

Designing solutions for a positive life

*Extra-financial  
Performance Report*  
**2023**



  
**ARTELIA**

# international independent multidisciplinary

Consulting  
Master planning & feasibility  
Design & engineering  
Construction & project management  
Asset & facility management  
Turnkey solutions

**Mobility - Water - Energy - Buildings - Industry**



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SCIENCE  
BASED  
TARGETS

*Editorial*

# BENOÎT CLOCHERET

Chief Executive Officer



## Hold course and speed up

In their reports on developments in 2023, the best-known analysts of world affairs such as the UN, the Intergovernmental Panel on Climate Change and the EU's Earth observation programme Copernicus all come to the same conclusions and sound the same warnings. This past year global greenhouse gas (GHG) emissions reached all-time highs and the effects of climate change intensified, rapidly. The situation is no less worrying when it comes to biodiversity, ecosystems and water resources. And most of the UN's sustainable development goals (SDGs) are no longer on course for attainment by 2030, despite the increased awareness of what is at stake and the numerous agreements signed. In a world torn by armed conflicts, price inflation, socio-economic inequality and various geopolitical antagonisms, it is difficult for sustainable development strategies to attain the practical prominence that the situation actually warrants. Faced with this challenging and almost discouraging situation, what attitude should we embrace? There's only one way: stay the course and accelerate.

More than ever, Artelia's ambition is to be a company useful to people and the world. We must resolutely maintain our commitment to building a sustainable world and accelerate the CSR efforts we have been pursuing for over a decade. Throughout 2023, we have continued, on our own scale and with tenacity, to move forward in this direction.

Artelia signed up to the Science Based Targets initiative (SBTi), one of the world's most demanding approaches to reducing companies' GHG emissions. This internationally recognised organisation validated our pathway for reducing GHG emissions between now and 2030 as compliant with the objectives of the Paris Agreement. We aim to be exemplary, by making a tangible contribution to the essential objective of mitigating climate change.

For the same reasons, we consolidated our action as regards sustainable design and environmental monitoring of projects, so as to offer our clients solutions allowing them to reduce the environmental footprint of their facilities and to move ahead with their own CSR objectives. The methodologies, technical solutions and good practices that we have long applied to these matters are now structured and amplified by the "TRACE by Artelia" sustainable design approach.

Incorporating environmental and social criteria was also one of the main ways in which we improved our ethical and risk management processes. Also among the advances made were the updating of our compliance and integrity programme and the development of the "Artelia Integrity Line", a platform dedicated to gathering (whistleblowing) alerts and stepping up our demands in the area of purchasing.

To offer our employees the best possible conditions in which to work and flourish, we continued to promote our diversity and inclusion approach "Each & All" and our career development initiative, the "Artelia Academy". They have been supplemented by the publication of a skills map designed to highlight development and mobility opportunities. The 2023 Group satisfaction



survey revealed that 80% of employees would recommend Artelia as a place to work, which is a very encouraging result.

Our determination to increase our positive contribution to society also found expression in amplified exchanges with the academic scientific world. So, for example, in 2023 the Group welcomed several new PhD students and contributed to the creation of partnership chairs, confirming the focus of its Research & Innovation activities on sustainable development.

For its part, the Artelia Foundation supported 46 non-profit organisations in 32 countries and put out a call for projects dedicated to the energy transition and the fight against energy poverty.

While acutely aware that an enormous amount remains to be done, with numerous obstacles to be overcome, we remain motivated, enthusiastic and confident. Building a sustainable world is one of the strong sources of motivation that bring us all together in Artelia.






Advances

# ROLL-OUT OF THE CSR POLICY

We entered a new stage in terms of Corporate Social Responsibility (CSR). Our policy was strengthened by the establishment of more ambitious quantified objectives and new dedicated governance bodies. We signed up for the Science Based Targets initiative (SBTi), thus adopting a demanding approach to the reduction of our GHG emissions between now and 2030. Our pathway was officially validated by SBTi in early 2024. In parallel with this, we structured our sustainable design actions to offer our clients a range of solutions in all activity sectors. These various efforts were rewarded by the Platinum rating, the highest distinction awarded by CSR assessment body EcoVadis.

**SBTi**



**ARTELIA IN LINE WITH THE PARIS CLIMATE AGREEMENT**

The Science Based Targets initiative is an organisation that encourages companies to define targets for reducing their GHG emissions that are compatible with limiting global warming to 1.5°C, in compliance with the IPCC recommendations and the Paris Climate Agreement.

exhaustively to meet the rigorous criteria applied by this organisation. On 7 February 2024, SBTi approved our pathways, which provide for reductions of 46.2% in our absolute Scope 1 and 2 emissions and 27.5% in Scope 3 between 2019 and 2030. A dedicated steering committee has been set up to implement and monitor the action plan.

Determined to align itself with this objective, Artelia has resolutely committed to the SBT initiative and worked



**OUR CSR PERFORMANCE RANKED PLATINUM BY ECOVADIS**

EcoVadis is a ratings organisation that evaluates the CSR performance of more than 130,000 companies in 180 countries, by reference to four main areas: environment, labour and human rights, ethics, and sustainable procurement.

In 2023, EcoVadis awarded Artelia an overall score of 83/100, which places our Group among the top 1% as pioneers in environmental, social and governance (ESG) commitments.

**WE SUPPORT**



**CONTRIBUTE ACTIVELY TO THE UNITED NATIONS' 17 SUSTAINABLE DEVELOPMENT GOALS**

The United Nations Global Compact is the most important international voluntary commitment initiative on sustainable development. It encourages businesses of all sizes to adhere to ten universal principles, which can be summarised under human rights, labour rights, the environment and anti-corruption, and to

pursue 17 SDGs (sustainable development goals). Artelia has been an active member since 2018, reporting each year to its stakeholders on progress made as regards its commitments under the Global Compact.

**TRACE**  
by ARTELIA



**ARTELIA USES SUSTAINABLE DESIGN TO TRACE THE WAY**

To confront the climate emergency, the decline in biodiversity and the crisis in natural resources, it has become essential to integrate environmental, social and economic sustainability into project design. This approach, referred to as sustainable design, plays an increasingly important role in our business lines. By means of its TRACE approach, Artelia therefore mobilises the Group's various areas of expertise, structuring its offering and strengthening the training of its teams with a view

to ensuring they are able to help all project owners make the best choices for their projects.

Sustainable design not only allows environmental, regulatory and insurance-related developments to be anticipated, but also makes for improved facilities by optimising their features and reducing overall costs. It also plays an important role in securing the support of the various stakeholders involved in these projects.





## Advances

# OUR COMMITMENTS & TARGETS FOR 2025

Artelia has structured its CSR policy on four main pillars and has set 20 ambitious targets based on ESG (environment, social and governance) criteria to be attained by 2025.

The Group's performance against these targets is assessed each year and the results are published in the extra-financial performance report.

## Ensure responsible governance

| OUR COMMITMENTS   | OUR TARGETS   | 2023 INDICATORS   |
|---|---|---|
| <ul style="list-style-type: none"> <li>Set the standards among engineering groups in terms of CSR</li> <li>Remain exemplary in ethical matters</li> <li>Motivate employees by sharing the financial performance created</li> <li>Preserve our independence by promoting employee shareholding on a broad level</li> </ul> | <ul style="list-style-type: none"> <li>Perform a detailed assessment of ESG risks and opportunities on 100% of our major bids, based on the EU taxonomy and the SDGs</li> <li>Provide ethics training for 100% of our employees and freelancers each year</li> <li>Include ESG clauses in 100% of our purchasing contracts and perform targeted audits each year</li> <li>Share at least one third of the profit generated by our operational activities</li> <li>Promote employee share ownership among at least 50% of our employees</li> <li>Encourage young employees to acquire company shares with an initial target of at least 50% of shareholders under the age of 45</li> </ul> | <ul style="list-style-type: none"> <li>7 business units out of 9</li> <li>95.9%</li> <li>100%</li> <li>35.2%</li> <li>45%</li> <li>44%</li> </ul> |



## Protect the environment

| OUR COMMITMENTS  | OUR TARGETS  | 2023 INDICATORS   |
|--|--|---|
| <ul style="list-style-type: none"> <li>Align the Artelia Group's carbon footprint with the objectives of the Paris Agreement, through our commitment to the Science Based Targets initiative (SBTi)</li> <li>Contribute actively to reflections on ways to reduce the carbon emissions of our clients' projects</li> <li>Encourage our clients to commit to a project approach centred on sustainable design and environmental monitoring of work sites, including biodiversity-related aspects</li> </ul> | <ul style="list-style-type: none"> <li>Reduce the carbon footprint of our direct emissions (energy consumed by our offices and vehicle fleets) to meet the "1.5°C" pathway (scopes 1 and 2, in terms of absolute emissions and intensity per employee)</li> <li>Reduce the carbon footprint of our indirect emissions (mainly our travel) to meet the "well below 2°C" pathway (scope 3 in absolute terms)</li> <li>Develop internal expertise, in particular by training 100% of our project managers in internal methods and tools dedicated to sustainable design and to environmental monitoring of work sites</li> <li>Promote sustainable design and work site environmental monitoring on 100% of our major projects</li> </ul> | <ul style="list-style-type: none"> <li>+20.4% relative to 2019</li> <li>-11.3% relative to 2019</li> <li>13.4%</li> <li>100%</li> </ul> |



## Develop our human capital

| OUR COMMITMENTS  | OUR TARGETS  | 2023 INDICATORS   |
|--|--|---|
| <ul style="list-style-type: none"> <li>Adopt a safety culture with a goal of "zero accidents"</li> <li>Foster the commitment and well-being of our employees</li> <li>Empower women within the company</li> <li>Accelerate inclusion</li> <li>Enable stimulating career paths</li> </ul> | <ul style="list-style-type: none"> <li>Achieve a workplace accident frequency rate of less than 3.25 and aim for Zero serious accidents</li> <li>Aim for an average rating of 8/10 on the "Engagement" and "Well-being" indicators in the annual employee survey</li> <li>Increase the proportion of female managers and women on governing bodies to 25%</li> <li>Make 100% of our employees aware of our "Each&amp;All" Diversity and Inclusion policy each year</li> <li>Enable 100% of our employees to receive face-to-face or digital training each year</li> <li>Co-develop new professional opportunities for each employee at least every 3 to 5 years</li> </ul> | <ul style="list-style-type: none"> <li>1.2</li> <li>7.5/10</li> <li>27%</li> <li>95.9%</li> <li>73%</li> <li>no quantitative indicator for this target</li> </ul> |



## Contribute to development and social progress

| OUR COMMITMENTS  | OUR TARGETS  | 2023 INDICATORS   |
|--|--|---|
| <ul style="list-style-type: none"> <li>Help strengthen the appeal of scientific careers</li> <li>Encourage women to take up engineering careers</li> <li>Commit to the common good through the Artelia Foundation</li> </ul> | <ul style="list-style-type: none"> <li>Support 15 research programmes through chairs or PhD programmes to boost Artelia's social impact</li> <li>Participate in five action programmes aiming to encourage women into engineering</li> <li>Increase the number of days spent each year on assignments for non-profit organisations to 500</li> <li>Aim to invest the equivalent of at least 3% of the Group's operating profit in the Foundation annually</li> </ul> | <ul style="list-style-type: none"> <li>13</li> <li>2</li> <li>400</li> <li>0.91%</li> </ul> |



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12 - History and culture

14 - Business model

16 - Activities

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# ARTELIA AND ITS ECOSYSTEM

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Artelia, an independent and multidisciplinary engineering and consulting group, contributes to the completion of thousands of projects around the world each year. This leads it to work hand-in-hand with a broad array of public- and private-sector players and to contribute to infrastructure and other projects that affect the lives of a large number of people. Having chosen to embrace the green transition, Artelia is committed to promoting and implementing sustainable solutions for these players and in the context of these projects, while applying an ambitious CSR policy in-house.

