



**We are
the new generations
of entrepreneurs**

CSR Report 2020

What does CSR mean at NGE?

Answers from the new generations of entrepreneurs



"Keeping my colleagues safe"

on worksites. That's the central ethos of the 'Guardian aNGELs' campaign we took part in. It's an initiative that's important for everyone's safety, and I'll be doing whatever it takes to ensure that doing the right thing instinctively continues to be shared throughout the project, not only by operators, but also by management".

SIMON TUAL SITE ENGINEER
- GÉNÉRALE ROUTIÈRE - MOROCCO



"Caring about the impact of what we do"

and making sure it is positive. On worksites, that means the environment, local residents and accident prevention. In terms of team members, my responsibility is to do whatever it takes to make them happy to come to work in the mornings".

LUCILLE FERRIER
SITE SUPERVISOR - NGE GC



"It's a duty! A company that isn't committed to responsible purchasing can't progress".

HÉLÈNE BLANC PURCHASING MANAGER
MAJOR NATIONAL PROJECTS - NGE



"It's about leading by example in the way we do business, especially in terms of ethics."

Given the demands our responsibilities expose us to, it's essential that we stick to our course of action, while remaining fully aware of the consequences and risks involved for the company and ourselves. This consistency between principles and actions gives us a real strength and sense of pride that extends and is recognised beyond the company".

SYLVAIN PELTIER PROJECT DIRECTOR - TSO AND NGE CONTRACTING - SENEGAL



"Making more room for women on worksites,

because they're colleagues too. My site supervisor is a woman, and I can't see why anyone would have a problem with that. All that matters is being good at your job, because that's where your authority comes from. It's true that there is still some resistance among older employees, but as more women appear on worksites, operating machinery or managing the work, these obstacles will eventually disappear. It's an excellent career in which women have their role to play: if one day my daughter said she wanted to work in the construction industry, I'd advise her to go for it!"

JORGE SOUSA DOS ANJOS ASSISTANT SITE MANAGER - NGE GC



"Protecting water resources"

by preventing suspended solids from entering watercourses, where they can kill aquatic plants and animals. We've also been involved in river renaturation projects using plant engineering techniques to preserve biodiversity".

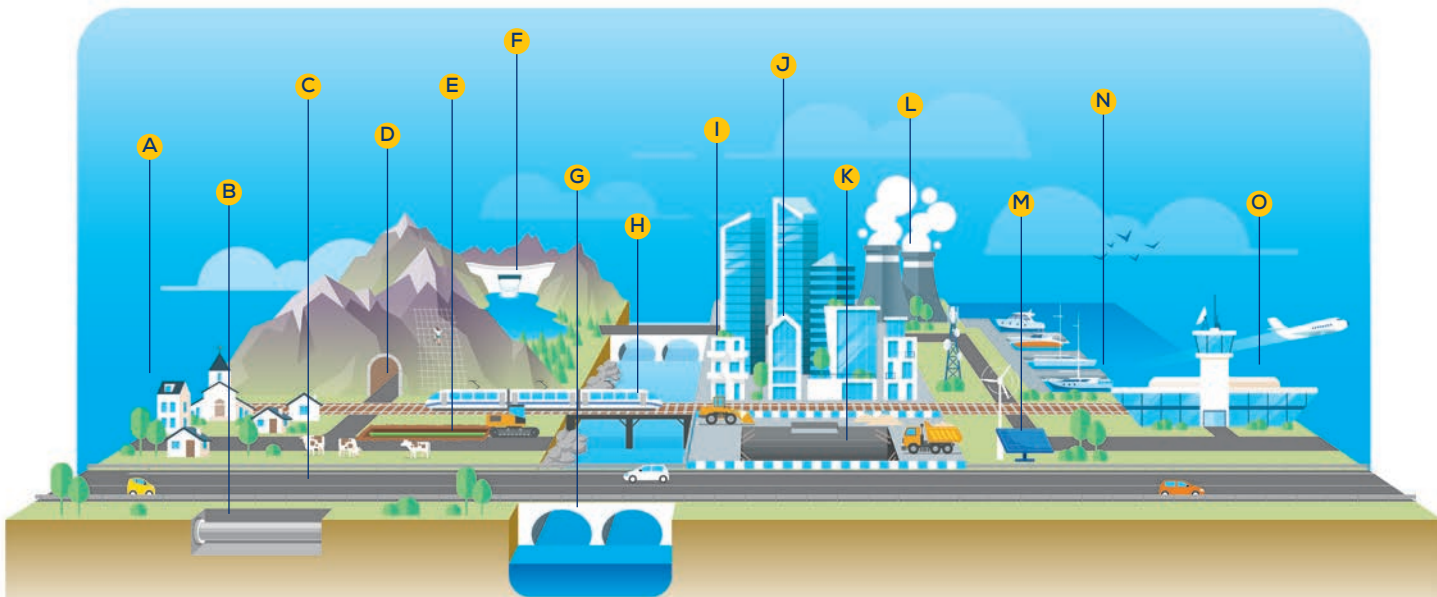
ROMANIC BOBEBE QUALITY,
SAFETY & ENVIRONMENT ENGINEER
- MAJOR PROJECTS

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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 **13,547** 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 **€2.4 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

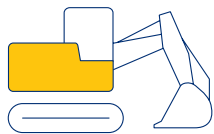
Our teams apply their expertise to develop innovative and effective solutions from project design through implementation to maintenance.

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

2020 in numbers

€93 m

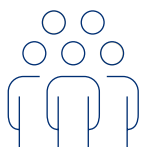
invested in plant and machinery with the strongest growth concentrated in underground contracting, catenaries and international projects



8,000
employee shareholders



80% of equity capital is held by employees & senior executives



13,547
employees 12,402 in 2019

3,763
new recruits

Order book

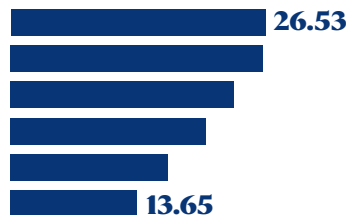
€3.988 bn



€4.7 m

devoted to innovation with 43% earmarked for environmental projects

Safety & Accident Prevention

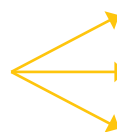


Occupational accident frequency rate

13.65

a 50% reduction in 5 years

Our values



UNITY

AMBITION

TRANSPARENCY



NGE around the world



NGE is an independent French civil engineering company involved in the construction of major infrastructure projects, urban development programmes and local development schemes.



In France, thirteen multi-expertise regions provide a local presence for public- and private-sector contracting authorities, and are structured into six operations departments and more than 100 regional locations.

A major projects and international division enables the pooling of expertise to create large-scale engineered structures around the world, build resource-sharing links, and have the ability to rely on local bases in international markets to leverage growth outside France.

National Specialist Subsidiaries (NSSs) with the ability to mobilise their expertise throughout France and work in close synergy with other Group teams in the regions and Major Projects.

RESOURCES

WORKING TOGETHER TO
PROJECTS WE**Human capital**

- **13,547** employees in 17 countries (10% are women)
- **46%** of employees trained in 2020
- **7 years'** average service
- **Attentive, autonomous, hands-on** senior managers
- Plate Forme: **our in-house ATC**

**Industrial capital**

- **13,761** items of Plant & Machinery
- **40** workshops in France
- **€93 m** investment in Plant & Machinery

**Financial capital**

- **€283 m** in shareholder equity
- **€4 bn** order book
- **Debt ratio: 1.30**
- **8,000** employee shareholders

**Supplier capital**

- **23,000** suppliers
- **39%** of all purchases sourced from SMEs
- **28%** of purchase expenditure placed with suppliers that have signed the NGE Responsible Purchasing Commitments

**Innovation capital**

- **43%** of innovation investment devoted to environmental issues

**Environmental policy**

- **64%** of sites ISO14001 certified
- **85%** of regions have at least one materials recovery and recycling centre

MULTI-EXPERTISE

Our sectors of expertise work together to offer a comprehensive package of services, from major infrastructures to urban and local projects.



Urban Infrastructures & Earthworks



Pipelines & Other Underground Networks



Civil Engineering



Road Building & Road Equipment



Geotechnical Solutions



Rail Infrastructures



Building Construction



Project Funding

EXPERTISE

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

MODEL

**BUILD WORLD-CHANGING
CAN BE PROUD OF**



VALUE CREATED

LOCAL PRESENCE



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

RESPONSIBILITY



Putting people first



Ecological transition



Regional roots



Strong culture of corporate social responsibility



Annual revenue

• **€2.402 bn**



Employees

- **€618 m** paid annually in wages and personnel costs
- **95%** of our people are employed under permanent contracts
- **561** work/study contracts in place
- Accident frequency rate: **13.65**
- Gender equality index: **84/100**



Suppliers

• **€1.644 bn** in purchases



Public purse

• **€39.5 m** paid in taxes and duties



Lenders and investors

• **€11.5 m** paid in dividends



Eco-responsible projects and eco-engineering achievements

- Low-carbon buildings and roads constructed using recycled materials.
- River regeneration, fish ladders and weir removal projects.

Our social responsibility organisational and management structure



Jean-Sébastien Leoni,
Executive Vice President

Governance

Our CSR strategy is defined and implemented by the cross-functional CSR Department managed by the Executive Management Team, assisted by a **CSR Committee whose members bring central services expertise together with operational experience**. It works closely with the central services departments, which contribute their expertise

to cover every aspect of CSR, ensure that our initiatives remain consistent and involve all employees. In 2020, the CSR Committee set up a number of working groups to accelerate improvements in our performance around issues identified as 'critical' in the results of our materiality matrix.

Materiality matrix

Our CSR policy is structured around the major issues facing today's construction and public works industry. In 2020, NGE mapped these issues in the form of a **materiality matrix for the purpose of integrating the growing expectations of stakeholders into its wider strategy**. The resulting matrix was then used to rank main non-financial issues to which the Group is exposed and to determine its priorities going forward.

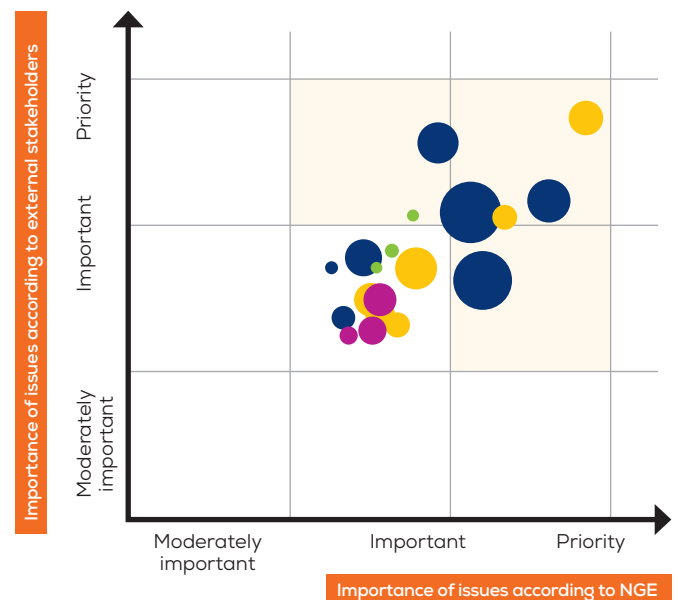
We began by **selecting a series of relevant issues** based on an analysis of general standards such as ISO26000, and industry standards using the criteria set by the FNTF (French National Federation of Public Works Contractors). The issues identified were then considered in the context of the results from the independent EcoVadis evaluation, existing internal plans, our collective agreements and employees' personal experiences. This phase identified 21 issues in 4 categories (human, environmental, regional and cultural).

We then prepared a **stakeholder map** in accordance with ISO 26000. **22 categories** of stakeholder were characterised and grouped into **6 families** (employees, civil society, financial stakeholders, public authorities, suppliers and customers).

