online register of supplier issues** allows a wider population of operations staff to report supplier shortcomings in terms of quality, safety, environment, ethics, business practice and human rights. The data gathered are then processed by the Purchasing Department, the Responsible Purchasing Committee or the Ethics Committee, depending on the nature and seriousness of the issue. ■



## Purchasing process digitalisation

As part of digitalising its processes, the Purchasing Department has improved its management of indicators, and now uses the **Provigis** supplier compliance platform to collect supplier data. In 2021, our Top 75 French suppliers, Top 100 framework contract suppliers and Top 42 foreign suppliers were listed on this platform. ■

## Signature of the Supplier Relations and Responsible Purchasing Charter

On 22 September 2021, the CEO of NGE Group adopted the **Supplier Relations and Responsible Purchasing Charter** developed by the CNA (the French National Purchasing Council) and Corporate Ombudsman to promote responsible business practice by signing up to its 10 commitments. ■



# The New Generations fund

Asserting social responsibility is primarily about implementing practical initiatives that reduce the impact of our own business activities: that is the aim of the Group CSR policy. Looking beyond this framework, NGE has taken the decision to act in the general interest by means of an endowment fund targeting environmental and educational issues.



IN 2021

**3,200**

Pure Ocean reusable water bottles were distributed to Group employees.



## Our two partners Pure Ocean and E2C Marseille

The New Generations Fund has provided €30,000 in annual financial support to Pure Ocean and the Ecole de la 2<sup>ème</sup> chance in Marseille since 2020.

### NGE X PURE OCEAN

Pure Ocean helps teams of researchers around the world to invent sustainable solutions for conserving marine life in the oceans.

In 2021, NGE employees once again joined forces with Pure Ocean as contributors to its **Blue Drop** initiative, which was launched by our partner to encourage everyone to take positive action for the planet by doing something simple, but effective: collecting litter. From Arras to Marseille, many Group entities organised their own collections. During the year, Pure Ocean's scientific adviser appeared in a **videoconference** for all employees to share the initiatives of Pure Ocean and explain the benefits of biomimicry in construction.

In 2021, **3,200 Pure Ocean reusable water bottles** were distributed to Group employees to reduce the volume of plastic waste we produce. At €5 per bottle, the NGE donation totalled €16,000.



### NGE X E2C

La École de la 2<sup>ème</sup> Chance is a non-profit organisation that works with young people aged 16 to 25 who leave the school system with no qualifications to build a future for themselves. In 2021, a number of employees gave up their time to explain the jobs they do, and highlight all the job opportunities available in the industry as part of helping these young people choose their future career direction, make it easier for them to enter the world of work, and encourage them to join NGE. In January, the first **careers discovery session** brought together 20 young people with 8 employees at the E2C in Marseille. In November, NGE welcomed 30 young people from E2C Marseille, Avignon and Apt to its head office for a **half-day discovery session** that included an introduction to NGE, a personal presentation from a female plant and machinery operator, a tour of the mechanical engineering workshop, a tour of the Apprenticeship Training Centre and a meet up with young people currently in training with NGE. ■

## An internal call for projects

In summer 2021, the New Generations Fund launched its first call for **projects to encourage and reward the socially supportive commitments made by its employees**. A budget of **€50,000** was allocated to fund the **11 projects selected** by a committee formed specifically for the purpose.

From the Casablanca Science Festival to raising awareness of the environmental issues around plastics among schoolchildren in Arles, these projects all deliver practical solutions, are rooted in their communities and, in many cases, use innovative and collaborative methodologies. ■

**11**

Projects selected.



## A call for student projects

Encouraged by the success of the internal call for projects, the New Generations Fund wanted to do more by promoting and supporting projects from student non-profit organisations, and launched a call for projects at the end of 2021. ■

## 2021 GLOBAL COMPACT COMMUNICATION ON PROGRESS

As a signatory to the Global Compact since 2016, NGE continues its commitment to upholding the 10 United Nations principles on human rights, labour, the environment and corruption. The Group is committed to integrating these principles into its strategy and day-to-day operations, and advancing their cause within the scope of its influence.