Artelia and its ecosystem

# HISTORY AND CULTURE

Artelia is deeply rooted in the history of French and European engineering. A heritage that the Group has nurtured and adapted to meet the key challenges of our time.

## 100 YEARS OF EXPERIENCE

Created in 2010, the Artelia Group is the outcome of a merger between several engineering and consulting companies, the oldest of which had been operating for nearly a century. As early as the 1920s and 30s, studies were instigated on subjects that are now inherent to sustainable development: hydroelectric facilities, irrigation and drainage schemes, drinking water supply systems, and structures to protect against erosion and river and coastal flooding. As the decades have passed, many other associated areas of expertise have been added to its portfolio: renewable energy, sanitation, remediation, innovative urban developments, public transport, environmental studies, sustainable buildings, and industrial performance and security.

## AN INTERNATIONAL, INDEPENDENT AND MULTIDISCIPLINARY GROUP

Artelia is currently a SAS (*société par actions simplifiée* or 'simplified' joint-stock company) domiciled in France (16, Rue Simone Veil, 93400 Saint-Ouen-sur-Seine) with establishments in more than 40 countries (see notes to the financial statements for details of holdings).

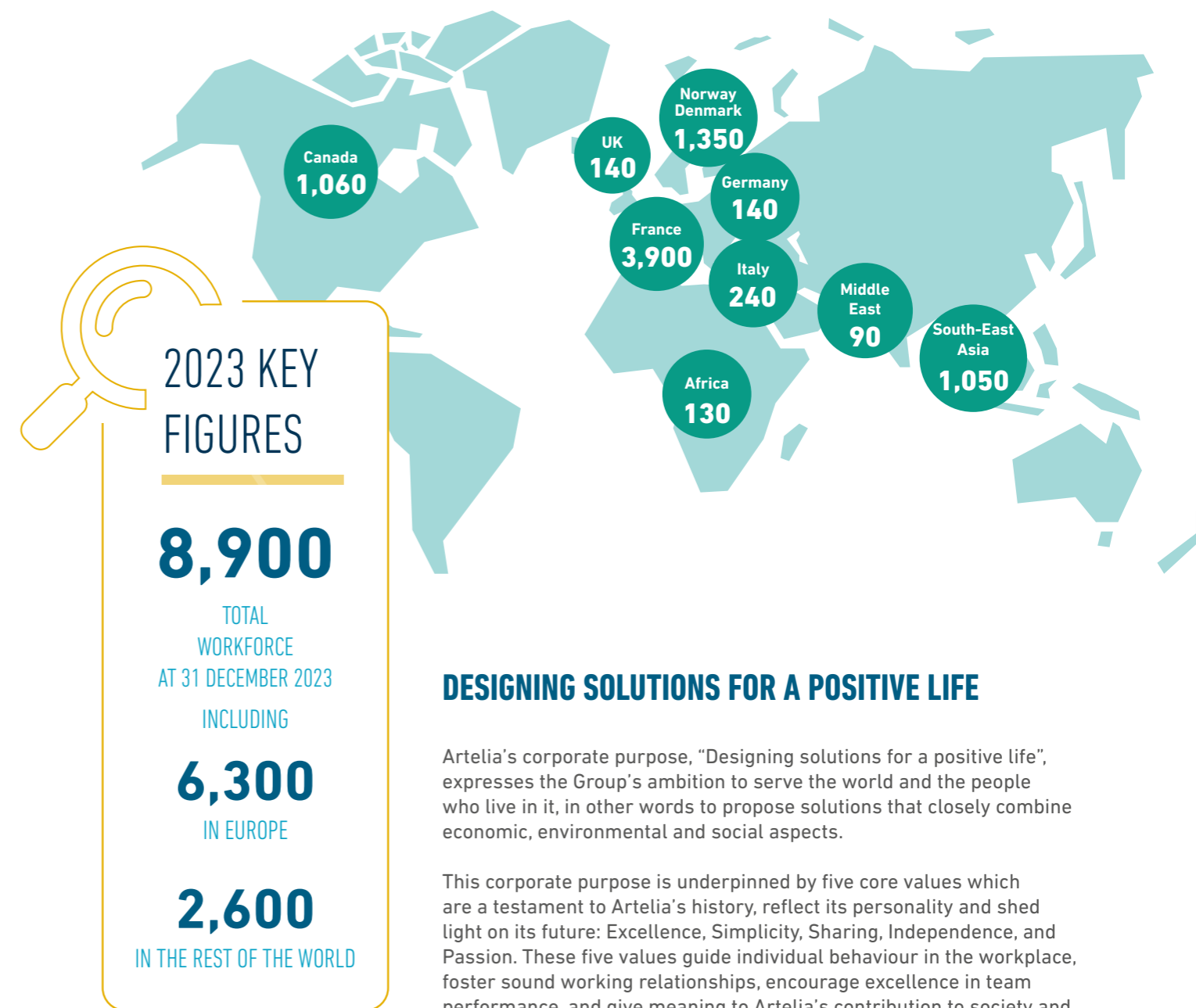
Artelia is now an established leader in five key markets (mobility, water, energy, buildings and industry). Its services in the fields of consulting, design, engineering, and project, construction and asset management cover the complete asset life cycle. The Group also delivers turnkey solutions and operations.

Artelia has chosen an equity model based exclusively on employee shareholding. On 31 December 2023, its total share capital stood at €99.3m. The Group's managers hold 84% of this, and the remaining 16% is held by all employees via the employee trust fund (FCPE). Total balance sheet assets amounted to €203.3 million.

Following the acquisition and integration of Danish engineering company MOE at the end

of 2019, Artelia further strengthened its global stature by acquiring Quebec company FNX-INNOV in July 2023.

Including this acquisition, Artelia recorded €983 million in turnover in 2023, of which 82% in Europe and 18% in the rest of the world. In Europe, the majority of turnover is generated in France (51% of the total figure), Denmark and Norway (17%) and Italy (12%). Elsewhere around the world, Canada (9%), Africa (5%) and Asia (4%) are the main sources of turnover.



## DESIGNING SOLUTIONS FOR A POSITIVE LIFE

Artelia's corporate purpose, "Designing solutions for a positive life", expresses the Group's ambition to serve the world and the people who live in it, in other words to propose solutions that closely combine economic, environmental and social aspects.

This corporate purpose is underpinned by five core values which are a testament to Artelia's history, reflect its personality and shed light on its future: Excellence, Simplicity, Sharing, Independence, and Passion. These five values guide individual behaviour in the workplace, foster sound working relationships, encourage excellence in team performance, and give meaning to Artelia's contribution to society and to the world.



# Artelia and its ecosystem

## BUSINESS MODEL

Designing solutions for a positive life

### ASSETS

#### 100 YEARS OF CUTTING-EDGE INTERNATIONAL MULTIDISCIPLINARY EXPERTISE

- 8,900 highly qualified employees spread over 40 countries, more than 70% of them engineers, urban planners, architects, ecologists, etc.
- €25 million per year earmarked for research and innovation to propose the best solutions.

#### CAPITAL CONTROLLED BY THE WORKFORCE, A GUARANTEE OF INDEPENDENCE AND PERFORMANCE

- Capital held entirely by managers and employees.
- 3,367 managers and employees hold shares in the Group, i.e. 45% of the workforce, 44% of whom are under 45.

#### A VIBRANT, CONSENSUS-BASED APPROACH TO THE GREEN TRANSITION

- Numerous environment specialists supporting clients in their transition.
- The Group's commitment to reducing its Scopes 1, 2 and 3 GHG emissions through the Science Based Targets initiative (SBTi).

#### RELATIONSHIPS BUILT ON LISTENING, DIALOGUE AND TRUST

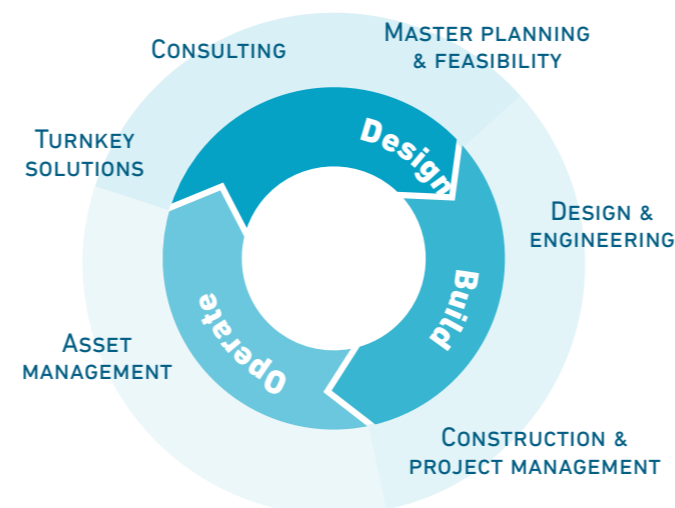
- A dense network of branch offices close to key public- and private-sector players in development and business sectors in over 40 countries.
- High-quality dialogue between workforce and management within the Group
- In 18 years the Artelia Foundation has supported more than 300 projects in partnership with nearly 100 non-profit organisations.

### ACTIVITY

#### MEETING 7 STRATEGIC CHALLENGES FOR THE PLANET AND HUMANITY

- **Climate resilience & biodiversity**
- **Energy transition**
- **Sustainable use of resources**
- **Advanced industrial facilities**
- **Regeneration of the built environment**
- **More liveable cities**
- **Sustainable & multi-modal transport**

#### BY TAKING ACTION ON THE ENTIRE DEVELOPMENT PROJECT LIFE CYCLE



#### IN 5 KEY MARKETS

Mobility - Water - Energy - Buildings - Industry

### VALUE CREATED

#### CLIENTS

- Nearly 28,000 projects in operation throughout the Group.
- 180 research and innovation projects completed.
- Integration of Quebec-based engineering firm FNX-INNOV, anchoring the Group in the North American continent.
- 97% of our clients would recommend Artelia.