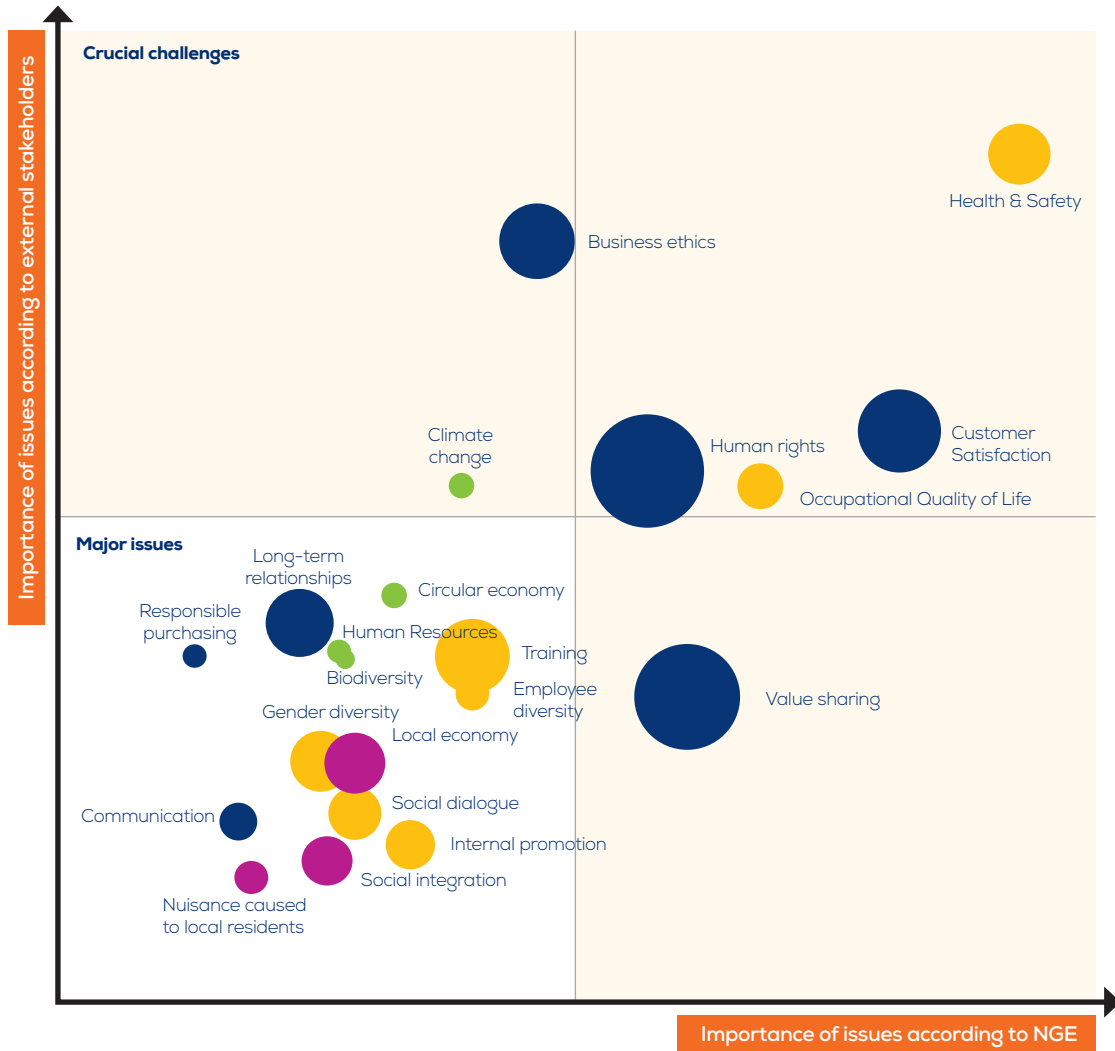
We then **gathered the opinions of our internal and external stakeholders on the 21 issues** using an online questionnaire. **240 questionnaires** were sent, and **125 respondents** gave us their opinions and perceptions regarding the relative importance of each issue and the corresponding level of Group performance.

Lastly, the intersection of internal and external perspectives was **represented graphically following statistical processing of the responses to ensure that all categories of stakeholder received equal voice**. The issues are ranked according to their importance to employees on the (horizontal) x-axis, and their importance to external respondents on the (vertical) y-axis. The perceived level of performance is shown by the size of the points.

Seven key issues emerged: **health and safety, customer satisfaction, business ethics, occupational quality of life, human rights, value sharing and climate change**. The process highlighted a shared focus on human rights and health and safety issues. These results made it possible to consolidate or create conditions for dialogue with the partners of the company within its sphere of influence. Internally, the materiality matrix is a representational tool used by the company to build and share a vision of its own social responsibility. At the same time, it is also a policy instrument that guides the Group roadmap and action plans.



NGE MATERIALITY MATRIX



OUR 4 CSR 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

PERFORMANCE LEVEL



Working together to build world-changing projects we can be proud of. NGE understands that this strong corporate purpose can be successfully achieved only if it meets the expectations of society, and therefore considers its CSR commitments to be indivisible from its strategy. So in summer 2020, Group policy was redefined to incorporate the results of the materiality matrix. As a result, the policy is now expressed and implemented through **4 commitments**.

It is shaped around the proactive determination to ensure that NGE and all its entities are recognised as meeting the highest local, national and international standards applied in all our operating countries. Implementation of this policy is accompanied by a set of coherent and measured targets. The ambition of the Group is to provide all employees with training in CSR issues and how to prevent CSR-related risks.



"Our prime mission is to work together to build structures that change the world and which we can be proud of".

Our success depends on how we respond to societal expectations:

- Our current and future employees want to work and build their careers in a responsible company with real commitment
- Our customers ask us to explain and measure our own progress on CSR issues, as well as contributing to the success of their own CSR initiatives
- Our construction industry and financial partners want us to guarantee that our business model is fully compliant with business ethics and that our development is sustainable

Our policy is expressed and implemented through our four commitments:

- Putting people first
- Working to deliver the ecological transition
- Developing our regional roots sustainably
- Promoting a strong culture of corporate social responsibility

It is based on ensuring full compliance with all applicable current regulations and requirements in order that NGE and all its entities are recognised as meeting the highest local, national and international standards applying to all our areas of expertise in all our operating countries. Implementation of this policy is accompanied by a set of coherent and measured targets.

Our ambition is to raise awareness of CSR challenges among all our employees, and to provide them with training in the CSR and risk prevention issues relevant to our activities.

Thank you for the ongoing work you are doing alongside your teams, internal partners and external partners to increase our collective ability to work safely and improve our business model.

Your commitment is the driving force behind the success of the New Generations of Entrepreneurs.



Antoine Metzger
Chairman

August 2020

OUR 4 COMMITMENTS

1

PUTTING PEOPLE FIRST

- Ensuring the health and safety of our employees
- Improving occupational wellbeing
- Developing the skills of our employees
- Promoting gender diversity
- Encouraging social dialogue

2

WORKING TO DELIVER THE ECOLOGICAL TRANSITION

- Reducing greenhouse gas emissions
- Encouraging and facilitating the circular economy
- Protecting natural resources
- Protecting biodiversity

3

DEVELOPING OUR REGIONAL ROUTES SUSTAINABLY

- Cooperating with local businesses by giving preference to SMEs and local recruitment
- Encouraging social integration

4

PROMOTING A STRONG CULTURE OF CORPORATE SOCIAL RESPONSIBILITY

- Combatting corruption and promoting ethical business practices
- Delivering customer satisfaction and building long-term relationships
- Combatting child and forced labour
- Ensuring our financial independence and sharing the value we create
- Securing supplier commitment to our Responsible Purchasing policy

COMMITMENTS

1

PUTTING PEOPLE FIRST

- Ensuring the health and safety of our employees
- Improving occupational wellbeing
- Developing the skills of our employees
- Promoting gender diversity
- Encouraging social dialogue

2

WORKING FOR THE ECOLOGICAL TRANSITION

- Reducing Greenhouse Gas Emissions
- Encouraging and facilitating the circular economy
- Protecting and conserving natural resources
- Protecting and conserving biodiversity

3

DEVELOPING OUR REGIONAL ROOTS SUSTAINABLY

- Cooperating with local businesses by giving preference to SMEs and local recruitment
- Encouraging and facilitating social integration

4

PROMOTING A STRONG CULTURE OF CORPORATE SOCIAL RESPONSIBILITY

- Combatting corruption and promoting ethical business practices
- Delivering customer satisfaction and building long-term relationships
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- Ensuring our financial independence and sharing the value we create
- Securing supplier commitment to our Responsible Purchasing policy

The NGE contribution to achieving the UN Sustainable Development Goals

As part of implementing its CSR policy, NGE is assisted by stakeholders in contributing to 14 of the 17 Sustainable Development Goals set by the United Nations.



Every year, NGE implements an Occupational Health & Safety Plan for its employees.

In 2020, a major new programme combining the recommendations of central government, the OPPBTP (the French Professional Agency for Risk Prevention in Building and Civil Engineering) and the Group's own measures was introduced to protect the health of employees following the outbreak of the COVID-19 pandemic.



NGE is closely involved in the training and employment integration of young people,

with particular focus on its PLATE FORME Apprentice Training Centre, the first in the construction industry to gain this national status.



Promoting gender diversity and equality throughout the Group is the mission of the Gender Diversity working group set up in 2017, and supported by the Human Resources department. The Group's Gender Equality Index score is 84/100.



NGE has plans in place to reduce its drinking water consumption by 10% between now and 2024. NGE has therefore begun installing water meters and leak detectors in all the washing areas and boreholes of permanent facilities.



NGE has expanded its employment inclusion

initiatives by identifying people with no profile in the jobs market, recruiting them, training them and offering them permanent employment. 24 refugees were welcomed and trained in 2020.



NGE devoted 43% of its 2020 R&D budget to environmental issues.



In 2020, NGE stepped up its sexism and disability prejudice awareness information initiatives.

A 15-minute diversity awareness session specific to disability was introduced on worksites at the end of 2020.



The NGE commitment to developing sustainable cities

is delivered through its new subsidiary company NGE CONNECT, which offers smart, cross-functional solutions to optimise the operation of cities, reduce their energy and carbon impacts, and improve the living environment for those who live in them.



NGE is fully committed to the development of a dynamic circular economy

in which materials are recovered for re-use and non-hazardous industrial waste is reused (51% of surplus worksite materials were recovered for recycling in 2020).



NGE has developed and implemented a climate strategy

that aims to reduce its GHG emissions by 4% per year between now and 2030 to achieve the targets set out in the Paris Agreement. NGE is also proactive on the issues around mobility, materials and the consumption of fuel, energy and industrial processes.



NGE targets new business opportunities in ecological engineering projects,

and is actively involved in river remediation projects that take special care of wildlife. This year, a number of fish ladders were installed to enable fish to overcome obstacles in watercourses.



In April 2020, NGE joined the Acte4nature / Companies Committed to Nature initiative

whose main aim is to secure the commitment of French companies to protecting and promoting biodiversity at regional, national and international level.



NGE is building a Business Ethics policy in response to the requirements introduced by the French Sapin II law.

Significant work was completed on updating the business ethics risk map during 2020.



During the year, NGE entered into two partnerships, one with the Ecole de la Deuxième Chance Marseille, and the other with Pure Ocean as part of its **New Generations endowment fund.**



NGE was awarded the EcoVadis silver medal in 2019 for its CSR commitment and performance. This recognition put the Group in the Top 25% of companies in its industry. A new rating audit is scheduled for 2021.



At TSO, the Group's rail infrastructure subsidiary, the work done on CSR issues over recent years has been 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 2020, TSO-Mexico received the Empresa Socialmente Responsable (CSR) award for the second year in succession.

This recognises the company's commitment to recruiting disabled employees, its support for breast cancer charities and reforestation, as well as 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



In 2016, NGE joined the United Nations Global Compact, which invites companies to adopt and implement ten principles governing human rights, international labour standards, the environment and corruption. So every year, NGE publishes its Communication on Progress (CoP) on the UN Global Compact website, reporting on its initiatives and providing indicators that demonstrate its effective implementation of the ten principles. **The correspondence table on page 57 of this report constitutes the NGE CoP for 2020.**

CHAPTER 1

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 success of NGE is fuelled 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.