This commitment is clear to see in our Policy, which was updated in 2020 in accordance with our prime mission: “Working together to build engineered structures that are changing the world and which we can be proud of”. This document underpins our commitments to improving our business model by taking account of its impacts. They are grouped into 4 priorities:

- > **Putting people first**
- > **Working to deliver the ecological transition**
- > **Developing our regional roots for the long term**
- > **Promoting a strong culture of corporate social responsibility**

As part of communicating the progress made in 2021, NGE publishes a CSR Report on the actions undertaken by the Group to deliver on its commitments, uphold the principles of the Global Compact, and contribute to achieving the UN Sustainable Development Goals, together with the results of those actions.

ANTOINE METZGER,  
Chairman of NGE



## GLOBAL COMPACT CORRESPONDENCE TABLE

HUMAN RIGHTS		
1. Businesses should support and respect the protection of internationally proclaimed human rights	<ul style="list-style-type: none"> <li>• Ensuring the health and safety of our employees</li> <li>• Ensuring respect for human rights</li> </ul>	Pages 14-20 Page 70
2. Make sure that they are not complicit in human rights abuses	<ul style="list-style-type: none"> <li>• Ensuring respect for human rights</li> <li>• Securing supplier commitment to our Responsible Purchasing policy</li> </ul>	Page 70 Pages 73-75
INTERNATIONAL LABOUR STANDARDS		
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Encouraging and facilitating social dialogue	Page 28
4. The elimination of discrimination in respect of employment and occupation	<ul style="list-style-type: none"> <li>• Ensuring respect for human rights</li> <li>• Securing supplier commitment to our Responsible Purchasing policy</li> </ul>	Page 70 Pages 73-75
5. The effective abolition of child labour	<ul style="list-style-type: none"> <li>• Ensuring respect for human rights</li> <li>• Securing supplier commitment to our Responsible Purchasing policy</li> </ul>	Page 70 Pages 73-75
6. The elimination of all forms of forced and compulsory labour	<ul style="list-style-type: none"> <li>• NGE supports its disabled employees</li> <li>• Promoting gender diversity</li> <li>• Promoting employment inclusion</li> </ul>	Page 22 Pages 26-27 Pages 58-60
ENVIRONMENT		
7. Businesses should support a precautionary approach to environmental challenges	<ul style="list-style-type: none"> <li>• 2022 Environment Plan</li> <li>• Raising employee awareness</li> <li>• Membership of the Act4Nature / Entreprise engagée pour la Nature scheme</li> <li>• Minimising our biodiversity impacts</li> <li>• Building a reputation for materials recovery in France</li> </ul>	Pages 32 and 33 Pages 38 and 43 Page 40 Pages 40 and 41 Page 45
8. Undertake initiatives to promote greater environmental responsibility	<ul style="list-style-type: none"> <li>• Reducing emissions from the plant and machinery fleet</li> <li>• Ecomobility</li> <li>• Decarbonising construction methods by using eco-materials and bio-based materials</li> <li>• Carbon balancing initiatives</li> <li>• Being proactive in our contract tenders</li> </ul>	Pages 34 and 35 Page 36 Page 37 Page 39 Page 49
9. Encourage the development and diffusion of environmentally friendly technologies	<ul style="list-style-type: none"> <li>• Reducing emissions from the plant and machinery fleet</li> <li>• Reducing energy consumption in buildings and industries</li> <li>• Mitigating and adapting to climate change</li> <li>• New business development from ecological engineering</li> <li>• Decontaminating and conserving water and soil</li> <li>• Research &amp; innovation</li> </ul>	Pages 34 and 35 Page 36 Page 38 Pages 41 and 42 Page 46 Page 47
ANTI-CORRUPTION		
10. Businesses should work against corruption in all its forms, including extortion and bribery	Combatting corruption and promoting ethical business practices	Pages 66-68