#### COMPANY

- More than 1,500 new recruits joined the Group, 34.8% of them women.\*
- The Artelia Foundation has supported 46 non-profit organisations.
- Creation of two partnership chairs with academic research institutes, on sustainable cities and the analysis of concrete fatigue in hydraulic structures.

#### PLANET

- Strategy for reducing greenhouse gas emissions
- Actions to enhance environmental performance systematically promoted in our design assignments.
- Training in sustainable design and environmental management of work sites followed by 13.4% of project managers at 31 December 2023.
- At the end of 2023, seven of the nine business units had subjected all their significant bids to a detailed assessment of ESG risks and opportunities, based on the EU taxonomy and the SDGs.
- Nearly 1.5 million square metres of buildings certified in 2023 for their environmental quality, during either the design or operating phase.

#### EMPLOYEES & SHAREHOLDERS

- 35.2% of Group profit\*\* shared with the workforce.
- Creation of an e-learning platform open to 83% of our employees.\*
- 80% of employees would recommend Artelia.

\* Excluding Nordics

\*\* Consolidated operating profit before depreciation and amortisation, and individual/collective variable remuneration

To find out more, please refer to our Essentials 2023 report.



## Artelia and its ecosystem

# ACTIVITIES

In 2023 the Artelia Group worked on nearly 28,000 projects around the world, aligning its assignments with the seven strategic challenges to which it intends to contribute.



### CLIMATE RESILIENCE & BIODIVERSITY

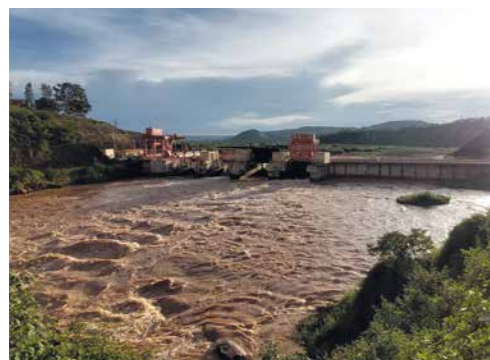
#### FRANCE Adapting Lacanau to coastline retreat

To adapt to coastal erosion, Lacanau municipal council joined forces with several regional actors in a partnership project for coastal development (PPA). Artelia is supporting them by carrying out a multi-theme technical assessment, defining strategic focus areas, constructing coastline change scenarios through to 2100 and proposing innovative operational structures.

### ENERGY TRANSITION

#### RWANDA - TANZANIA Commissioning of the Rusumo Falls hydropower scheme

Located on the borders of Tanzania, Rwanda and Burundi, this new 80 MW scheme strengthens the low-carbon electricity supply capacity of this region of East Africa. For some ten years now Artelia has been contributing to the design phases and supervising the project, which has involved having to overcome several technical challenges, in particular to adapt to the very limited land available.



### SUSTAINABLE USE OF RESOURCES

#### DENMARK Tracing the way to bio-based construction

As part of an interdisciplinary initiative, Artelia is helping the philanthropic non-profit organisation Realdania look at how biomaterials could play a greater role in Danish construction and thus contribute to reducing its carbon footprint. The first stage consists in taking stock of the needs and potential uses, leading to the compilation of a catalogue of products based on life cycle assessments (LCAs) and other performance criteria such as humidity, fire safety, structural qualities and acoustics.



### ADVANCED INDUSTRIAL FACILITIES

#### FRANCE Battery assembly line for ARTS Energy

Artelia completed delivery of a turnkey assembly line for ARTS Energy, a company specialising in the design and manufacture of high-performance batteries for a variety of industries. This optimised assembly line, which can produce up to 100,000 batteries a year, features a robot for the electric soldering, tin brazing and control of these operations via a 3D profilometer.



### REGENERATION OF THE BUILT ENVIRONMENT

#### BENIN, ITALY, UK Multiple projects in the health sector

To boost the capacity and quality of the healthcare system in Benin, Artelia contributed to the development of the national medical program and is involved in rehabilitating and building nearly a dozen hospitals of various sizes. The Group is also designing and supervising construction of the two university hospitals of Togbin.

In Italy, our teams are involved in the creation of the new hospital in Cremona, a unique establishment both in terms of its environmental integration and its connection to the city, as well as its management of patient and family care.

In the United Kingdom, Artelia is embedded within the Estates Strategy Team at the Whittington Health NHS Trust to assist in the redefinition of Maternity Services provision in the north central London area. We are supporting the Trust with the challenges of leading the multiple clinical teams, designers and contractors through the process of converting Victorian buildings into new facilities that will deliver 21st-century, leading edge maternity care.



### MORE LIVEABLE CITIES

#### CANADA Redevelopment of the Simon-Valois Meeting Zone

The redevelopment of the Simon-Valois Meeting Zone in Montreal has enabled local residents and businesses to reclaim the public space. Through redesigning the road geometry, reconstructing underground infrastructure, adding tree pits and integrating a stage for public events, this project demonstrates that it is possible to transform thoroughfares into meeting places for neighbourhood life accessible to all by developing public spaces, active transport and a greener, more inclusive environment.



### SUSTAINABLE & MULTI-MODAL TRANSPORT

#### FRANCE Intense activity in the field of metro systems

Greater Paris, Lille, Rennes and Toulouse - Artelia is involved in most of France's metro extension projects. Our teams are completing their assignment on line 11 of the Grand Paris Express, with six new stations expected to welcome passengers in spring 2024. At the same time, they are continuing the studies on line 15 West-South and supervising the first phase of works on line 18. In Toulouse too, works are under way, while in Rennes the design of the extension to the JF Kennedy terminus station, with a view to increasing the capacity of line A, has been finalised. The dynamic test bench for the Lille metro, designed to test and reproduce the operation of a VAL driverless train with fixed block signalling, should be fully operational in 2024.



- 20 - Organisation and governance of the Group
- 22 - Governance of CSR
- 24 - Stakeholders: implications, challenges and concerns
- 28 - Management of extra-financial risks
- 30 - Ethics, a key factor in performance and long-term growth
- 32 - Shareholding and value sharing



# ENSURE RESPONSIBLE GOVERNANCE

Since its creation, Artelia has always equipped itself with governance bodies and rigorous procedures dedicated to steering such fundamental subjects as ethics, risk management, stakeholder relations and the sharing of value. This organisation and the tools associated with it are regularly improved and completed to adapt them to the Group's changing needs and commitments.

In 2023, for example, Artelia amended its ethical frames of reference, updating its compliance and integrity programme and developing the "Artelia Integrity Line", a whistleblowing platform. As regards risk management, the Group directed its efforts more particularly at taking ESG criteria into account, both in procurement and in the development projects that constitute the Group's core business.

The ownership transfer operation initiated by the former presidents in 2010 was successfully completed, confirming the robustness and vitality of Artelia's employee shareholding model. The number of employee shareholders increased by 9% in one year at Group level. Amid persistent inflation, Artelia continued to roll out its value sharing mechanisms in order to support its employees.





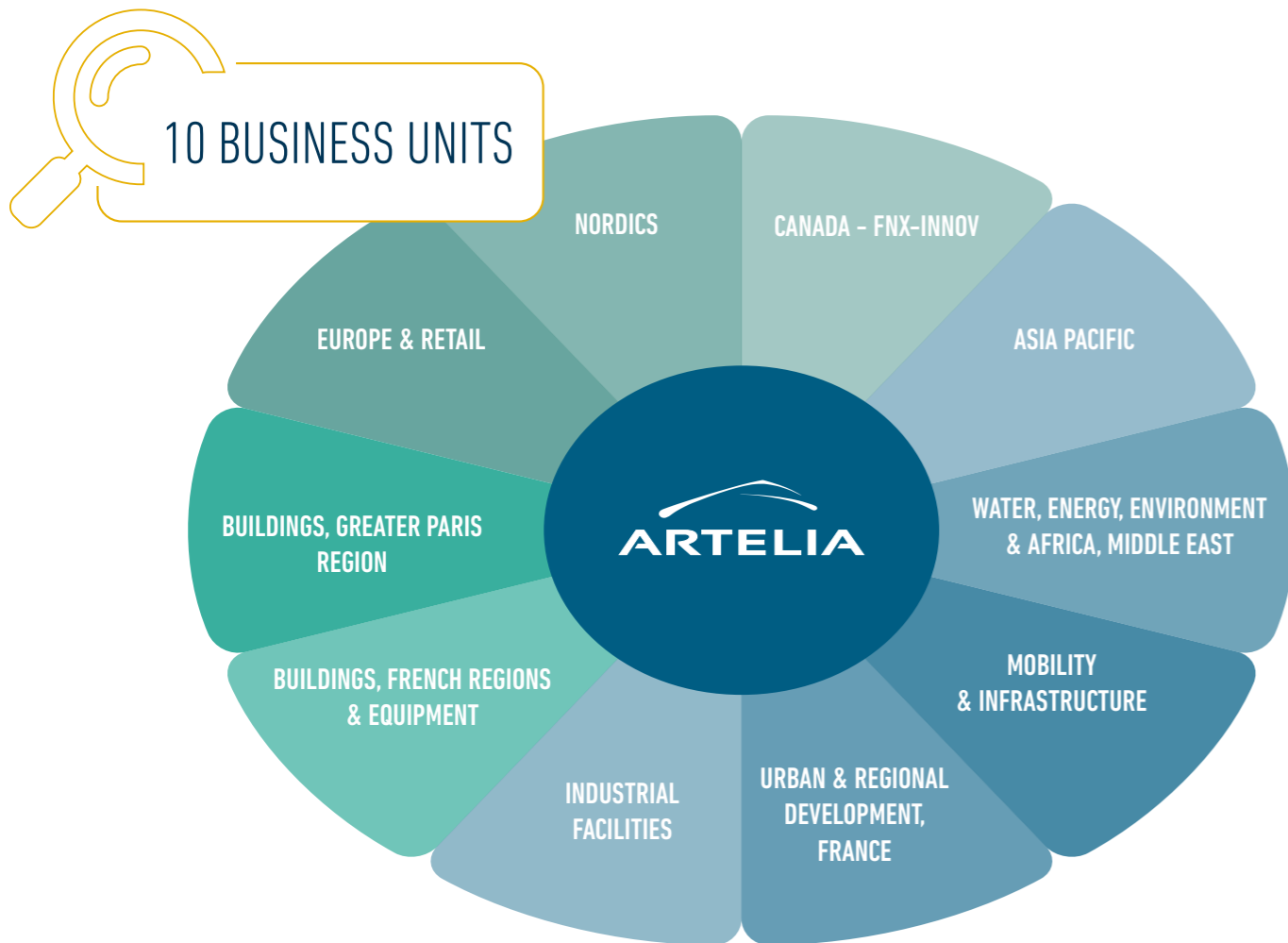
Ensure responsible governance

# ORGANISATION AND GOVERNANCE OF THE GROUP

Artelia has adopted an agile organisation suited to the characteristics of its various markets, including several people from outside the Group to provide a range of complementary viewpoints.