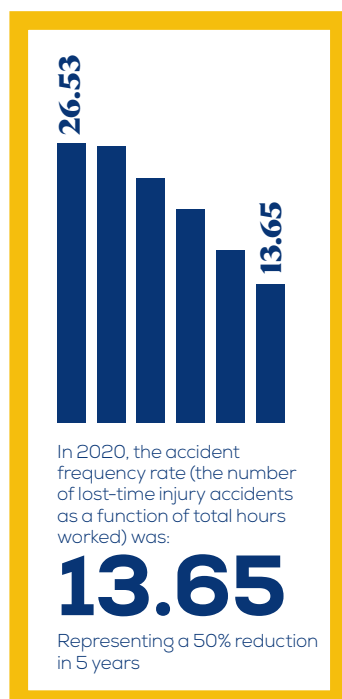
-
- Ensuring the health and safety of our employees
 - Improving occupational wellbeing
 - Developing the skills of our employees
 - Promoting gender diversity
 - Encouraging and facilitating social dialogue
-



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 illnesses.

At NGE Group level, the accident prevention policy 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 with input from the company ergonomist and occupational psychologist. Approved by the Group Executive Management Team, this policy is implemented and coordinated at operational level on a daily basis in 15 countries by a network of **150 prevention officers** whose job is to ensure that accident prevention measures are in place for every task. They consult with worksite management and employees to identify and develop technical, human and organisational solutions to make individual workstations even safer. Accident prevention initiatives are developed in conjunction with the social partners to ensure that the needs and opinions of all stakeholders are taken fully into account, as well as Group-wide feedback.



NGE relies on key safety systems that are updated annually.

The Occupational Health & Safety Plan

Every year, NGE implements an **Occupational Health & Safety Plan**, which is then revised on the basis of previous years' accident data analyses, business trends, the risk assessments carried out locally by Group entities and regulatory changes and/or standards updates. The plan contains a series of measures that are applied in every Group entity, and may be supplemented by additional measures specific to their individual business needs.

The Occupational Risk Assessment Single Safety Document

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. In addition to the Single Document, a risk assessment is conducted in advance of every project/operation and documented in a specific plan.

The Performance Improvement Plan

The **Performance Improvement Plan** is prepared every year to maximise the effectiveness of Accident Prevention Department initiatives and the work of its network of prevention officers. One of the main PIP priorities in 2020 was to continue the process of digitalising security systems.

Train, raise awareness, communicate

Training and awareness-raising are essential catalysts of progress in safety. Both make a major contribution to the ongoing development of NGE safety culture by passing on knowledge, expertise and interpersonal skills.

► Training

Training is a powerful driver of accident prevention, because it helps our operators to become more aware of risks and respond appropriately to them. Increasing the number of sessions provided was a central focus for the 2020 plan.

RAID is an important training programme run over 2 days by our Plate Forme training centre. It uses a special technical scenario emulation facility to teach the fundamentals of accident prevention in straightforward and practical ways.

The Coronavirus pandemic of 2020 reduced the rate of training delivery, but NGE nevertheless maintains ambitious targets going forward.

100% of worksite managers trained by the end 2022

Completion of the **RAID training programme** is mandatory for all site supervisors and sector leaders

At the same time, **Plate Forme** also provides regulatory training leading to authorisation specific to certain job profiles (working at height, the AIPR permit required to work in the vicinity of underground and overhead mains utilities, site plant and machinery safe driving, etc.)

► On our worksites: 15-minute accident prevention briefings and First 5 Minutes safety briefings

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. In 2020, a number of these 15-minute worksite sessions focused on COVID-19 management measures.

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.

► Safety Days

In 2020, every Group entity ran a full-day or half-day session focusing exclusively on health and safety 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 road risk awareness, chainsaw risk awareness, physical activity risk prevention measures, and an introduction to the use of defibrillators.

Eliminating life-threatening risks: implementing the Vital Rules

To eliminate life-threatening risks in the construction and public works industry, a special working group of accident prevention officers, operations staff and Employee Representative Bodies was formed in 2019 to prepare a series of non-negotiable safety rules: **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.

In 2020, the Vital Rules were the subject of an intense communication campaign (e-mails, posters, the Chairman's editorial, in-house magazine articles, videos, safety training sessions and site meetings).

Introduction of the Safety Action Plan for Temporary Workers

Given that the occupational accident rate for temporary workers remains higher than that for its own full-time employees, NGE set up a working group in 2019 to improve the safety of these key workers. Since then, this group of prevention officers, operations staff and temporary staff agency representatives have together built the multi-year Safety Action Plan for Temporary Workers.

- The working group has also produced a formal **process for involving temporary workers** to encourage operations staff to plan future needs so that the necessary checks can be made to ensure that temporary workers are competent and medically and professionally fit for the tasks assigned to them.
- To reduce the number of occupational accidents, the Group Executive Committee has set a target for **limiting the involvement of temporary workers**: no more than 20% of the FTE (Full Time Equivalent) workforce per profit centre, per year, on average.
- **New safety requirements for temporary staff agencies** have been introduced into framework contracts and temporary staff agencies are now selected on the basis of specific criteria, such as implementation of an accident and safety risk prevention structure.
- **NGE is improving the ways in which temporary workers are inducted and integrated into its teams.** Temporary workers now receive an updated level of induction, with some also completing PASI (Temporary Safety Passport) training before starting work. The Plate Forme centre in Mernel has now been granted PASI approval, enabling it to increase the number of temporary workers trained in basic safety.
- **The Group's Occupational Health & Safety Plan for 2021 includes temporary workers in its occupational accident frequency rate target** (permanent and temporary employees). To meet the target, it must be below 10 in 2024.

Emergency first aid, preparedness and response

In 2020, **804** employees received training in first aid. Its **INRS* accreditation** reflects the ability of NGE to deliver these life-saving training courses in-house. As an OHS (Occupational Health & Safety) training centre, Plate Forme designs and delivers training courses tailored to the risks specific to each of the Group's subsidiary companies.



▲ Emergency exercise underway on the A660 worksite in Aquitaine

25 trainers, whose skills are honed and updated as part of an in-house learning team, deliver the OHS programme, which has been developed out of a genuine process of co-construction between the Group's occupational medicine team, CARSAT* Sud-Est and the network of prevention officers. To test its training programmes and emergency procedures, **NGE requires each entity to conduct at least one emergency response exercise every year.** These exercises test the responses delivered by worksite employees and the relevance of the intervention plans in place, as well as providing the information needed to assess the expertise applied and the effectiveness of the responses themselves. On-site debriefings, written reports, videos and feedback are all used to identify areas for further improvement in worksite procedures and first aid training.



During summer 2020, NGE produced a video that reconstructs the exemplary emergency response delivered following a cardiac arrest at AGILIS (first aid procedures, calling the emergency services and using the semi-automatic defibrillator). The video illustrates and explains the right responses and actions as part of encouraging other Group entities to develop similar first aid policies.

*OPPBTP: Organisme Professionnel de Prévention du Bâtiment et des Travaux Publics (French Professional Agency for Risk Prevention in Building and Civil Engineering)
CARSAT: Caisse d'Assurance Retraite et de la Santé Au Travail (Pension and Occupational Health Insurance Fund)
INRS: Institut National de Recherche et de Sécurité (French National Research and Safety Institute)

Protecting our people and ensuring worksite continuity despite the health crisis

The speed with which Covid-19 hit and NGE's involvement in three of the four worksites identified by the French government as crucial for 'restoring essential infrastructures' put the Group centre stage as a pioneer in continuity. **On worksite after worksite, NGE demonstrated agility in its responsiveness and determination to resume work in full compliance with a protection protocol** that combined French government recommendations with those of the OPPBTP, and to which the Group contributed its own measures.

Awareness information, transporting personnel in separate vehicles, individual accommodation and meals, doubling of site facilities, cleaning of plant and machine cabs at the beginning and end of shifts and reorganising shared spaces were just some of the measures introduced to protect the health of site operators, customers and local residents.

The Group also set up a **task force** to source and secure supplies of masks, disinfectants, alcohol-based hand sanitiser gel and other items of PPE to avoid any stock shortages and ensure that worksite teams

had everything needed to comply fully with health protection measures. In the same way as with the 'Vital Rules' now in place in all NGE operating countries, **the Group has also duplicated these health protection protocols everywhere in France and internationally.** The extensive network of Covid representatives remains in place and working under the leadership of a national working group which provides oversight of national regulations, centralises information and ensures a coordinated response to the publication and introduction of new health protocols.



Working together on innovative prevention solutions

Constraints are what spark ideas. Many useful hacks and workarounds have been devised and developed by our teams and then shared within the Group to facilitate the process of working in an increasingly restrictive and regulated environment. In 2020, the Covid-19 suggestions box collected 56 initiatives developed by a broad range of Group entities in France and internationally.

An app that makes it safer to move around worksites.

To ensure that the plant and machinery always operate within their authorised work zones, the Innovation Department has developed a mobile app that provides real-time geolocation of each machine. Now in use on the project to upgrade the oldest runway at Paris-Le Bourget airport, RedLight by NGE shows everyone the position and movement of worksite plant and machinery in real time.



The Health Unit

It was in 2016 that NGE set up its health unit staffed by an occupational psychologist and an ergonomist. Working within the Prevention Committee, their goal is to protect the physical and moral integrity of employees.

► Psychosocial risks

Psychosocial risk prevention is structured around awareness-raising programmes for middle managers and training for managers, human resources staff and prevention officers developed and delivered in partnership with PSYFrance.

In 2020:

300 middle managers received PSR awareness training

35 employees also received PSR training

In addition to this type of training, **all employees have access to the Group occupational psychologist.** This structure was further extended during 2020 with the addition of a dedicated helpline and psychological support services for employees experiencing difficulties as a result of the Covid-19 health crisis.



► Ergonomics

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

- **Job-related ergonomics.** Long-term ergonomic studies are conducted to understand and reduce the amount of arduous manual labour involved in construction industry jobs by identifying specific risks and designing adaptive measures. The Ergonomist provides business sector managers with action plans designed to improve the working conditions of high-risk activities, such as rock blasting and working in underground tunnels. In 2020, an ergonomic study into the production of Elites nets at NGE FONDATIONS made it possible to bring forward a series of recommendations regarding the materials used, the organisational aspects, training requirements and human considerations as a direct response to the risks identified.

- **Ergonomic design.**

The ergonomist is involved in the design of machinery with the aim of avoiding any potential health problems for users. Recently, the railway infrastructures business sector has been the focus of design studies for a track remediation work train and the manufacture of a catenary cable clamp removal tool. Similarly, the layout of administrative offices are also a focus for ergonomic expertise to avoid the incidence of musculoskeletal disorders among office staff. The recent project at the Châteaurenard branch is an excellent illustration of this application of ergonomics. NGE has also published an Office Ergonomics Guide to good health and good posture for employees who work at office workstations.

- **Occupational ergonomics.**

Whether for retraining, end-of-career adaptations or employees returning to work after a long illness or occupational accident, individual workstation analyses are regularly conducted in response to requests from occupational physicians to avoid, or work with, any potential restrictions on abilities or skills.

Improving occupational wellbeing

Three-yearly surveys are conducted by a specialist independent research company to measure occupational quality of life and identify new opportunities for its improvement. The most recent survey of September 2018 highlighted many strengths and identified a number of areas for further improvement. At the same time, the post-induction reports written by new employees to describe their first impressions and records of interviews with those who have resigned provide a continuous flow of input to our analyses. Where areas for improvement are identified, working groups are set up to examine the options. In 2019, the role of manager was the focus for collective consideration, leading to the introduction of specific improvement measures.