# Non-financial report

	Unit	2021	2020	Change 2020-2021	GRI
<b>ECONOMY &amp; GOVERNANCE: KEY FIGURES</b>					
Total revenue	€m	2,776	2,402	16%	201-1
Total amount paid to employees under compulsory and voluntary profit-sharing schemes	€m	15	13	15%	201-2
Total investment in plant, equipment, vans and cars (exc. IT hardware and buildings and non-IFRS16)	€m	103	93	11%	
Innovations under development	No.	52	46	13%	
R&D expenditure	€	6,463,178	4,307,483	50%	
	% of AR	2.3	1.8	30%	
Number of QSE-certified sites	No.	195	175	11%	
Percentage of annual revenue generated from QSE-certified operations	%	68	63	5	
<b>EMPLOYEE SHAREHOLDING</b>					
Number of employee shareholders	No.	8,000	8,000	0%	
Share of equity capital owned by employees (exc. senior executives)	%	21.0	16.5	4.5	
Share of equity capital owned by employees and executive management	%	72	80	-8	
<b>HUMAN RESOURCES</b>					
Global workforce	No.	14,746	13,547	9%	102-7
French workforce	No.	11,483	11,043	4%	102-7
Percentage employed under permanent contracts (F)	%	94	95	-1	102-8
Percentage employed under fixed-term project-specific contracts - F	%	4	5	-1	102-8
Number of recruitments (exc. transfers between subsidiaries)	No.	4,825	3,763	28%	401-1
Number of employees leaving the Group (exc. transfers between subsidiaries)	No.	3,916	2,776	41%	401-1
Number of employees promoted during the year - F	No.	1,383	1,184	17%	
Employee turnover	%	32	26	6	401-1
Average length of service	No. of years	7	7	0%	
Percentage of annual appraisals conducted	%	84	n.a.	n.a.	404-3

n.a.: not available

F: in France

	Unit	2021	2020	Change 2020-2021	GRI
<b>EMPLOYEE &amp; GENDER DIVERSITY</b>					
Women as a percentage of the global workforce	%	10.55	10.10	0.45	102-8
Women as a percentage of the French workforce	%	11.27	10.74	0.53	102-8
Number of women in worksite supervisory roles	No.	137	105	30%	
Percentage of women in senior management roles	%	17.70	16.91	0.79	
Percentage representation of women in management roles	%	6.7	6.7	0	405-1
Percentage representation of women on boards of directors	%	12.5	12.5	0	405-1
Workplace gender equality index - F	%	85	84	1	
Percentage representation of disabled employees in the workforce - F	%	1.26	1.48	-0.22	
<b>TRAINING - F</b>					
Work/study contracts (apprenticeship contracts + vocational training contracts)	No.	613	561	9%	102-8
Number of tutors	No.	267	291	-8%	
Total number of training hours (inc. work/study)	No.	463,956	427,171	9%	
Percentage represented by work/study	%	64	73	-9	
Number of employees receiving training during the year (exc. work/study trainees)	No.	7,819	5,088	54%	
Percentage of employees receiving at least one training course	%	68	46	22	
Average number of training hours per employee trained	No.	20	24	-15%	404-1
Training budget	€	10,400,938	6,780,175	53.4%	
Percentage of payroll dedicated to training	%	2.72	1.94	0.78	
<b>OCCUPATIONAL HEALTH &amp; SAFETY</b>					
Occupational accident frequency rate with time off	Rate	13.52	13.65	-0.13	403-2
Overall accident frequency rate (inc. temporary employees)	Rate	21.47	17.50	3.97	403-2
Occupational accident severity rate	Rate	0.8	1.0	-0.2	403-2
Number of lost-time occupational accidents	No.	344	294	17%	403-2
Number of non-lost-time occupational accidents	No.	361	284	27%	403-2
Number of days lost	No.	21,406	21,942	-2%	403-2
Number of travel-related accidents	No.	105	71	48%	403-2
Number of near misses and hazardous situations reported	No.	2,134	2,508	-15%	403-2
Number of absences for occupational illnesses	No.	41	23	78%	403-2
Percentage of worksite supervisory staff trained in accident risk prevention	%	56	n.a.	n.a.	
Percentage of entities holding a safety day dedicated to accident risk prevention	%	90	n.a.	n.a.	
Volume of PPE purchased for first issue to new employees and replacements for existing employees	€m	4.1	n.a.	n.a.	