## OPERATIONAL ORGANISATION

To be fully responsive to the needs of its clients, Artelia is organised into ten business units corresponding to both a specific market and a geographical area of focus.



## GOVERNANCE

The Board of Directors, chaired by Claude Imauven, former Chief Operating Officer of Saint-Gobain and Chairman of the Board of Directors of Orano, has 11 members, four of whom are external to the Group. It defines the Artelia Group's strategy and draws on the work of the three BoD committees: the CSR Committee, the Risks, Auditing and Accounts Committee, and the Appointments, Remunerations and Governance Committee.

The Ethics Committee has ten members. It is chaired by Alain Bentéjac, director and co-founder of Artelia.

## THE EXECUTIVE COMMITTEE



**Benoît CLOCHERET**  
Chief Executive Officer



**Frédéric ABBADIE**  
Director  
Finance & Purchasing



**Béatrice ARBELOT**  
Executive Director  
Urban & Regional Development,  
France



**Benoît BAUDRY**  
Executive Director, Mobility  
& Infrastructure



**Bertrand Berdoulat**  
Executive Director  
Buildings,  
Greater Paris Region



**Matthieu BONNET**  
Executive Director  
Asia Pacific



**Hervé DARNAND**  
Executive Director  
Industrial Facilities



**Marc GIROUSSENS**  
Senior Vice President Strategy  
& Development



**Richard HÉLIE**  
Executive Director  
FNX-INNOV - Canada



**Didier LANFRANCHI**  
Senior Vice President  
Strategy & Development



**Thierry LASSALLE**  
Director, Human  
Resources



**Christian LISTOV-SAABYE**  
Executive Director,  
Nordics



**Sébastien PAILHÈS**  
Executive Director  
Water, Energy, Environment  
& Africa Middle East



**Anne-Laure PATÉ**  
Director Marketing,  
Communication  
& CSR



**Antoine PIGOT**  
Executive Director  
Europe & Retail



**François RAMBOUR**  
Executive Director  
Buildings, French Regions  
& Equipment



**Olivier SERTOUR**  
General  
Secretary



**Pascal THÉVENET**  
Director, Development

Ensure responsible governance

# CSR GOVERNANCE

Artelia has set up some specific bodies to nurture CSR and keep it central to the Group.

## CSR COMMITTEE

A consultative body reporting to the Board of Directors, the CSR committee meets as and when required, at least four times a year. Its members are appointed by the Board of Directors and comprise an external director, an in-house director, a representative of the Council of Partners, six members representing the business units, the Human Resources Department, and the Artelia Foundation Operations Manager. It also has three standing invitees: Artelia's Chief Executive Officer, the General Secretary, and the CSR Director.

It guides the actions of the Board of Directors in close liaison with the CSR Director, defines the Group's CSR policy, and evaluates its progress towards achieving its targets on an annual basis.



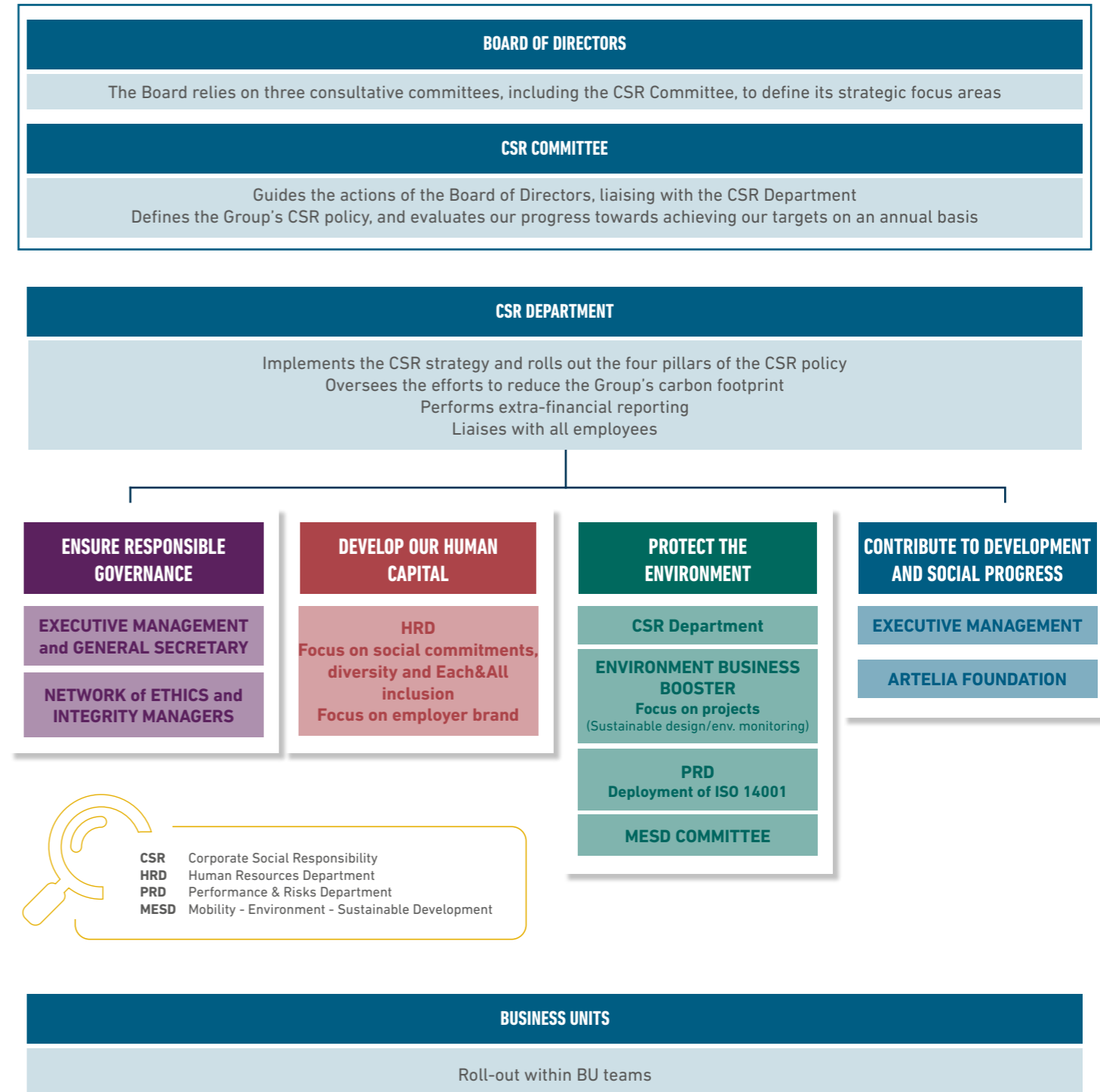
### THE CSR COMMITTEE

From left to right:

- Jean-François Kalck - Committee Chairman
- Béatrice Arbelot, Catherine Baldassarre, Jade Bécret, Laetitia Bélaube
- Hervé Darnand, Anne-Françoise Hayman, Valérie Perhirin, Antoine Pigot
- Katia Tibichte, Laurent Vigneau, Anne-Laure Paté, Olivier Sertour, Benoît Clocheret

## CSR DEPARTMENT

The CSR Department implements the Group's strategy and rolls out the four pillars of the CSR policy, liaising with the various Group business partners and business units.



Ensure  
responsible governance

# STAKEHOLDERS IMPLICATIONS, CHALLENGES AND CONCERNS



Artelia maintains permanent dialogue with all its stakeholders in order to identify the expectations of each one and meet them to the best of our ability. In 2023, partnerships with the academic world and support to non-profit organisations gained in stature, while both client and employee satisfaction continued to grow. The surveys conducted, which incorporate ESG criteria, revealed that 97% of clients and 80% of employees would recommend Artelia as a business partner or a place to work, respectively.



FORM OF DIALOGUE SET UP IN 2023

## GRADUATE SCHOOLS OF ENGINEERING AND UNIVERSITIES

- Participation in more than 30 student careers forums
- Participation in a large number of fairs and exhibitions

## SOCIETY, LOCAL COMMUNITIES AND ORGANISATIONS

- Support for non-profit organisations via the Artelia Foundation
- Membership and active participation in events organised by bodies such as: Palladio Foundation, Entreprise & Progrès, Rêve de Scènes Urbaines and Transparency International
- Public inquiries and consultation of local residents during projects

## PROFESSIONAL ASSOCIATIONS

- Syntec Ingénierie (French engineering federation): sustainable development committee, climate charter task force
- EFCA (European Federation of Engineering Consultancy Associations): Green Deal Committee

## CLIENTS

- Satisfaction surveys: 352 surveys covering sustainable development, ethics, innovation, and health and safety aspects were conducted in 2023.
- 97% of our clients would recommend Artelia

## GENERAL SERVICE PROVIDERS

- Written communications and organisation of regular meetings
- CSR evaluation by means of a questionnaire

## FINANCIAL ORGANISATIONS

- Annual information meeting and financial presentation to our banks
- Information and detailed presentation of our external growth operations, and communication of financial ratios to our financing banks
- Information supplied regularly to rating institutions

## CO-CONTRACTORS AND SUBCONTRACTORS ON ASSIGNMENTS

- Consultation and dialogue throughout the contractual relationship
- Ethics assessments of 100% of co-contractors and subcontractors on assignments

## EMPLOYEES

- Annual employee survey:
  - Participation rate of 75% in 2023 across the whole Group
  - Employees' average engagement score: 8/10
- Annual performance and personal development interview
- Social & Economic Committee (CSE) and sub-committees

## TRADE UNIONS AND STAFF REPRESENTATIVES (SOCIAL & ECONOMIC COMMITTEE)

- 108 meetings:**
- 6 Group committee meetings
  - 14 Soc & Eco Committee meetings
  - 8 WHSC meetings
  - 38 staff rep. committees
  - 25 sub-committee meetings
  - 17 negotiations

## APPLICANTS

- Met during exhibitions (Meet'ingé in particular)