Facilitating and supporting teleworking

In response to the health crisis, and in line with government recommendations, NGE and its support functions have risen successfully to the challenge of enabling widespread teleworking for those whose jobs are suitable for this way of working.

In June 2020, following the first lockdown, the NGE Diversity working group conducted a survey of its network of 150 employees to identify the motivations in favour of, and obstacles to, teleworking. The results were presented at two webcafé sessions hosted to share experiences and provide greater insight. The information gathered and analyses conducted during 2020 formed the basis of a manual of teleworking practices and essentials published at the beginning of 2021.

The Innovation Department also plays a role in supporting change, and has co-constructed a mobile app in conjunction with our digital partner to provide more effective management of teleworking. The functions offered by the app have facilitated the process of organising and structuring team face-to-face working and teleworking.

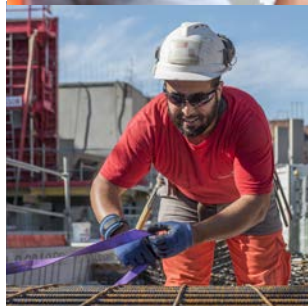
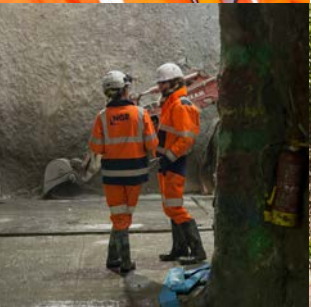
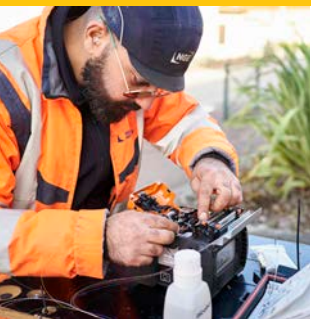


65% of employees say that “all in all, the NGE is a good company to work for” (compared with 58% for the construction and public works industry as a whole).

82% of employees are proud of the company’s achievements.

78% of employees feel that the work they do is meaningful, and do not see it as merely another job.

WQL Survey - September 2018



Promoting a healthy work-life balance

NGE is committed to developing policies that promote and facilitate a healthier work-life balance.

- In 2017, the Group entered into a partnership with a local childcare centre to reserve a number of places for the children of head office employees. Two years later, in September 2019, the initiative was expanded with the signature of a **partnership with the national BABILOU network of childcare centres**.

In 2020:
38 places were reserved by NGE

Through these partnerships, the Group offers convenience and peace of mind to young parents, who often have to resort to a variety of different childcare solutions. 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 an agreement with the social partners regarding the **right to disconnect**. This agreement is essentially designed to raise employee awareness of the benefits of using digital resources in the workplace as efficiently as possible to maintain a high level of occupational and personal quality of life, as well as carrying out high-quality work.



- Lastly, an initiative brought forward by the social partners in 2015 resulted in the creation of a club to **provide a range of offers to all existing and former employees with at least 10 years' service with the Group**. The aim of the club is to boost employee purchasing power by providing access to equipment rental, equipment purchase and other framework contracts negotiated by the Group, and receive pre-negotiated discounts on everyday leisure, cultural and household purchases. As part of this initiative, NGE has negotiated preferential rates in gyms in Paris and Saint-Etienne-du-Grès to encourage people to keep healthy and active through sport and exercise.



NGE supports its disabled employees

In the context of its diversity and equal opportunities policy, NGE continues its efforts to **combat discrimination** by supporting its disabled employees.

During European Disability Employment Week (16 to 22 November 2020), **the Group ran a major internal communication and awareness-raising campaign** delivered via multiple communication channels to inform, deconstruct preconceived ideas, raise awareness of RQTH* status, and highlight the services and points of contact offered by the Group.

Also in 2020, **NGE brought in Agefiph* to structure its policy on disability**. The Group is currently working with TH Conseil, a specialist disabled employment consulting firm, on conducting an inventory of its practices and processes. The results of this analysis will facilitate implementation of measures designed to address disability more effectively within our teams in the context of those features specific to the Group.

* RQTH: Reconnaissance en Qualité de Travailleur Handicapé (French scheme providing official recognition as disabled for the purposes of employment)
Agefiph: Association de Gestion du Fonds pour l'Insertion Professionnelle des Personnes Handicapées (French Disabled Employment Inclusion Fund)

Developing the skills of our employees

Training is an essential part of NGE culture, and fuels the development of our people and professional expertise. Our skills management policy plays a central role in leveraging knowledge and expertise for collective success, and has become increasingly important in recent years.



Plate Forme: our in-house ATC

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 currently offers more than **160** construction industry and public contracting modules.

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. Having full control of training content also allows NGE to focus on issues important to the Group, such as health, safety and risk prevention.

In September 2019, Plate Forme reached an important new milestone with **the award of Apprenticeship Training Centre (CFA) status**. This recognition means that NGE can now offer its own **qualification-based State-recognised courses**. In September 2020, Plate Forme awarded the first of these State-recognised qualifications on completion of the formworker training course. Sessions for pipelayers and masons working on roads and urban infrastructures began in autumn 2020, and will run until trainees graduate in summer 2021.



NGE supports apprenticeship

Through its own ATC, but also other training facilities, NGE supports apprenticeship. 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. Our apprentices - and indeed new graduates - are the next generation of NGE, so the Group continues to offer them new career opportunities, and welcomed **561** work/study trainees in 2020.



General 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.**

This plan is structured around a map detailing every job in the Group. The map was drawn on the basis of a series of interviews with operational staff, to understand each job and the skills and knowledge required to do it effectively. 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. The new skills management system is **more effective at identifying the skills of individual employees**, and therefore areas for progress, upskilling and career progression.

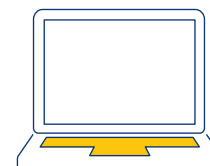
The directory of NGE experts

The ability to work as a team implies having a good knowledge of each other's skills. Which is why NGE has developed **a directory listing employees and representatives with social skills in every area of expertise.**

Against a background of strong growth, this new tool helps new employees to identify experts who can answer technical questions and, conversely, showcases the expertise that these same new employees can contribute to their colleagues.

So at the individual level, it gives managers the opportunity to present their own expertise and track the career development of their employees. Collectively, it improves knowledge transfer, experience sharing and mutual supportiveness.

En 2020, 184 areas of specialist expertise and 109 experts were listed in 2020



Self-learning online

To extend and expand its range of training opportunities, NGE offers employees free access to training through its **Talents digital platform.** This tool combines modules that are compulsory for some employees, like the one on business ethics, with free learning programmes that give everyone the opportunity to expand their knowledge and expertise.

In 2020, these programmes focused on office automation, spelling and foreign languages. Expanding the range of digital training opportunities is a 2021 goal for the Human Resources Department.

Promoting gender diversity

At NGE, gender diversity and equality of opportunity are priority issues. With support from the Human Resources Department, the energy and commitment of the Gender Diversity working group has resulted in implementation of practical policies and initiatives around a broad range of issues, from induction to working conditions, career development, work/life balance and pushing back against stereotypes. We take a look back at some of the major initiatives introduced by the NGE Gender Diversity network since its inception.

September 2019

NGE
MIXITÉ

NGE sets up the **NGE Gender Diversity network** as an online discussion and chat space open to all employees. Its goals are to encourage in-house experience sharing and raise the profile of inspirational initiatives implemented elsewhere in other industries and/or companies. By 2020 it had **181 members and more than 100 posts** (achievements, good practices, recommended reading, events, etc.).



Working closely with the social partners, NGE has formed **a partnership with the national BABILOU network of childcare centres**. This scheme helped 38 employees to reserve childcare places in 2020.

December 2019



The Group promotes internal role models, like Mathilde Roux, who won the 'Grand Prix' award presented by Le Moniteur magazine for the most impressive female career path.



November 2019



8 women complete a women-only training session on driving wheeled excavators organised by Plate Forme ATC.

March 2020



NGE attends the Cercle InterElles annual conference, with a presentation by Human Resources Director Bruno Pavie at the senior executive round table discussion on the theme of 'Designing a diverse, inclusive and attractive company'. The conference provided an excellent opportunity to discuss good practices and future ideas for promoting gender equality with other companies.



November 2020



Employees receive awareness information on the issues around sexism through an article written by the company occupational psychologist (also the sexism representative) with assistance from the Gender Diversity Working Group. This article began with defining sexism before reminding readers of the law and NGE internal rules, the consequences for victims, and how to respond to sexism in the workplace.

February 2020



The Human Resources department designs a **pre-maternity leave interview template** to anticipate the employee's needs and reassure her and her manager.



NGE attends the Réseaux & Carrières au Féminin (Women's Networks & Careers) Forum hosted by the non-profit organisation Elles Bougent. NGE mentors were there to provide resources and advice to science and technology students and recent graduates on how to build successful professional careers.

April 2020



The Risk Prevention department develops a range of PPE for women. Designed around women's morphology, this new range not only ensures the safety of women working in operations roles, but also delivers greater comfort. Employees are free to choose women's or men's cuts according to their personal preferences and regardless of gender.

Encouraging and facilitating social dialogue

For constructive social dialogue

“The relationship NGE has with its employee representative bodies is extremely important within our organisation. As elected representatives, the social partners have the crucial mission of maintaining and coordinating a process of constructive social dialogue within NGE. As Chairman of the Social and Economic Committee, I'm committed to maintaining a constructive dialogue for the benefit of everyone involved. They play a very important role in representing our employees as stakeholders in our future.”

Jean Bernadet, Chief Executive Officer



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 2020, the process of dialogue was even more intense, but every bit as constructive within all Group entities, as everyone worked to ensure the best protection for our employees against a background of global pandemic. Employee representatives shared their concerns directly with management on behalf of the teams. Their detailed knowledge of the realities on the ground enabled them to work together on preparing health guidelines specific to our business sectors.



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.

Faced with the unprecedented situation triggered by the Covid-19 crisis, this level of constructive mutual support has played an important role in how well the company has coped. **The voluntary donation of RTT time off allowances** by managers has made it possible to continue paying full salaries to a large number of site operators, foremen and supervisors on short-time working.

CHAPTER 2

WORKING TO DELIVER THE ECOLOGICAL TRANSITION

As the world's population continues to grow at its current fast pace and more and more people converge on cities, humanity must address a series of global issues: the massive decrease in biodiversity as a result of global warming, our excessive consumption of natural resources, and the way we manage unevenly distributed water resources. That's why NGE is committed to an integrated environmental policy designed to ensure that our initiatives are implemented collectively and relate directly to what we do. In 2019, NGE developed its environment plan to be rolled out in every part of the Group over a three-year period.

2019-2021 ENVIRONMENT PLAN

- #1 To reduce our greenhouse gas emissions** by 4% per year between now and 2030 in line with the Paris agreement goal of limiting global warming to no more than a 2°C rise in temperature.
- #2 To become a stakeholder in French materials recovery and recycling by installing a materials recovery facility** in each multi-expertise region by 2021.
- #3 To engage in long-term research** on projects directly linked to environmental and biodiversity concerns by devoting 1/3 of the 2019-2021 R&D budget to addressing these issues. More specifically, **to increase our efforts to promote biodiversity** by bidding for eco-engineering contracts.
- #4 To protect and conserve natural resources** by recovering and recycling 80% of our waste and reducing our drinking water consumption by 10% between now and 2024.
- #5 To encourage all employees** to embrace eco-responsibility by providing all of them with appropriate training, information and awareness-raising initiatives between now and 2021, and by launching international environmental initiatives.

- Reducing greenhouse gas emissions
- Protecting and conserving natural resources
- Protecting and conserving biodiversity

Reducing greenhouse gas emissions

As the consequences of global warming become increasingly apparent, NGE is continuing its efforts to reduce its emissions of greenhouse gases. The Group has set itself the goal of reducing its GHG emissions by 4% per year between now and 2030 in line with the Paris agreement goal of limiting global warming to no more than a 2°C rise in temperature. To meet this challenge, our operations teams are supported by the QSE network and the expertise of the Environment, Scientific & Technical and Innovation departments in taking action on many different fronts.