	Unit	2021	2020	Change 2020-2021	GRI
<b>ENVIRONMENT</b>					
GHG emissions (Scopes 1 and 2)	TeCO2	167,024	164,416	1.6%	305-1 305-2
Carbon intensity	TeCO2/€m AR	60	87	-31%	305-4
GHG emission reductions as a result of using rail transport for employee travel - F	TeCO2	615	507	21%	305-5
Average CO <sub>2</sub> emissions from the NGE vehicle fleet - F	g/km	155	142	9%	305-1
Engine idling rate for production plant and machinery**	%	29	31***	-2	
Electricity consumption - F	KWh	21,279,003	27,307,872	-22%	302-1
	KWh/k€ AR	7.67	11.37	-33%	302-3
Percentage of employees receiving energy consumption awareness information	%	82	n.a.	n.a.	
Percentage of employees receiving air pollution awareness information	%	82	n.a.	n.a.	
Percentage of NGE regions with at least one materials recovery and recycling centre - F	%	92	85	7	
Worksite excess materials recovery rate	%	76	51	25	306-2
Waste generated	t	87,723	210,194	-58%	306-2
	t/k€ AR	0.032	0.087	-64%	306-2
Water consumption	L	55,542,012	1,221,208,102	-95%	303-1
	L/k€ AR	20	508	-96%	
Percentage of R&D expenditure devoted to environmental issues	%	53	43	10	
Number of 15-minute environment briefings held	No.	542	360	51%	
Number of feedback submissions (good practices and/or reference cards)	No.	94	44	114%	
<b>QSE</b>					
Number of worksite QSE inspections	No.	10,232	5,184	97%	
Number of 15-minute QSE briefings led by site supervisors and team leaders	No.	12,831	10,932	17%	
Percentage of customers saying they would work with NGE again	%	97.3	100	-2.7	
Percentage of customers satisfied with the quality of work done	%	95.7	99.4	-3.7	
Percentage of customers satisfied with our safety performance	%	95.1	97.0	-1.9	
Percentage of customers satisfied with our environmental performance	%	95.1	95.8	-0.7	

	Unit	2021	2020	Change 2020-2021	GRI
<b>RESPONSIBLE PURCHASING</b>					
Total number of suppliers	No.	22,002	19,849	11%	102-9
Percentage representation of SMEs	%	55	61	-6	
Number of suppliers that have signed the NGE Responsible Purchasing Commitments	No.	1,868	1,331	40%	102-11
Percentage of expenditure with suppliers that have signed the NGE Responsible Purchasing Commitments	%	40	28	12	102-11
Number of post-delivery supplier assessments based on CSR criteria	No.	2,320	1,255	85%	
Percentage of expenditure paid to SMEs	%	43	39	4	102-9
Percentage of purchases made in France for French activities	%	93	91	2	102-9
Number of buyers	No.	71	65	9%	
<b>BUSINESS ETHICS</b>					
Percentage of those managers most exposed to risk receiving classroom training on criminal business risks	%	62	91	-29	205-2
Percentage of the most exposed employees receiving e-learning training on business ethics	%	88	64	24	205-2
Number of whistleblowing reports	No.	0	3	-3	

n.a.: not available

**F: in France**

- \* Data updated in accordance with the method agreed with EcoAct
- \*\* Idling is defined as the length of time that the engine of a piece of machinery runs at low rpm while stationary and not performing any task
- \*\*\* Data updated following a change in the calculation method used by manufacturers

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