## SHAREHOLDERS

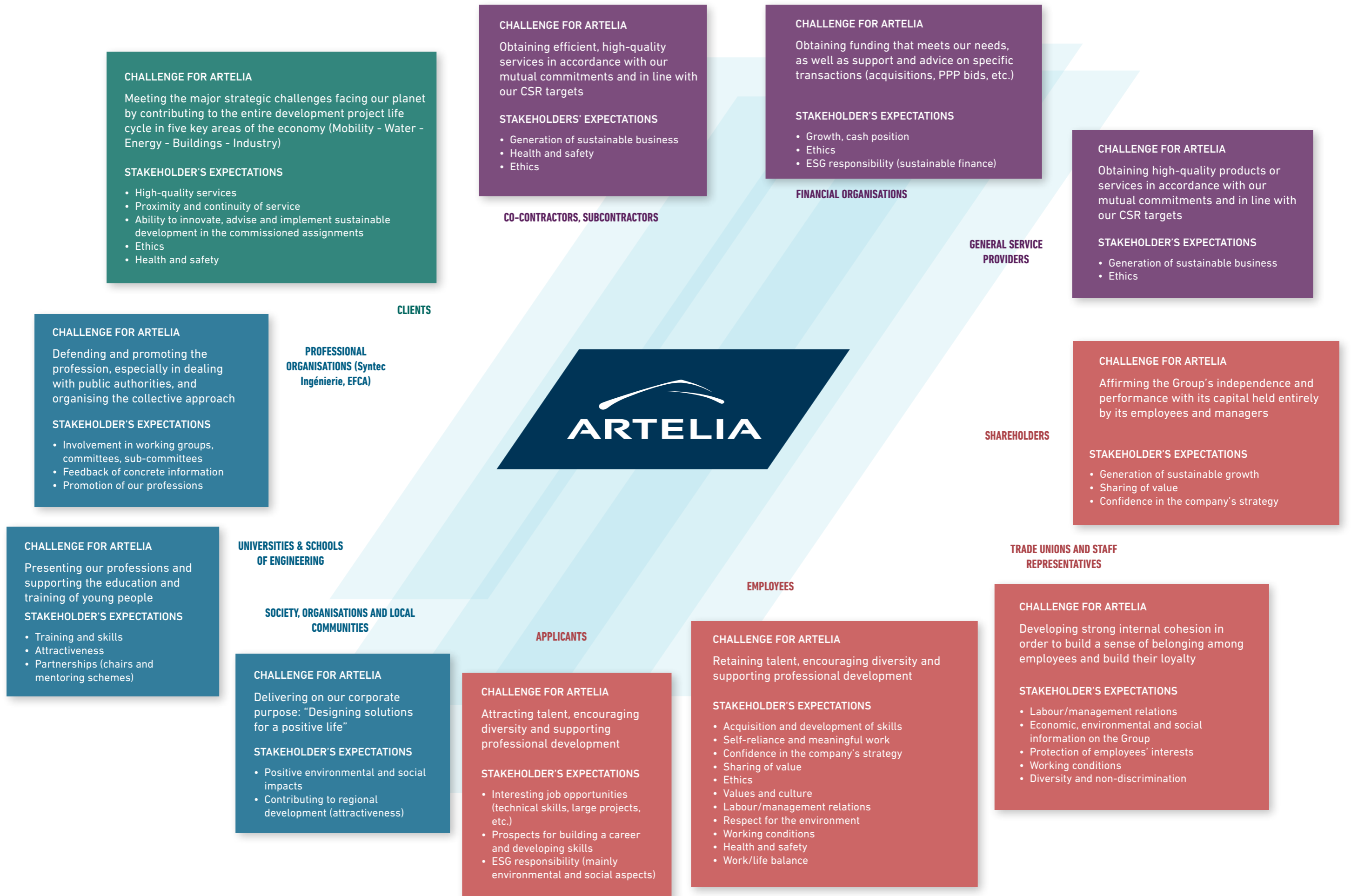
(shareholding managers of Artelia Global and employees via trust fund (FCPE))

- With Artelia Global shareholders:**
- Annual meeting of Artelia Global shareholders
  - Quarterly electronic newsletter sent to all shareholders

**With shareholder employees via the trust fund:**

- Webinars
- Dedicated area on the intranet





Ensure responsible governance

# MANAGEMENT OF EXTRA-FINANCIAL RISKS

In the face of burgeoning risks of all kinds and the possible emergence of new risks, improving anticipation, prevention and adaptation has become a priority. This past year, our efforts were concentrated on strengthening ESG criteria in our purchasing practices and on analysing ESG risks in our projects. These actions were aimed at reinforcing our ability to protect Artelia and all its stakeholders while at the same time ensuring growth in line with our commitments.

## MAIN EXTRA-FINANCIAL RISKS

The main extra-financial risks are analysed and audited regularly by the departments concerned, leading to the definition of specific mitigation policies.

| RISK CATEGORY                  | TOPIC   | DESCRIPTION OF THE RISKS  | ARTELIA POLICY  |
|--------------------------------|---|---|---|
| ENVIRONMENT AND CLIMATE CHANGE | <ul style="list-style-type: none"> <li>Biodiversity</li> <li>Climate change resilience</li> <li>Climate change mitigation</li> </ul>                                  | <ul style="list-style-type: none"> <li>Non-compliance with environmental regulations</li> <li>Environmental impairment</li> <li>Failure to factor climate change into our assignments</li> </ul>  | <ul style="list-style-type: none"> <li>Environmental Policy</li> <li>ESG assessment grid for projects</li> <li>Responsible purchasing charter</li> </ul>  |
| INFORMATION SYSTEMS            | <ul style="list-style-type: none"> <li>Cyber security</li> </ul>  | <ul style="list-style-type: none"> <li>Viruses (ransomware, etc.)</li> <li>Breach of Artelia's network from the outside or via a user's workstation</li> <li>Personal data breach</li> </ul>  | <ul style="list-style-type: none"> <li>Information System Security Policy</li> <li>IT Charter</li> <li>Employee Personal Data Protection Policy</li> <li>Information system audits</li> <li>Training in cyber security</li> <li>Cyber testing campaigns with employees</li> </ul> |
| ETHICS                         | <ul style="list-style-type: none"> <li>Corruption, fraud, conflict of interest, anti-competitive practices</li> </ul>   | <ul style="list-style-type: none"> <li>Failure to comply with the integrity programme, resulting in potential commercial, financial, criminal and reputational consequences.</li> <li>Failure to perform an ethics assessment on a partner</li> </ul> | <ul style="list-style-type: none"> <li>Code of Ethics</li> <li>Business Conduct Guide</li> <li>"Artelia Integrity Line" whistleblowing platform</li> <li>Group anti-corruption policy</li> </ul>  |
| HEALTH, SAFETY & SECURITY      | <ul style="list-style-type: none"> <li>Health &amp; Safety at Artelia sites</li> <li>Health &amp; Safety at work sites and security in high-risk countries</li> </ul> | <ul style="list-style-type: none"> <li>Harassment, work-life balance, workload, etc.</li> <li>Absence of physical protection for employees</li> </ul>   | <ul style="list-style-type: none"> <li>Health &amp; Safety Policy</li> <li>Workplace health task force</li> </ul>   |
| HUMAN RESOURCES                | <ul style="list-style-type: none"> <li>Working environment</li> <li>Recruitment</li> <li>Employee experience</li> </ul>   | <ul style="list-style-type: none"> <li>Diversity, employee well-being, quality of life, motivation, absenteeism</li> <li>Shortage of human resources for our projects</li> <li>Risk of a lack of motivation and drop in performance</li> </ul>        | <ul style="list-style-type: none"> <li>"Each &amp; All" diversity &amp; inclusion policy</li> <li>Agreement on work organisation</li> </ul>   |

## INCREASE THE WEIGHT GIVEN TO ESG CRITERIA IN GROUP PURCHASING DECISIONS

An internal audit was carried out in order to analyse compliance in procurement, both direct and indirect\*, with regard to our ethics and CSR policies. One of the objectives of this audit was to identify the measures to be put in place to improve the demands made of our sub-contractors and thus to improve compliance of our whole value chain with the principles of ESG.

The audit showed that, although practically all standard contracts included ethical requirements, CSR requirements were not adequately covered. A new responsible purchasing charter was therefore implemented and an ESG clause inserted in all Group purchasing contracts (direct and indirect procurement).

\*Direct procurement refers to purchases made in the context of projects implemented on behalf of our clients. Indirect procurement concerns general services, supplies, etc.

## EVALUATE THE ESG RISKS AND OPPORTUNITIES OF OUR PROJECTS

Artelia aims to engage in projects that make sense and that are true to its values and commitments. It is with this perspective that the ESG risks and opportunities assessment grid, based on the EU taxonomy and the UN Sustainable Development Goals, was put in place to round out the evaluation of projects.

Now deployed in all Risk Evaluation Boards and the majority of bid reviews conducted by business unit management, this grid provides employees and executives involved in these decision-making processes with a clear, rational framework in which to discuss openly and constructively whether it is appropriate for Artelia to bid for a given project.

*Ensure responsible governance*

# ETHICS, A KEY FACTOR IN PERFORMANCE AND LONG-TERM GROWTH

The renewal of the Ethics Committee and the strengthening of the integrity programme constitute the two major changes in 2023. In particular, Artelia welcomed a new member to its Ethics Committee, a director of Transparency International, and set up a whistleblowing platform called the “Artelia Integrity Line”.

## RENEWAL OF THE ETHICS COMMITTEE

The Ethics Committee, composed of present and former Group employees, saw its governance evolve under the guidance of its chairman, Alain Bentéjac. This renewal was marked by the arrival of an external member, a professor of law and director of the NGO Transparency International, whose experience will be invaluable.

The Ethics Committee also draws on a strengthened network of 26 ethics and integrity managers, whose role is to help disseminate the ethical and compliance rules of the integrity programme and to keep a watch on positive behavioural changes. They can be called on for any matters concerning ethics or integrity in their business unit or business partner.

## STRENGTHENING OUR INTEGRITY PROGRAMME

The Group’s integrity programme allows us to identify and minimise or even eliminate risks of non-compliance or breach of the laws and regulations in force. This programme, drawn up in keeping with the management system and its procedures, steadfastly maintains an all-round, realistic approach suited to Artelia’s business lines and areas of activity and the systems of governance already in place.

To enhance its effectiveness, this programme is regularly amended and updated. Some new frames of reference and tools were hence put in place. In addition to setting up the Artelia Integrity Line whistleblowing facility, we also published a Group Anti-corruption Policy, incorporating the latest standards in this area, to back up the Business Conduct Guide. A new ethical business and compliance clause was published and included in all the Group’s standard contracts.

## *Guilhem tells us about his job as Group Compliance Officer*

### Can you tell us a bit about your job?

As Group Compliance Officer, my role is to implement Artelia’s integrity programme. This includes putting in place and updating the procedures that derive from it, taking account of legislative and regulatory developments, and applying them as closely as possible to the Group’s specific organisational and operational features. In other words, I have to make sure the Group and its activities comply with the rules, while at same time sticking to its ethical principles of conduct and action as defined in the Code of Ethics. In formalising and deploying our reference frameworks in matters of ethics and compliance I am building strong relationships both with the business units (BUs) and with all the business partners (BPs).