Reducing emissions from the plant and machinery fleet

A **4% decrease in engine idling rates** between 2018 and 2020

100% of new plant and machinery have been fitted with **Start/Stop systems** since 2017

A number of **hybrid machines** have joined the fleet since 2016



36% of construction plant and machinery is less than 3 years old, which has **reduced our polluting fine particulate and nitrogen oxide emissions by a factor of 10.***

69% of our trucks are less than 3 years old and meet the **latest Euro6* emission standards.**

NGE is taking action right across the plant and machinery fleet, from production machinery to HGVs, cars and vans, which together account for a large proportion of our direct GHG emissions.

For several years, the Group environmental policy has taken effective action through a combination of technical improvement measures and employee awareness of the issues involved.

NGE is investing massively in its plant and machinery fleet (€93 million in 2020 alone)

to reduce carbon emissions. These investments make it possible to buy newer and cleaner machinery, at the same time as adopting alternative technologies, such as hybrid engines.

Since 2015, NGE has purchased production machinery that is ready-equipped with onboard telematics **to measure fuel consumption and idling times****. Awareness-raising campaigns have been run on worksites, and operators with a record of lengthy engine idling times attend eco-driving courses.



In 2020, our subsidiary company SIFEL **converted a V212 diesel locomotive to dual-fuel** for TSO projects in confined spaces. So this locomotive now runs on diesel until it reaches the tunnel, and then switches to 100% electric power. The prototype was first tested on the RER C Castor programme worksite in August 2020.

The Plant & Machinery Department has also updated its vehicle allocation matrix so that employees entitled to **company cars** can choose an electric or hybrid car, depending on their position within the matrix. Charging terminals and shared-use electric cars are now in place at a number of company locations, and plans are in place for a wider rollout of this system.

* Data for France

** The idling rate is defined as the length of time that an engine spends running at low rpm while stationary and not performing any productive task.



▲ V212 diesel locomotive to dual-fuel

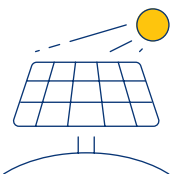


Reducing the travel impact of our employees

Mobility plans have been introduced at the head offices of NGE and TSO **to optimise employee travel**, whether in terms of commuting or business travel.

In 2020:

- Encouragement to hold meetings by video
- Promotion of train travel
- A car sharing platform for head office staff operated in partnership with Arles-based Simones
- In-house challenges
- Bikes for worksite journeys



Reducing energy consumption in buildings and industries

NGE closely monitors its **electricity, fuel oil and gas consumption**, and in 2020 introduced **automated monitoring of all its fixed installations**.

Analysing these data will help us reduce our energy consumption faster and more effectively by targeting reduction measures - insulation, renewable energies, etc. - more accurately.

A working group is also studying solutions for **reducing worksite energy consumption** by introducing measures that include autonomous solar energy-generating trailers.

Simultaneously, another working group is investigating solutions for **decarbonising asphalt plants and workstations**.



▲ The T9 Tramway worksite

Decarbonising construction methods by using eco-materials and bio-based materials

In terms of production, there are now many initiatives underway across the business sectors of the Group to introduce new, more energy-efficient and eco-friendly structural materials.

► Low carbon concrete

The Scientific & Technical Department is working alongside operators to investigate and study feasible alternatives to energy-intensive concrete. Under the leadership of our concrete specialist, engineering concretes with defined properties (BIPS) have begun to appear on our worksites.

Substituting steel industry by-products for at least 50% of the cement used makes concrete cheaper and less polluting. So-called 'low carbon' engineering concretes with defined properties have already demonstrated their effectiveness on several holding tank worksites in Clermont-Ferrand and Duingt 1, and in the form of civil engineering concrete for the Line L16-2 metro project of the Grand Paris Express scheme.

150 kg of CO₂ per m³

(concrete with 350kg of BIPS cement): that's the reduction in emissions delivered by 'low carbon' concrete

► AD/OC® soil nail walling

At NGE FONDATIONS, the AD/OC® soil nail walling technique that uses **prefabricated concrete slabs** in place of traditional shotcrete can halve the carbon footprint. Used in excavation reinforcement, roadbed widening or landslide remediation, AD/OC® walling is regularly used by NGE FONDATIONS, and has already proved highly successful in more than 20 flagship projects. The industrial scaling of this process considerably reduces the quantities of cement and steel used.

► Returning to timber piles.

NGE FONDATIONS has revived the timber piling technique to provide **an eco-responsible foundation solution** that received an FNTP (French National Federation of Public Works Contractors) natural resources award in 2013. This technique was recently used in the construction of the Guédelon Castle experimental archaeology project.

► Timber design and build

CARDINAL EDIFICE is working via its subsidiary MENUISERIE CARDINAL to design and deliver timber construction projects. Building on the company's legacy skills in timber-framed housing, its teams have been developing their skills over the past three years on projects to build small public-sector buildings, offices and additional storeys for existing buildings. They are now putting that

expertise to work on much larger-scale projects, such as the new Lycée Simone Veil secondary school in Liffré, which is primarily a timber construction.

In September 2020, the teams at CARDINAL began work on building accommodation units for the French army at Arcueil, which involves the production of 2,500 m² of timber-clad facades. **Using timber considerably reduces the carbon impact of our buildings**, compared with standard construction techniques.

NGE IMMOBILIER, the Group subsidiary created in 2020, is moving in the same direction with its commitment to ensuring that **30%** of its projects will use locally-sourced timber in their structures, framework and/or floors.

► Hempcrete

As a signatory to the Arles region ecological transition contract, the Group is supporting ABC Chanvre, the startup that has relaunched hemp cultivation and developed outlets that bode well for a zero-waste production model. Used in hempcrete, hemp straw offers acoustic and thermal insulation properties that NGE is currently studying with a view to including this material in future projects.



▲ The Lycée Simone Veil in Liffré, France

Developing smart networks for carefully controlled consumption

The Group's new subsidiary **NGE CONNECT** is a specialist in smart city technology, and has an important role to play in **combating climate change**. Monitoring energy consumption, facilitating the flow of city traffic and monitoring flood risks are just some of the areas of expertise it offers local authorities. **In November 2020, NGE CONNECT began installation of a 'smart system' in the town of Vernon.**

22 retractable bollards

will regulate access to the pedestrian-only space.

400 sensors will show users parking space availability in real time.

Smart street lighting will save energy and help biodiversity. These connected tools will be powered by a LoRa (LongRange) proprietary low-power, wide-area communication network solution.



▲ Font Bruno Forest
©Biocenys



Our first carbon balancing initiative

At the Trifyl landfill site in Labessière-Candeil, the Occitanie Operations Department and Midi-Pyrénées Regional Division of NGE are using 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. In this way, NGE has been able to balance 386 tonnes equivalent of CO₂ by contributing to the carbon sink and biodiversity reservoir in the Font Bruno forest through a partnership with BIOCENYS.

Protecting and conserving natural resources by promoting the circular economy

Against a backdrop of dwindling natural resources, NGE is implementing a circular economy strategy to protect the environment and secure its own sources of supply.

GOALS:

- To recover **80%** of waste for reuse
- To reduce drinking water consumption by **10%** between now and 2024

Becoming a French stakeholder in materials recovery and recycling

The issues around managing excavated soil and demolition materials present a very real challenge for today's construction industry. Sometimes a producer of these materials, and sometimes required to manage them on behalf of the project owner, **NGE made a conscious choice several years ago to set up materials recovery centres throughout France.** Having a transit centre enables these materials to be reused on other worksites, reduces demand for extraction of new natural resources, reduces the emissions-related pollution generated by transporting them, and reduces materials costs. Our goal is to have at least one centre in each of our multi-expertise regions by the end of 2021. NGE currently has 15 fixed recovery and recycling centres, and twenty mobile centres for on-site materials recovery.

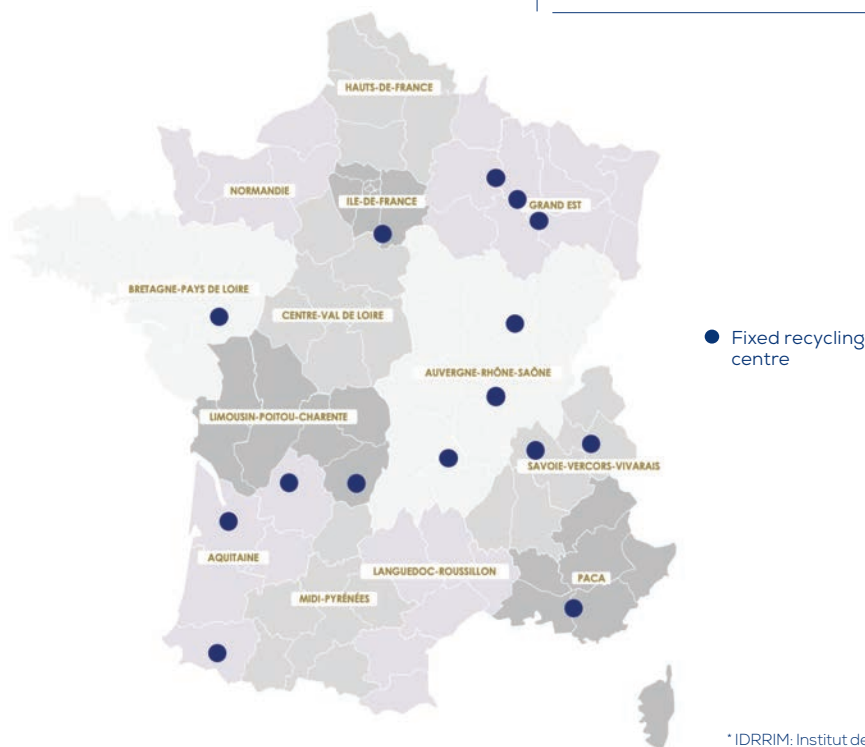
In 2020, **51%** of excess worksite materials were recovered.

Using technology to power the circular economy

The Scientific and Technical Department's **Laboratoire Central Chaussée (central road surfacing laboratory)** was officially opened in 2020. LC² 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 LC² were applied to a runway at Le Bourget airport, and contained more than 40% of materials recycled from the same site.

The work of the laboratory has also allowed our subsidiary company SIORAT to use **20,000 tonnes of cold mix containing up to 90% recycled materials** on the local roads of the Allier department in France. In November 2020, the laboratory's expertise was officially recognised with the award of Laboroute accreditation status by IDRRIM*.

To further optimise its proactive commitment to the circular economy model during 2020, **NGE joined the ECOSED** industrial chair** created to focus scientific, technological and partnership-based efforts on managing dredged port and river sediments by recycling them for road building or concrete production.



* IDRRIM: Institut des Routes, des Rues et des Infrastructures pour la Mobilité (the Roads, Streets and Mobility Infrastructures Institute). ** ECOSED: ECOnomie circulaire des SEDiments (Circular ECOnomy for SEDiments).



LE BOURGET
AIRPORT RUNWAY

More than
40%
of materials
recycled

**Informing and training
our people**

Because protecting natural resources is an ambition embedded at every level of our business, the Environment Department has created a series of **special 15-minute briefings** for every part of the Group. The sessions held in 2019 and 2020 were designed specifically for the design office, purchasing, management and operations teams.



**Being proactive
in our contract tenders**

A 100% NGE multi-expertise consortium won the contract to restructure the Nantes Etat rail engineering centre in autumn 2020. SNCF Réseau awarded this contract to NGE having been particularly impressed by the option to make maximum reuse of materials already on site.

GUINTOLI is carrying out **120,000 m³** of earthworks, with **80,000 m³** of materials recovered on site

This alternative solution limits demand for materials from external quarries, and avoids the need to dispose of excess materials in landfill.

With the same aims in view, NGE chose to use **Non-Hazardous Waste Incineration Clinker (MIDND)** for the Valenciennes northern bypass project in 2018. This non-polluting alternative material offers many benefits, including:

- Avoiding unnecessary extraction and transport of primary resources by substituting materials used in road subgrades
- Helping to reduce landfill waste
- A level of performance very similar to quarried aggregate, generating excellent feedback on road surface quality.

Protecting and conserving biodiversity

Previously somewhat overshadowed by the climate change debate, loss of biodiversity is now very much in focus. Climate change and the Covid-19 crisis have served only to heighten awareness of ecosystem services*. NGE has set itself two ambitions:

- ▶ **To devote 1/3 of the annual R&D budget to environmental and biodiversity issues**
- ▶ **To target new business opportunities in ecological engineering.**

The high level of interdependence between biodiversity and company operations means that the issues involved are equally important for nature and the company, which has the opportunity to benefit in many ways from the action it takes:

- positioning itself in new markets for 'green' products and/or services
- ensuring the security of its raw materials supply chains
- accessing 'green' funding sources
- uniting its employees by adding a new level of meaning to its activities
- heightening its appeal for potential new employees
- driving innovation forward by drawing inspiration from the living world (biomimicry, for example)



Joining Act4Nature / Entreprise engagée pour la Nature scheme

As a responsible company, NGE joined this voluntary scheme in April 2020 as part of fully integrating biodiversity into its corporate strategy. This initiative formalises the NGE commitment to a State agency and takes the Group another step forward in its commitment to biodiversity.

NGE uses innovation to combat invasive alien plants (IAP)



As part of effectively combatting IAP** and promoting biodiversity, NGE provided funding for a postgraduate thesis on this subject in association with the Tour de Valat Research Institute and the Mediterranean Institute of Biodiversity and Marine and Continental Ecology between 2017 and 2020. **NGE is now able to offer innovative, proven and effective solutions** in the form of sowing highly specific mixtures of local seeds particularly suited to individual biogeographic regions to prevent any incursion of invasive alien plants on its completed worksites. An invasive alien plant management toolbox was created in summer 2020 to help our on-site services implement these new solutions. Operations staff now have access to e-learning modules to help them recognise and manage IAP, a standard procedure, technical guides and the support of the expert environmental department. A video on seed-based greening has also been produced for the many customers interested in this initiative.

* Ecosystem services are those services provided to us as a result of biodiversity and the natural world:
 - Supply: fresh water, biomass (wood, paper, etc.), fuel (e.g. coal and bioethanol), pollination (of fruit and vegetables), etc.
 - Regulation: Temperature, wastewater treatment, air quality, carbon capture, soil stabilisation, fertilisation, etc.
 - Cultural: leisure, cultural activities, tourism, green spaces (wellbeing), etc.

** An Invasive Alien Plant species is one that has been introduced by humans outside its natural range, and whose establishment and spread threaten native ecosystems, habitats or species with negative ecological and/or economic and/or health consequences.

Growth in ecological engineering

NGE's expertise in ecological engineering is increasing across all our entities as they carry out ecological remediation projects in environments impacted by development work. **NGE built a number of fish ladders in 2020**, including one at Lempdes-sur-Allagnon to ensure ecological continuity on the River Alagnon. For this project, the teams of NGE GC and Guintoli built **21 pools** sheltered by upstream and downstream cofferdams to give the river's fish a route past the hydroelectric dam.

Over the same period, Guintoli was working on the River Guiers project



in the Chartreuse Mountains. The work done on this project will **reduce the risk of flooding when the river is in full flow, expand the space available for the watercourse, and facilitate ecological continuity during periods of fish migration.**

Thousands of miles away, the teams of our **Réunion subsidiary ROCS were working on upgrades to the Bras de la Plaine dam in the centre of the island.** Many special precautions and measures were taken and implemented to protect the aquatic and land environments here, including habitat restoration, combatting invasive alien plants, solutions for maintaining the biological continuity of the river and removing waste that had accumulated in the river. The Secretary of State for Biodiversity praised the project as being exemplary in terms of its environmental benefits.



Our apiaries are growing!

NGE has been committed to protecting bee populations, ever since it installed the first beehives at its head office in 2014. Each hive can contain around **80,000 bees** during the summer months. 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. In 2018, the Grand Est Regional Division also installed beehives in its own green spaces, encouraging employees to take turns in caring for the bees with the help and assistance of a professional beekeeper.

In 2020, the Midi-Pyrénées Regional Division and our subsidiary company CAZAL joined the initiative by setting up new hives in their area.







CHAPTER 3

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 14 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 by recruiting local people, socially through employment inclusion, and environmentally through its installation of materials recovery and recycling centres in all its regions.

-
- Cooperating with local businesses by giving preference to SMEs and local recruitment
 - Promoting employment inclusion
-

Cooperating with local businesses by giving preference to SMEs and local recruitment

NGE worksites and engineered structures are deeply rooted in their local communities. This is why the Group is committed to promoting local economies through local recruitment and by working cooperatively with SMEs, SMIs and/or other local businesses. This structure also helps to protect and energise regional economies, at the same time as reducing our carbon footprint.

Local presence and speed of response

The coverage provided by the NGE local network in France gives us a local presence close to our stakeholders, which we believe is essential to producing work of the highest quality. **The 65 buyers of the NGE Purchasing department are split between our Multi-expertise Regions, Major Projects Division and National Specialist Subsidiaries.** Our employees are based as close as possible to our internal customers and suppliers to maximise and constantly improve our speed of response.



An active policy for our international operations centres

In Senegal, NGE is building partnerships with further education institutions to host and train their students as part of their practical work experience traineeships or final-year degree theses. Our Senegalese teams also recruit the maximum number of people locally, and provide training as near as possible to operating locations. For example, they ask recruitment and temporary employment agencies to liaise with local communities and community representatives to ensure a fair balance of human resources on our new worksites. The ratio for our worksites in Senegal is around 20 local employees for every expatriate. For the Regional Express Train (TER) project, NGE recruited and trained workers in all the localities bordering the route. All received training in the skills required to work on a rail engineering worksite, and some completed qualification-based courses to become welders skilled and accredited in the aluminothermic welding of long rails.

More responsible sourcing

Being the New Generations of Entrepreneurs means building structures that are meaningful in the context of tomorrow's world. In practical terms, NGE questions the need to source supplies from far-flung regions of the world. Local reshoring of production has many benefits, including:

- reducing CO₂ emissions
- making CSR audits easier
- giving our customers security

For example, NGE suggested that its cable supplier LS Cable & System might consider moving part of its production to Europe. In return, NGE gave its undertaking to buy the resulting production. That agreement became reality, and LS Cable & System has been manufacturing products in France and the wider Europe since 2018. This partnership significantly reduces the carbon footprint of NGE and its European customers, and provides guaranteed compliance with CSR sourcing standards.

39%
of all our
purchases are
made from SMEs

Recruiting locally through the network of public-sector agencies

In addition to the indirect jobs created as a result of our purchases from local VSEs and SMEs, NGE seeks primarily to recruit local people by working with a network of public-sector agencies throughout the country. As experts in employment issues and workplace integration against a background of detailed regional knowledge, public agencies like Pôle Emploi, Mission Locale, Maison de l'Emploi, Departmental employment services and facilitators provide us with invaluable help. Despite the challenges raised by the Covid-19 crisis, their commitment and creative thinking made it possible for us to continue our dynamic approach to local recruitment throughout 2020.

Promoting employment inclusion

NGE has always offered employment to jobseekers regardless of age or qualification, bringing those who have lost their way in the jobs market, but remain determined to work, into the world of employment. This commitment has taken on a new dimension over the past two years, with the creation of two 'Inclusion Officer' posts and the publication of a good practice guide prepared by the working group on employment inclusion.

“**I find it really motivating to help men and women with no recognised skills or trade into the world of employment. By taking this calculated gamble on them and their future, the company is doing more than simply making a commitment: it's taking practical action that gives them new opportunities.**”

Nzeba Ndumbi,
NGE Inclusion Officer

Employment inclusion: helping people into permanent employment

NGE, the measures in place for employment integration are integral to a wider employment inclusion structure. Our concept of inclusion encompasses training, mentorship, attention to individual needs, mutual assistance, workstation adaptation, success and employability with a single ambition: to recruit people who are jobseekers and/or have yet to acquire the skills we need by offering them the opportunity of permanent employment. **In 2020, 22 people on TSO inclusion programmes were directly recruited under permanent worksite contracts.**

NGE supervisors provide these trainees with long-term support with any employment-related issues as they gain expertise and improve their

interpersonal skills. For example, for the HOPE* project, the Inclusion Officer worked closely with each on-site tutor to hold weekly catch-up phone chats with each refugee trainee.

Mentorship is a fundamental part of the Employment Inclusion scheme. 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. **Young people are supported from the moment they enter the company,** learning about what it is and what it does, as well as working methods and the right technical skills. It is also part of the mentor's role to pass on the industry rules, the areas of expertise specific to NGE and the Group's corporate values. But mentorship also has other educational and social roles to play, alongside integrating cultural and generational diversity within the Group. **The Group now has 298 mentors, all of whom have been trained by the Plate Forme in-house training centre,** who come together for an annual one-day meeting to discuss their expectations and suggestions for improving the scheme.



* HOPE: Hébergement, Orientation Pour l'Emploi (Accommodation and Employment Guidance).

Training is central to employment inclusion

Selected applicants join the Group under the terms of a vocational training contract, and receive Plate Forme training in safety prevention rules 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.

In 2020:

12 people recruited under employment inclusion schemes were selected and have begun their work/study training to obtain their State-recognised formworker qualification.

NGE also works in partnership with the Pôle Emploi national employment service to organise the **Operational Employment Preparatory (POE) scheme** that helps jobseekers work towards a contract of employment. The scheme runs for approximately 400 hours, 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.

On completion of the programme, NGE may offer trainees CDID*, CDD (fixed-term) or CDI (permanent full-time) contracts of employment.

In 2020:

12 people were trained as pipe layers under the POE scheme.

Since 2018, **more than 200 people** have received training under the POE scheme at NGE.

Youth recruitment campaign in priority neighbourhoods 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 worked with the Pôle Emploi national employment agency and local stakeholders (neighbourhood centres, social centres, local Delta mission, etc.) to launch a major recruitment campaign aimed at 16-25 year olds living in the city's priority neighbourhoods. NGE attended employment meetings in the priority neighbourhoods of the Arles Crau Camargue Montagnette urban community, and conducted online and face-to-face job interviews. Since March 2021, 12 young people have begun a six-week training course at the NGE training centre; if successful, they could be offered apprenticeship or vocational training contracts with the Group or any other of the companies partnering the campaign.

Employment inclusion and diversity

The inclusivity mission is an integral part of a wider CSR commitment guided by other sustainable development principles, including **bringing more women into the company and encouraging the employment of workers with disabilities**. In adopting this inclusive approach, NGE seeks to diversify jobs offers and the levels of qualification targeted by employment inclusion schemes. **Inclusion should be not only a springboard to employment for those with few skills, but also offer opportunities for people with challenging life experiences** who need support to overcome them. For example, those working on the Grand Paris Express Line 16-2 worksite under the employment integration scheme occupy a diverse range of roles, including assistant site supervisor, QHSE assistant, topographic survey assistant, administration assistant, contract assistant and crane operator.

NGE plays an active role in employment inclusion for refugees

Over the past two years, NGE has worked to promote the employment and social integration of refugees through its involvement in two programmes run by public agencies.

- The Group has joined the **'Destination Emploi'** scheme led by the CREPI* network in partnership with the French Ministry of the Interior, the aim of which is **to help people newly arrived from other countries** to find work by introducing them to company practices, presenting themselves and their previous experience and refining their own career plans. Under the scheme, NGE integrated 3 former refugees as trainees on the Grand Paris Express Line 16-2 worksite. They then received support as they completed a 1-year vocational training contract. Two of them were then recruited on permanent contracts, and the third continues to work for the Group as a temporary employee.
- As part of the **HOPE*** scheme, **NGE has welcomed and trained 21 refugees in partnership with the Berne-sur-Oise Afpa***. The Employment Inclusion and HR teams were involved at every stage of this project, from recruitment to relocating refugees within the regions, integration into the company, daily supervision by a mentor and weekly monitoring by the Inclusion Officer. All have received 580 hours of construction industry training. Despite some difficulties with language or regional mobility, the programme has been a success, with **11 former refugees offered permanent jobs** on successful completion of their vocational training contract periods.