### What types of action do you undertake?

In 2023, for example, we launched the Artelia Integrity Line, our secure, confidential whistleblowing platform. Training and coordinating our network of ethics and integrity managers is also one of my responsibilities, as is creating and rolling out training courses. Some of these are general, like the annual Group training, while others are targeted on specific themes or categories of employees. In liaison with the general secretary’s office, I also advise the Group on its various projects, auditing and investigating compliance and ethics matters.

### Artelia is a growing Group, with strong international development. What are the ethical and compliance risks inherent in this situation, and how are they managed?

Our Group is expanding in a world that’s global but paradoxically fragmented, becoming more and more complex and difficult to foresee. A world in “permacrisis”, to adopt the term first coined by Sunday Times journalist Josh Glancy. This situation generates two main risks. The first is how to navigate in a regulatory environment of economic sanctions that is increasingly complex and constantly changing. The second is associated with the clients and various partners with which we intend to work and which we must identify precisely. To manage these risks we monitor regulatory developments, put

in place tools such as the Business & Compliance Heat Map to verify third parties, and apply the specific procedures of the Group’s integrity programme. Despite these new complexities, we must hold course and remain steady and consistent as regards our ethical and compliance commitments as defined in our Code of Ethics.

### What is the role of the Business & Compliance Heat Map?

The Business & Compliance Heat Map is a map of risks developed by and for Artelia. This visual tool allows us to identify the Group’s commercial rules of engagement, in other words the countries with which Artelia wishes to do business, with or without restriction. It is based on a proprietary methodology specific to Artelia referring, among other things, to the Corruption Perceptions Index published annually by Transparency International and to the economic sanctions imposed by various governmental or intergovernmental authorities, including the European Union and the United Nations. By its very nature, the Business & Compliance Heat Map evolves over time. It is regularly reviewed by a committee composed of members of the Group’s Executive Committee.



**Guilhem Chabaud**  
International Corporate Legal Manager  
& Group Compliance Officer



Ensure  
responsible governance

# SHAREHOLDING AND VALUE SHARING

The vitality of Artelia's shareholding model (based on full employee ownership) was confirmed in 2023, as attested to by the smooth completion of a major ownership transfer operation and the increasing number of employee shareholders. The sharing of value, another key objective of the CSR policy, was also given special attention against a backdrop of ongoing inflation in several countries.



2023  
SUMMARY

**3,367**  
SHAREHOLDERS

**45%**  
EMPLOYEE  
SHAREHOLDERS

**+ 9%**  
NO. OF SHAREHOLDERS  
BETWEEN 2022 AND 2023

## AN EMPLOYEE SHAREHOLDING MODEL THAT IS PROVING ITS ROBUSTNESS

The ownership transfer process initiated in 2010 by the two founding presidents of Artelia was completed in 2023. Consequently, all their shares have now been acquired by the Group's managers and employees. The success of this transaction confirms the vitality of Artelia's shareholding model, which thus continues to develop while retaining the Group's independence.

At year-end 2023, Artelia had 3,367 shareholders: 1,256 physical shareholders (holders of shares in Artelia Global) and 2,111 shareholders via the FCPE employee trust fund (excluding Artelia Global shareholders). In line with the CSR commitment to broad employee share ownership, the number of shareholders increased appreciably between 2022 and 2023. An additional 279 Group employees have now acquired shares, an increase of 9%.

On a like-for-like basis (constant scope), the trend is upward (45% of employees were shareholders in 2023 compared with 42% in 2022).

Slight progress was also made against the objective of encouraging young employees (under 45 years of age) to acquire company shares (44% at the end of 2023, compared with 43% at the end of 2022). Maintaining certain incentive schemes, such as the 50% employer's matching contribution to compulsory and optional profit-sharing bonuses reinvested in Artelia via the FCPE, is also bolstering employee share ownership, particularly among young staff members.

## VALUE SHARING

In the context of its CSR objectives, Artelia has committed to redistributing one third of its operating profit to employees, through compulsory and optional profit-sharing mechanisms in countries where these exist or through bonuses. In 2023, this ratio amounted to 35.2%.

To give visibility to its employees, the Group also provides a three-year reference calendar, establishing an average salary increase of 10.5% in France. Staying in France, the thresholds for payment of compulsory and optional profit-sharing bonuses were reviewed and, assuming identical performance, the sums distributed in the next three years will represent 10% of the

total payroll. Artelia has opted to redistribute in line with years of service so as to ensure equal treatment of all employees.

Lastly, several other means were used to improve employees' material situation. A case in point is that of company canteens and meal vouchers, the value of which was increased. The allowance to encourage sustainable mobility was reviewed in order to extend it to employees travelling by bicycle. The percentage of the Group's total payroll devoted to company benefit schemes was also increased.

36 - A major effort in favour of sustainable design

40 - Managing our carbon footprint



# PROTECT THE ENVIRONMENT

To address the critical issues of carbon, biodiversity and pollution, posing a major threat to humanity, Artelia is enhancing its commitment to transform the methods used to design and implement projects. Through the “TRACE by Artelia” approach to sustainable design and environmental monitoring of projects in particular, we are looking to systematically promote methodologies and solutions that are more environmentally and socially virtuous in the various projects our teams are involved in.

Reducing our GHG emissions, waste and pollutants is a key focus of our efforts. In 2023, we achieved a significant milestone when the Science Based Targets initiative (SBTi) validated our pathway for reducing GHG emissions, confirming its alignment with the objectives outlined in the Paris Climate Agreement. The extensive work undertaken on this occasion has given us a stronger foundation, a consolidated network of specialised contacts in several countries and a clear pathway encompassing all three scopes. Additionally, several other initiatives, led and executed by the Group’s management and employees, have been undertaken to strengthen environmental conservation, reduce waste, promote efficient use of resources, and support sustainable transportation.





*Protect the environment*

# A MAJOR EFFORT IN FAVOUR OF SUSTAINABLE DESIGN

Integrating ambitious environmental and social objectives right from the project design phase is now becoming an essential practice in sustainable project development, to address the challenge of the climate emergency in particular. Our group is resolutely committed to this route and already applies sustainable design and environmental work-site monitoring methods in the context of numerous projects. In 2023, however, we entered a new phase with the introduction of "TRACE by Artelia", an approach dedicated to rationalising and broadening sustainable design practices.



## FRANCE

### SUSTAINABLE DESIGN AT THE HEART OF THE SOUSTONS LAKE BEACH

Instead of seeking to attract more tourists, the municipality of Soustons has opted to offer them better-quality amenities, in particular by upgrading and rewilding the spaces at and around its lake beach. As project engineer and co-contractor, Artelia guided several environmentally positive transformations.

Our teams depaved a former motor-home park, freeing up 10,000 m<sup>2</sup> for bicycle and pedestrian paths. The refurbishment of the shopping square, a key phase of the project, was carried out using a local concrete based on clay waste, with a carbon footprint just half that of conventional concrete. An aquatextile was also put in place to capture hydrocarbons and avoid the risk of groundwater contamination.



### PRIORITY ON SUSTAINABILITY

In the context of our CSR policy, we are committed to promoting a sustainable design and environmental work-site monitoring approach in all significant projects in which the Group is involved. To attain this objective, we have deployed "TRACE by Artelia" (Track Reduce Avoid Climb up Ecology). This approach aims to help our clients make the right decisions to address the challenges inherent in the climate emergency, biodiversity loss, the resource crisis and the imbalances in society.

"TRACE by Artelia" incorporates the very latest technical methods and tools in the field of sustainable design (carbon, biodiversity, societal, gender, etc.) It is intended for all the professions involved. Its ambition is to improve projects by optimising their overall cost (investment + operation), bolster stakeholder engagement, improve acceptance of development projects and anticipate certain developments (regulatory, insurance, etc.).

## FRANCE

### USE OF LOW-CARBON CONCRETE TO RAISE THE HEIGHT OF LA LAUCH DAM

Located in the east of France, La Lauch dam plays an important role in containing winter floods. It thus helps maintain the balance between delivering drinking water to the region's population and sustaining its aquatic habitats. Originally built in the 1890s, it could no longer be filled normally for reasons of stability given the risk of seismic activity. The authorities therefore programmed major refurbishment works.

Artelia provided design and works supervision services for this project to reinforce the dam and increase its height by three metres, using a sustainable design approach. This led to our proposing IVRCC (Immersion Vibrated Roller Compacted Concrete), which uses three or four times less cement than conventional concrete and only half as much as the usual roller-compacted concrete (RCC). An environmental impact study was also carried out on the 30,000 m<sup>2</sup> area affected by the height increase, prioritising avoidance measures over mitigation and compensation measures.





**Kevin Thizy**  
Engineer, sustainable design, energy and carbon strategy  
Artelia representative on the LCBI technical committee



The BBCA and LCBI labels are similar in essence and share the same ambition to reduce the carbon footprint of the building construction sector. The LCBI label marks a shift in scale and reflects the desire to involve a highly diverse range of players in the process, which led us to adopt an original, innovative approach to design a methodology of a totally new type.

## EUROPE

### ARTELIA INVOLVED IN CREATING THE LCBI (LOW-CARBON BUILDING INITIATIVE) LABEL DEDICATED TO REDUCING THE CARBON FOOTPRINT OF EUROPEAN REAL-ESTATE

The European Union has set itself some demanding objectives as regards reducing the carbon footprint of human activities. To attain them, the real estate sector lacked a harmonised operational method for calculating CO<sub>2</sub> emissions over a building's life cycle. The Low Carbon Building Initiative (LCBI) brought together several actors from the real-estate sector to draw up this methodology and create a label that could be used throughout Europe.

As a member of the LCBI technical committee, Artelia was able to contribute its expertise in the sustainable construction and decarbonisation of buildings. The Group is indeed a founder member of the French 'BBCA' low-carbon building label, which is one of the country's most exacting methodologies in this field.

## FRANCE

### ASSESSMENT OF THE EFFECTS ON BIODIVERSITY OF TWO OCEAN THERMAL ENERGY CONVERSION (OTEC) PROJECTS

OTEC recovers thermal energy from the sea to supply buildings with heat and cooling.

Dalkia called on Artelia to assess the effects on marine biodiversity of two of its OTEC projects, in Sète and La Grande-Motte. After it has been captured and used, the water is pumped back into the sea without modification but with a temperature difference that could potentially affect certain sensitive species. Artelia carried out numerical modelling on the dispersion of the thermal plume to ensure that the temperature of the water at the outlet point was controlled.

In the case of the Grande-Motte project, we also studied the bacteriological impact, since the harbour water is pumped and then discharged into the sea. For the Sète project, Artelia made an inventory of the biodiversity present, which was necessary in order to evaluate the overall impact of the project. In observing the marine fauna we detected protected species such as purple sea urchins and an electric ray. Following this observation, no negative effects on biodiversity were identified.



## THE MÉTHOD'O

### AN INNOVATIVE, GREEN REGIONAL PLANNING METHOD

The Méthod'o, developed by Artelia, involves an innovative approach to green regional planning which recently won the *Grand Prix National de l'Ingénierie* award. Designed to respond to the challenges of climate change, it offers an alternative to traditional project development methods by adopting an ecosystem-based, participative approach. It aims to engage all the region's players in a collaborative process, identifying sustainable solutions for adapting to climate change. The method includes both a consultation process and a toolbox containing collaborative resources and advanced technical tools. For Greater Reims, it allowed five ecosystem indicators to be identified to guide actions in the field of stormwater management. A high-precision stormwater modelling tool called ORus was developed and used successfully in this project to solve problems of flooding.

Méthod'o is in the process of being adapted to other issues associated with climate change and biodiversity conservation, thus showing its potential to become a universal green planning method. In short, it offers a holistic and participative approach that leads to sustainable regional projects, allowing more efficient use of public resources and tangible action to bolster sustainability.

## VIETNAM

### ASSESSING THE ENVIRONMENTAL PERFORMANCE OF CONSTRUCTION PROJECTS

With a view to improving the way the environment is factored into building construction projects, Artelia Vietnam's Green Building team has created the Green Construction Assessment (GCA). The GCA is a self-assessment certificate drawing on the subsidiary's expertise, allowing the environmental performance of construction projects to be measured on five criteria: waste management, risk management, control of erosion and sediments, attention to interior air quality, and site management. The GCA aims to raise Artelia Vietnam employees' awareness of sustainable construction and of how construction management can be improved, by identifying and disseminating the good practices implemented.

In 2023, the GCA assessment campaign covered 22 construction sites throughout the country. Thanks to the support of the project managers and the HSE engineers, all sites exceeded the minimum criterion of the programme, although some points for improvement were identified. In 2024, the assessment method will be updated on the basis of the results from 2023. It will be applied to some additional sites, with a view to developing reporting tools to allow more effective environmental monitoring of the Vietnamese sites and dissemination in other countries in the Asia-Pacific region.



*Protect the environment*

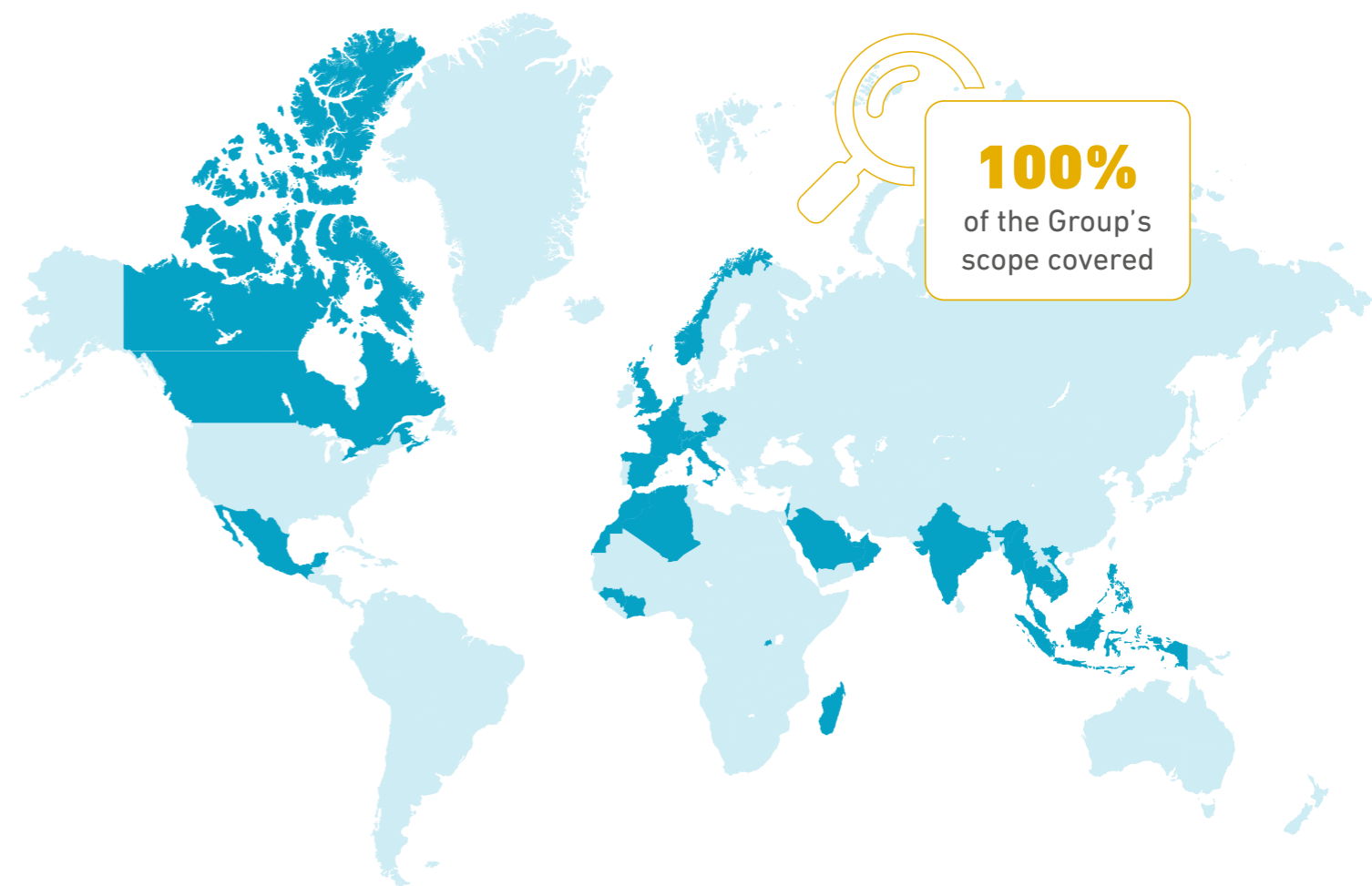
# MANAGING OUR CARBON FOOTPRINT

The international organisation Science Based Targets Initiative (SBTi) has officially validated the Artelia Group's medium-term decarbonisation pathways. Now that we have passed this important milestone, we can implement the action plan to reduce our emissions, thanks in particular to dedicated internal governance. Most of the measures decided on in 2023 will be rolled out operationally in 2024.

## 2023 CARBON ASSESSMENT

### COMPLETE COVERAGE OF THE SCOPE OF OUR ACTIVITIES

In the context of its commitment to the SBTi, Artelia expanded the geographical scope of its GHG emissions reporting to gain a complete picture of its footprint this past year. Consequently, the 2023 carbon assessment covers 100% of the Group's permanent establishments. 95.9% of the emissions were calculated from actual data provided by the 14 largest countries in terms of workforce (FTE), and the remaining 4.1% were extrapolated.



Geographic coverage of the 2023 carbon footprint

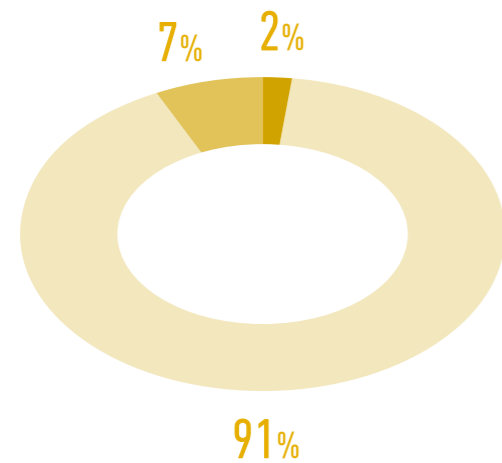
# 71,422 tCO<sub>2</sub>e

Total weight of GHG emissions for the Group in 2023

## 2023 CARBON FOOTPRINT

GHG emissions for the Artelia Group were estimated at 71,422 tCO<sub>2</sub>e for 2023. This assessment is marked by the inclusion of the emissions of FNX-INNOV in Canada (more than 1,000 employees), and by all the categories and sub-categories of Scope 3 emissions: all the consolidated categories of purchases at Group level were taken into account, for example, notably purchases undertaken in the context of turnkey projects.

*\*As authorised by the SBTi in the event of a substantial change of geographical scope (particularly through acquisitions), our reference year and our reduction pathways will be recalculated in the coming months.*

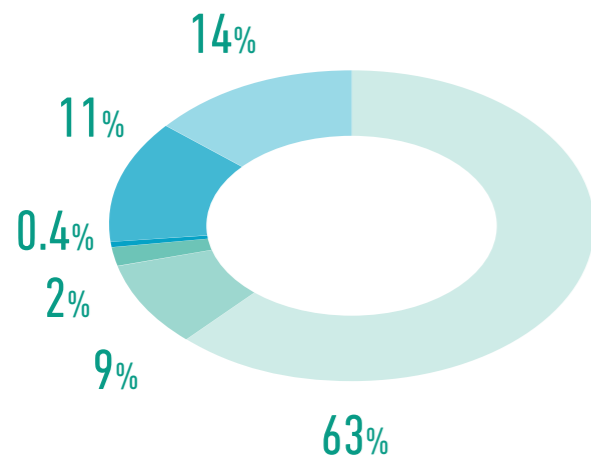


### BREAKDOWN OF GHG EMISSIONS BY SCOPE

- **SCOPE 1:** direct emissions (4,926 tCO<sub>2</sub>e)
- **SCOPE 2:** indirect emissions associated with energy (1,571 tCO<sub>2</sub>e)
- **SCOPE 3:** other indirect emissions (64,925 tCO<sub>2</sub>e)

### BREAKDOWN OF SCOPE 3 BY EMISSION CATEGORY

Scope 3 emissions account for 91% of the Group's total emissions. The main factors are, in this order: purchased goods and services, commuting, business travel and capital goods.