* CDID: Contrat à durée indéterminée de chantier (Permanent worksite contract).

CREPI: Clubs régionaux d'entreprises partenaires de l'insertion (regional employment insertion partner company clubs).

Afpa: Agence nationale pour la formation professionnelle des adultes (vocational training centre for adult learners).



CHAPTER 4

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.



- Combatting corruption and promoting ethical business practices
- Delivering customer satisfaction and building long-term relationships
- Combatting child and forced labour
- Ensuring our financial independence and sharing the value we create
- Securing supplier commitment to our Responsible Purchasing policy

Combating 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. Previously structured around 8 priorities, the policy has now been refined to focus on 3 key pillars in accordance with the French 'Sapin 2' anti-corruption legislation, and the recommendations of the French Anti-Corruption Agency.

Pillar I: The commitment of the governance team

It was in 2017 that NGE set up its Ethics Committee to take leadership responsibility for the implementation, development and evaluation of the Group compliance programme, with particular emphasis on the legal obligation to prevent and detect instances of corruption and/or insider influence imposed by the French Sapin 2 law.

Headed by the Group Chairman to underline its importance, its members are:

- **Two members of the Executive Committee, one of whom has responsibility for CSR,**
- **The Group Head of Legal Affairs and Personal Data Protection Officer (DPO)**
- **The Group Head of Quality**
- **The Compliance Officer**
- **The Ethics Adviser**
- **The International Operations Director and the International Legal Officer.**

The Chairman also led the working group responsible for redesigning the risk map in 2020. The maturity of the corruption prevention programme is reviewed annually by the Strategy Board audit committee.

Pillar II: The risk map

An initial mapping exercise was carried out in 2017 **to prioritise the initiatives that would have to be implemented in order to ensure that every part of the Group complied fully with the Sapin 2 law.** That risk map was redrawn in 2020 to further strengthen its key role as the cornerstone of our corruption prevention structure.

This update also provided the opportunity to **review the risk mapping methodology and incorporate the recommendations of the French Anti-Corruption Agency,** and to 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. This new risk map was finalised in December 2020.

Pillar III: Risk analysis

To ensure the most effective management of those risks identified in the risk map, the Group had already implemented a full spectrum of prevention, detection and remediation measures, which it continues to develop.



The risk prevention structure

► 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 NGE requires full compliance.

► The training programme

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 senior executives**, who systematically receive training as part of their induction process. Employees are confronted with real-life situations involving corruption, anti-competitive behaviour, conflicts of interest and gifts.

► Third-party evaluation procedures

The third-party evaluation system was also revised and updated in 2020 to ensure continuity with the new risk map. NGE now evaluates its suppliers, co-contractor partners, intermediaries and customers in accordance with this map. Identified third parties wishing to work with NGE are asked to complete a comprehensive questionnaire and information sheet. The information provided is then used to **analyse the wider risk of corruption** and, in some cases, to search specialist international databases to refine the initial evaluation. NGE also works in partnership with a specialist company which provides the Group with a status screening tool, and can commission further detailed analyses.

The detection structure

► 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 Adviser, who then conducts an investigation and may refer the matter to the Ethics Committee for a decision on any measures to be taken.

► 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 for 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.

In addition to this system, the Ethics Committee set up **a working group in 2020 to improve the formal implementation of Level 1 and 2 compliance checks**, with particular emphasis on corruption prevention measures.

NGE also appointed an internal audit compliance officer in 2021 to further refine these controls.



The remediation structure

► 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 internal rules and regulations.

► Compliance programme maturity review

The Ethics Committee meets at least three times a year, and monitors the progress of a preventive measures action plan produced as part of preparing the updated corruption risk map.

The committee is able to issue recommendations and may, at any time, investigate any matter within its field of competence, especially issues brought to its attention via the whistleblowing system.

Consistent with its commitment to continuous improvement, the Committee conducts a full annual review of the compliance programme to assess the degree of system deployment and introduce 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 are fundamental to our corporate strategy. NGE regularly conducts customer satisfaction surveys to measure our performance and anticipate future needs.

Development of the ChatBot

The ChatBot system introduced by the Quality, Environment 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 has been available to all Group entities since January 2020.** Since its introduction, it has not only increased the customer response rate significantly, but also improved the accuracy of views expressed.

Improving the customer experience

The digitalisation of the customer evaluation process delivers major benefits in terms of data processing and analysis, while the instant availability of data collected helps us to be even 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 view of our strengths and areas where we can deliver further improvements in the customer experience.



100%
of customers would work with NGE again



99.4%
of customers are satisfied with the quality of the work



97.7%
of customers are satisfied with the skills and versatility of our people



99.4%
of customers are satisfied with the personal contact they receive



97%
of customers are satisfied with our safety performance



95.8%
of customers are satisfied with our environmental performance (compliance with environmental regulations, worksite conduct and cleanliness, waste management and compliance with environmental instructions)



Combating child and forced labour

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, and the Organisation for Economic Cooperation and Development (OECD) guidelines for multinational companies.

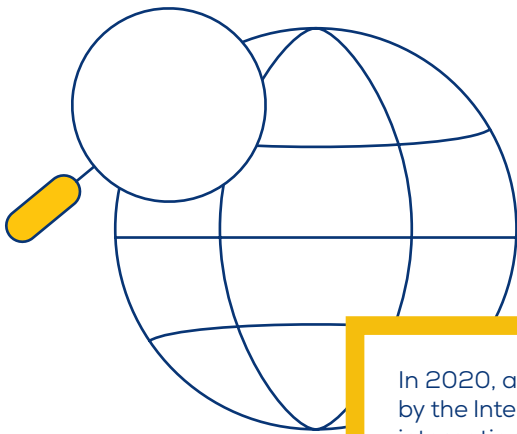
In terms of child and forced labour, NGE is committed to respecting and applying all laws in its operating countries, and the standards defined by the relevant International Labour Organization (ILO) conventions as an absolute minimum.

In 2020, a survey was conducted by the International HRD among the Group's international subsidiaries and operating sites to **ensure that human rights were being fully respected**, including the **non-use of child labour** (other than in the context of providing training for minors aged between 16 and 18) and the **non-use of forced labour**. The survey results show that **all our subsidiaries and operating sites are fully compliant with ILO standards**.

Respect for human rights is also integral to our Responsible Purchasing policy. The supplier and subcontractor selection process now invites these third parties to complete a form explaining and detailing their CSR and/or QSE policies and measures. The Purchasing department has also listed the CSR ratings of those suppliers assessed by non-financial ratings agencies, such as EcoVadis.

Suppliers and subcontractors are also invited to sign our **Responsible Purchasing Commitments**, which include obligations to respect fundamental rights. Since June 2019, these commitments have been appended to all purchasing contracts and framework agreement renewals. The 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 2020, the Purchasing department introduced a supplier web space**, accessible directly from the Group website, which contains all the relevant information, including our Commitments, our CSR Policy and our Code of Ethics.

Lastly, **operations staff can evaluate suppliers** continuously throughout the year using a dedicated online information sheet. An online register of supplier issues is available for all operations staff to report human rights violations. 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

The independence and freedom of action guaranteed by our shareholding structure are central to the New Generations of Entrepreneurs identity.

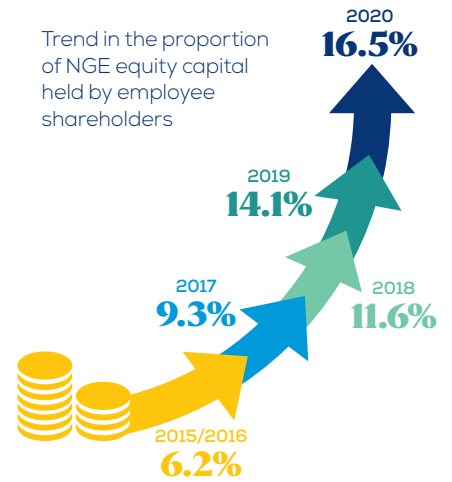
Employee shareholding

In 2020, NGE successfully launched its sixth employee share ownership campaign.

8,000 employees are now shareholders in the company. This is double the number attracted by the first campaign of 2015.

With **80%** of equity capital now held by employees and senior executives, the Group has even greater freedom of action, leaving it free to make its own strategic decisions, and further boosting employee commitment around a collective purpose and common values.

Trend in the proportion of NGE equity capital held by employee shareholders



60%
OF EMPLOYEES
NOW OWN SHARES
IN NGE

2x THE NUMBER
OF EMPLOYEE
SHAREHOLDERS
HAS DOUBLED
IN 5 YEARS

16.5%
OF EQUITY CAPITAL
OWNED BY EMPLOYEES

64%
AVERAGE SUBSCRIPTION
RATE OVER THE LAST
5 EMPLOYEE SHARE
OWNERSHIP CAMPAIGNS



Sharing the value we create

Employees share in the successes of the Group through a number of variable remuneration schemes. Compulsory and voluntary profit-sharing agreements are in place for all Group companies in France

In addition to financial reward, employees also benefit from other company benefits, including training, the families policy, the decent housing policy, Social & Economic Committee initiatives, a single private healthcare scheme for everyone in the company, etc.



Securing supplier commitment to our Responsible Purchasing policy

Working together to build world-changing projects we can be proud of is intrinsically dependent on the quality of our products and the commitment of our suppliers. NGE is aware that integrating sustainable development issues into our purchasing processes is a major challenge, given the large volume of supplies required to run our business. So the products and services we buy must comply with our responsible purchasing policy, the scope of which grows every year.

The responsible purchasing committee

The responsible purchasing policy is structured around a dedicated committee, which has met quarterly for several years now. Composed of representatives from the Purchasing, CSR and Quality & Environment departments, the committee has also co-opted new members from our operational activities in France and abroad. **Every year, it prepares and implements an action plan to integrate CSR criteria more closely into our purchasing process and encourage our suppliers to adopt increasingly responsible behaviours.**



CSR criteria integrated into every stage of the Purchasing process

- The 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.
- Since 2019, those suppliers and subcontractors signing our Responsible Purchasing Commitments have committed to upholding fundamental rights and reducing the social, environmental and ethical impacts of their commercial relationships. Since the beginning of June 2019, these Responsible Purchasing Commitments have been systematically appended to purchasing contracts and framework agreement renewals.

In 2020:

28% of purchase expenditure was placed with suppliers that have signed the NGE Responsible Purchasing Commitments.

- The supplier information sheet contains information such as the existence or otherwise of a CSR/QSE policy, and details of health, safety, environmental and business ethics policies to provide the basis for preliminary evaluation of potential suppliers. In 2020, the Purchasing department listed the CSR ratings of those of our suppliers assessed by non-financial ratings agencies, such as EcoVadis.
- The tender comparison table used for supplier selection also takes these issues into consideration.
- The supplier evaluation form includes compliance with environmental requirements, the code of ethics, safety guidelines and innovative proposals.

Using digital technology for post-supply evaluation of suppliers

A specific app enables the Group to evaluate suppliers continuously throughout the year using a dedicated information sheet. To ensure that the largest suppliers and those accounting for 80% of expenditure have been correctly evaluated, these campaigns are run in the final quarter of each year. **This evaluation process is carried out at Group, regional and specialist national subsidiary levels.**

In 2020, NGE also introduced an online register of supplier issues, allowing 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 processed by the Purchasing department, the Responsible Purchasing Committee or the Ethics Committee, depending on the nature and seriousness of the issue.

In 2020:

1,255 supplier evaluations were conducted on the basis of CSR criteria.

An online supplier space

In September 2020, NGE opened a **dedicated supplier space on its website** to:

- Present our CSR policy, Responsible Purchasing Commitments and Code of Ethics
- Enable new suppliers to register with the Group in accordance with our policy, and commit themselves to the same levels of responsibility
- Showcase shared successes with our suppliers
- Give suppliers the opportunity to work together on developing innovative new approaches to environmental good practice and keeping people safe on worksite.

Other initiatives in 2020

Copies of the Responsible Purchasing Commitments and information sheets for completion were sent to those suppliers that were covered by framework agreements, but had not completed or signed an information sheet due to the length of our relationship.

The Purchasing department contributed to the process of mapping ethical risks and identifying corruption and insider influence scenarios in the context of supplier and subcontractor relations.

The Group has signed framework contracts for improved worksite waste management with suppliers evaluated as responsible.

The New Generations Endowment Fund

Asserting our social responsibility is, of course, 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.

Our two partners

Following the creation of the Fund, employees voted to select its two partner organisations. The signature of the partnership agreements in Saint-Etienne-du-Grès on 26 June 2020 formalised the financial support provided by the New Generations Endowment Fund. This event also provided the opportunity to discuss initiatives that will be implemented in collaboration with our new partners.



L'École de la 2^{ème} Chance (E2C) 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. Every year, it offers 15,000 young people 6-8 months of personalised support in one of 130 colleges, combined with paid work experience in a company.



Pure Ocean helps teams of researchers around the world to invent sustainable solutions for conserving marine life in the oceans. The first science-based projects are focused on reducing plastic pollution, a new aquaculture model for the future, the use of a mobile app to monitor underwater life in coastal waters, monitoring climate change in the far north of Canada and exploration to discover new species.



▲ Left to right: Thierry Robert, Equipment Director of NGE and Secretary of the New Generations Endowment Fund, Benoit Colson, Enterprise Officer at E2C Marseille, Jean-Sébastien Leoni, Executive Vice President of NGE and Chair of the New Generations Endowment Fund, Sonia Ciccione, CEO at E2C Marseille, Gwen Lechat, Director of Partnerships at PURE OCEAN, Héléna Bianchi, Vice-Chair of NGE CONNECT and Treasurer of the New Generations Endowment Fund, and Thomas de Williencourt, Director at PURE OCEAN



NGE x PURE OCEAN: a successful clean-up operation

The first practical initiative involving NGE and Pure Ocean employees took place on Saturday 5 September 2020. This seawater and shoreline protection initiative focused on the Baie des Catalans, where NGE volunteers joined other volunteers from Marseille and its surrounding region for a beach clean-up.

It gave NGE employees and their families the opportunity to get together and experience the fact that the shared values of commitment, the pleasure of taking direct action together and the strength of working as a team are shared values that prove equally powerful and valuable outside the working environment.



IN JUST A FEW HOURS

3.7 m³, i.e. around **500 kg of waste**, was collected from the beach, the seawall and the snorkelling area.

The total haul of waste included:

- **332** glass bottles
- **329** plastic bottles
- **338** aluminium cans
- **46** face masks

And then there was the staggering figure of **14,000 cigarette butts**, which will be recycled by Recyclop.

NGE x E2C

In 2020, NGE welcomed a young person from the Ecole de la 2^{ème} Chance as a trainee.

At the end of January 2021, the **New Generations Fund hosted a careers discovery session in Marseille**. 8 NGE employees made presentations introducing the Group and construction industry careers to young people supported by E2C. The aim of the session was to help them in their career choices, facilitate their integration into the world of work and encourage them to join NGE. It also provided the opportunity to introduce NGE and its career opportunities, as well as discussing issues like working conditions, mobility, pay, Plate Forme training opportunities and the role of women on worksites openly and realistically.



Non-financial report

	Unit	2020	2019	Change 2019-2020	GRI
ECONOMY & GOVERNANCE: KEY FIGURES					
Total revenue	€m	2,402	2,497	-4%	201-1
Total capital expenditure (P&E and Trucks - exc. IT, buildings and IFRS16)	€m	93	103	-10%	
Innovations under development	No.	46	54	-15%	
Number of sites OSE certified (entities x sites)	No.	172	172	0%	
Proportion of sites OSE certified (entities x sites)	%	64	64	0	
EMPLOYEE SHAREHOLDING					
Number of employee shareholders	No.	8,000	7,818	2%	
Share of equity capital owned by employees (exc. senior executives)	%	16.5	14.1	2.4	
Share of equity capital owned by employees and senior executives	%	80	80	0	
HUMAN RESOURCES					
Global workforce	No.	13,547	12,402	9%	102-7
French workforce	No.	11,043	10,277	7.5%	102-7
percentage employed under Permanent Full-Time Contracts	%	95.0	94.0	1	102-8
of which, those employed under fixed-term pro- ject-specific contracts represent	%	4.6	4.6	0	102-8
Number of recruitments (exc. transfers between subsidiaries)	No.	3,763	3,813	-1%	401-1
Number of employees leaving the Group (exc. transfers between subsidiaries)	No.	2,776	2,460	13%	401-1
GENDER DIVERSITY					
Women as a percentage of the global workforce	%	10.10	10.60	-0.50	102-8
Women as a percentage of the French workforce	%	10.74	10.43	0.31	102-8
Number of women in worksite supervisory roles - F	No.	105	86	22%	
Number of women in production roles - F	No.	87	82	6%	
Workplace gender equality index	%	84	84	0%	
TRAINING					
Work/study contracts (apprenticeship + vocational training contracts) - F	No.	561	510	10%	102-8
Number of tutors - F	No.	291	297	-2%	
Total number of training hours (inc. work/study) - F	No.	427,171	433,425	-1%	
of which work/study represents - F	%	73	66	7	
percentage of employees receiving at least 1 training course - F ⁽¹⁾	%	46			
Average number of training hours per employee trained - F ⁽¹⁾	No.	23			404-1

F: in France

¹ New indicator

	Unit	2020	2019	Change 2019-2020	GRI
OCCUPATIONAL HEALTH & SAFETY					
Frequency rate for lost-time occupational accidents	Rate	13.65	16.41	-2.76	403-2
Occupational accident severity rate	Rate	1.02	0.96	0.06	403-2
Number of lost-time occupational accidents	No.	294	359	-18%	403-2
Number of non-lost-time occupational accidents	No.	284	303	-6%	403-2
Number of days lost	No.	21,942	20,968	5%	403-2
Number of travel-related accidents – F	No.	71	76	-7%	403-2
Number of near misses and hazardous situations reported	No.	2,508	1,971	27%	403-2
Number of occupational illnesses	No.	23	57	-60%	403-2
ENVIRONMENT					
#1 GHG emissions (Scopes 1 and 2)	TeCO ₂	209,743	N/A.	N/A.	305-1
	TeCO ₂ /€mAR	87	N/A.	N/A.	305-1
#1 GHG emission reductions as a result of using rail transport for employee travel – F	TeCO ₂	507	1,022	-50%	305-5
#1 Average CO ₂ emissions from the Segauto fleet – F	g/km	142	N/A.	N/A.	305-5
#1 Idling rate of production machinery ⁽²⁾	%	27	28	-1	
2 The proportion of NGE regions with materials recovery and recycling centres – F	%	62	62	23	
#3 Proportion of R&D expenditure devoted to environmental issues	%	43	41	2	
#4 Worksite excess materials recovery rate ⁽³⁾	%	51	70	-19	306-2
#5 Number of feedback submissions (good practices and/or reference cards)	No.	44	39	13%	
QSE					
Number of worksite QSE inspections	No.	5,184	4,579	13%	
Number of 15-minute QSE briefings led by site supervisors and team leaders	No.	10,932	11,570	-6%	
RESPONSIBLE PURCHASING					
Number of suppliers that have signed the NGE Responsible Purchasing Commitments ⁽⁴⁾	No.	1,331	80		102-11
Proportion of purchase expenditure with suppliers that have signed the NGE Responsible Purchasing Commitments ⁽⁴⁾	%	28			102-11
Number of supplier evaluations based on CSR criteria ⁽⁴⁾	No.	1,255	613		102-11
Proportion of purchase expenditure with SMEs	%	39	48	-9	102-9
BUSINESS ETHICS					
Percentage of staff receiving classroom training on criminal business risks relative to the target	%	91	96	-5	205-2
Staff trained in business ethics by e-learning as a percentage of the target	%	64	61	3	205-2
Number of whistleblowing reports	Nb	3	3	0%	

N/A: not available

² 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

³ Reduction caused by materials excavated from the Grand Paris worksites: these materials are high in sulphates and are not recovered because the appropriate recycling facilities are too far from the worksites.

⁴ Scheme introduced in 2019

2020 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 structures that change 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 2020, NGE is publishing 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"> • Ensuring the health and safety of our employees • Combatting child and forced labour 	Pages 16–21 Page 47
2. Make sure that they are not complicit in human rights abuses	<ul style="list-style-type: none"> • Combatting child and forced labour • Securing supplier commitment to our Responsible Purchasing policy 	Page 47 Pages 50–51
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"> • Combatting child and forced labour • Securing supplier commitment to our Responsible Purchasing policy 	Page 47 Pages 50–51
5. The effective abolition of child labour	<ul style="list-style-type: none"> • Combatting child and forced labour • Securing supplier commitment to our Responsible Purchasing policy 	Page 47 Pages 50–51
6. The elimination of all forms of forced and compulsory labour	<ul style="list-style-type: none"> • NGE supports its disabled employees • Promoting gender diversity • Promoting employment inclusion 	Page 23 Pages 26–27 Pages 41–42
ENVIRONMENT		
7. Businesses should support a precautionary approach to environmental challenges	<ul style="list-style-type: none"> • 2019–2021 Environment Plan • Becoming a French stakeholder in materials recovery and recycling • Informing and training our people • Membership of the Act4Nature / Entreprise engagée pour la Nature scheme 	Page 29 Page 34 Page 35 Page 36
8. Undertake initiatives to promote greater environmental responsibility	<ul style="list-style-type: none"> • Reducing emissions from the plant and machinery fleet • Reducing the impact of employee travel • Decarbonising construction methods by using eco-materials and bio-based materials • Our first carbon balancing initiative • Being proactive in our contract tenders • Our apiaries are growing 	Page 30 Page 31 Page 32 Page 33 Page 35 Page 37
9. Encourage the development and diffusion of environmentally friendly technologies	<ul style="list-style-type: none"> • Reducing emissions from the plant and machinery fleet • Reducing energy consumption in buildings and industries • Developing smart networks for carefully controlled consumption • Using technology to power the circular economy • NGE uses innovation to combat invasive alien plants (IAP) • Growth in ecological engineering 	Page 30 Page 31 Page 33 Page 34 Page 36 Page 37
ANTI-CORRUPTION		
10. Businesses should work against corruption in all its forms, including	Combatting corruption and promoting ethical business practices	Pages 44–45

Reporting methodology

The CSR report presents the policy of the NGE Group and all its entities (multi-expertise regions, specialist national subsidiaries, major projects division and international division). The quantitative and qualitative information it contains is reported in accordance with the process and parameters described below.

THE SCOPE

Depending on the indicator(s) concerned, the scope covered by the quantitative data varies between France and the Group in its entirety (including international operations). Where the scope refers specifically to France, the title of the indicator in the non-financial reporting table is followed by the letter F.

THE REPORTING PERIOD

The reporting period runs from 1 January 2020 to 31 December 2020.

DATA SOURCES

Quantitative data are consolidated by the central services departments (Human Resources, Health, Safety, Quality & Environment and Purchasing) based on information provided by individual Group entities. The CSR department then gathers all the data from these departments. Qualitative data is selected and formatted by the CSR department, based on information provided by the central services departments. Prior to publication, the draft report is submitted to the specialist advisers on each topic and to the Executive Management Team for validation.

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Printed by Imprimerie Lacroix -
Imprim'Vert compliant - May 2021

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