- Purchased goods and services
- Capital goods
- Fuel and energy-related activities (not included in Scopes 1 or 2)
- Waste generated
- Business travel
- Commuting

## 2023 CARBON ASSESSMENT

### BREAKDOWN OF EMISSIONS BY MAIN EMITTING COUNTRIES (in tCO<sub>2</sub>e)

| SCOPE 1  | FRANCE        | CANADA       | ITALY        | DENMARK      | UK           | VIETNAM      | OTHER COUNTRIES |
|--|---------------|--------------|--------------|--------------|--------------|--------------|-----------------|
| <b>Emission categories</b>   |               |              |              |              |              |              |                 |
| • direct emissions from stationary combustion sources                | 55            | 19           | N/A          | N/A          | N/A          | N/A          | 54              |
| • direct emissions from mobile combustion sources                    | 2,525         | 453          | 183          | 64           | 1            | 39           | 458             |
| • direct fugitive emissions  | 571           | 306          | 15           | 80           | 3            | 2            | 99              |
| <b>SCOPE 2</b>   |               |              |              |              |              |              |                 |
| <b>Emission categories</b>   |               |              |              |              |              |              |                 |
| • indirect emissions from the electricity consumption                | 418           | 341          | 96           | 166          | 19           | 88           | 322             |
| • indirect emissions from the consumption of steam, heat or cooling  | 83            | N/A          | N/A          | 38           | N/A          | N/A          | 1               |
| <b>SCOPE 3</b>   |               |              |              |              |              |              |                 |
| <b>Emission categories</b>   |               |              |              |              |              |              |                 |
| • Purchased goods and services                                       | 29,077        | 1,288        | 2,961        | 1,732        | 871          | 925          | 4,339           |
| • Capital goods  | 4,526         | 78           | 165          | 315          | 3            | 35           | 667             |
| • Fuel and energy-related activities (not included in Scope 1 and 2) | 829           | 232          | 69           | 829          | 9            | 26           | 207             |
| • Waste generated  | 90            | 74           | 8            | 32           | 1            | 5            | 45              |
| • Business travel  | 3,244         | 709          | 242          | 105          | 159          | 354          | 2,280           |
| • Employee commuting   | 2,935         | 3,318        | 12           | 36           | 1,423        | 647          | 686             |
| <b>TOTAL</b>   | <b>44,352</b> | <b>6,816</b> | <b>3,750</b> | <b>2,737</b> | <b>2,489</b> | <b>2,122</b> | <b>9,156</b>    |



2023 CARBON ASSESSMENT

TRENDS BY EMISSION CATEGORY, 2019 TO 2023

On a like-for-like basis

OUR 'SCIENCE BASED TARGETS'

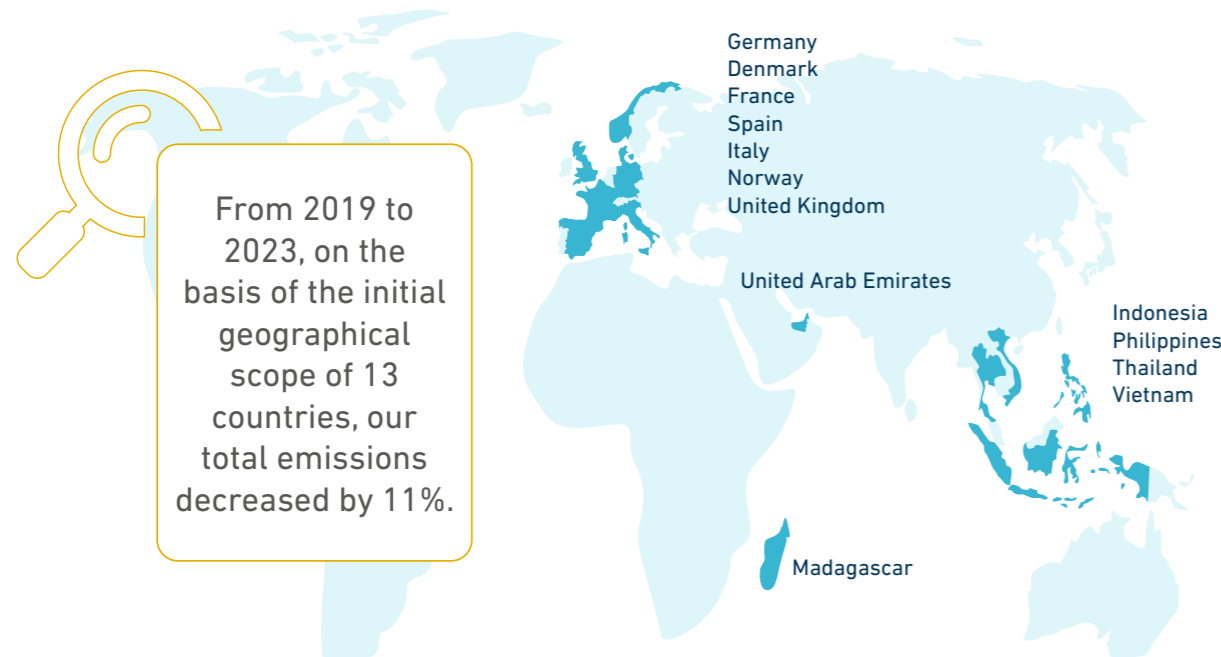
- Artelia commits to reduce its absolute Scope 1 & 2 GHG emissions by 46.2% by 2030 from a 2019 base year.
- Artelia also commits to reduce its absolute Scope 3 GHG emissions by 27.5% within the same timeframe.

ESTABLISHMENT OF A DEDICATED STEERING COMMITTEE

The main objective of climate action is to limit global warming, mobilising collectively to attain "Net Zero" GHG worldwide during the second half of the century. In October 2023, the Group set up a steering committee dedicated to monitoring progress against its emission reduction objectives. Bringing together business units and business partners, the committee defines, oversees and assesses the impact of the actions carried out.

TRENDS IN OUR EMISSIONS BETWEEN 2019 AND 2023

Despite sustained growth between 2019 and 2023, the Group's absolute GHG emissions decreased by 11% for the 13 countries included in our SBTi trajectories. There was a 21% increase in Scope 1 and 2 emissions, which may be related to the increase in employee numbers. Scope 3 emissions, however, decreased by 13%.



|           | NUMBER OF FTEs | T CO <sub>2</sub> e SCOPES 1 & 2 | T CO <sub>2</sub> e SCOPE 3 |
|-----------|----------------|----------------------------------|-----------------------------|
| 2019      | 5,903          | 4,276                            | 51,377                      |
| 2023      | 6,985          | 5,164                            | 44,571                      |
| EVOLUTION | + 18%          | + 21%                            | - 13%                       |

SCOPE 1 & 2: ↑ +21%



+0.3%

Mobile combustion sources

ACTIONS BEING DEPLOYED

- Give preference to low-emission vehicles and substantially increase the proportion of alternative-energy vehicles in our fleet
- Train employees in fuel-efficient driving
- Install telematics devices in certain vehicles (to monitor fuel-efficient driving)



+46%

Electricity



-27%

Steam, heat or cooling

ACTIONS BEING DEPLOYED

- Encourage energy restraint year-round at all our sites through our energy efficiency plan
- Buy green energy for consumption by our buildings
- Relocate to sites with high environmental performance ratings

SCOPE 3: ↓ - 13%



-8%

Purchase of goods or services

ACTIONS BEING DEPLOYED

- Obtain our suppliers' commitment to measuring and reducing their carbon footprint



-48%

Business travel

ACTIONS BEING DEPLOYED

- Make fleets of bicycles available to employees
- Encourage travel by train rather than aeroplane or car



+26%

Capital goods

- Optimise rotation of computer hardware, avoid systematic use of double external screens, and propose reconditioned smartphones
- Renew vehicle contracts to extend their useful lives whenever possible



-24%

Commuting

- Extend the sustainable mobility allowance





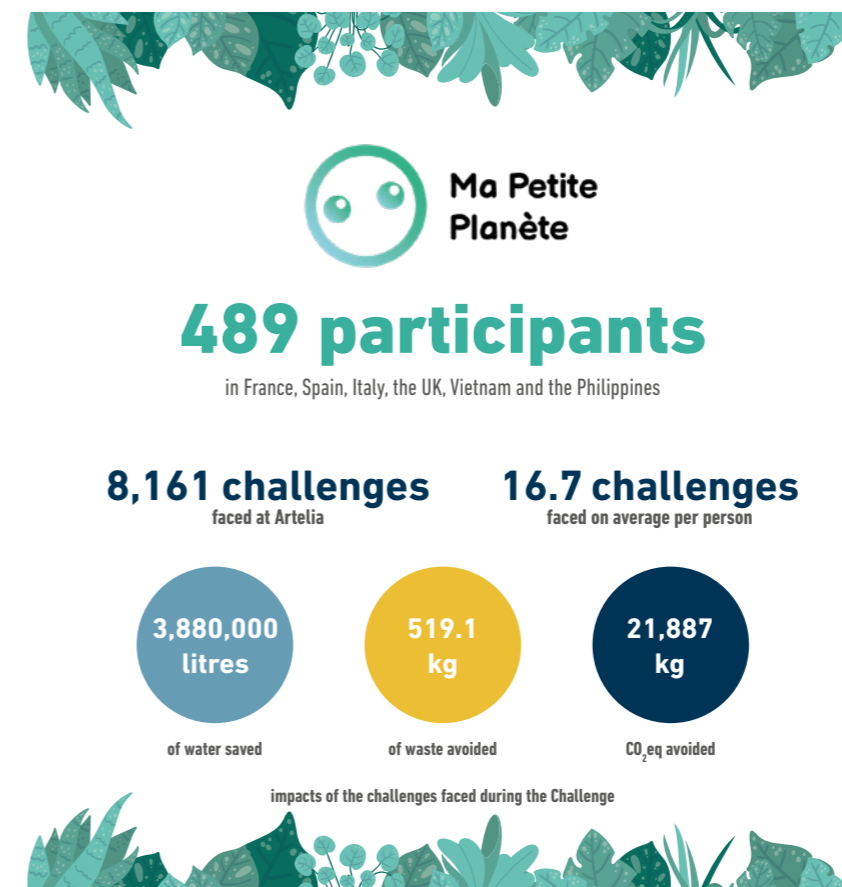
**TRASHTAG CHALLENGE**  
**MORE THAN 1,000 PEOPLE INVOLVED IN THE THIRD EDITION**

For the third year in a row, an operation to pick up rubbish and litter was organised around Artelia's sites. More than 1,000 employees, from the four corners of the world - Spain, France, Italy, Madagascar, Oman, Philippines, Vietnam - joined in this event to collect waste and so conserve nature.



**CANADA**  
**FNX-INNOV'S "BIG CLEAN-UP DAY" AT BOUCHERVILLE AND SEPT-ÎLES**

On 24 September 2023, the Big Clean-up took place in Boucherville and Sept-Îles (Canada), on the banks of the St. Lawrence River and its estuary. Our Canadian colleagues, in some cases accompanied by their families, worked together to pick up fly-tipped waste. In all, nearly 200 kg of waste were collected in the Parc des Voiles in Boucherville and ten sacks full from the paths of the Holiday Park in Sept-Îles.



**CHANGING OUR HABITS BY TAKING UP THE "MY LITTLE PLANET" ENVIRONMENTAL CHALLENGE**

Over the course of three weeks, nearly 500 Artelia employees in France, Spain, the UK, Vietnam and the Philippines took up ecological challenges through the "My Little Planet" adventure.

The 8,161 challenges faced, in such varied fields as mobility, food and waste, show that changing individual behaviour is a real lever for the green transition.

*\*Calculation based on the average footprint of a French person in one year (9.9 metric tons of CO<sub>2</sub> emitted, 513 kg of waste produced and 54.3 m<sup>3</sup> of water consumed).*



**FRANCE**  
**GRADUAL DEPLOYMENT OF THE ISO 14001 STANDARD AT ALL OUR FRENCH SITES**



**Catherine Méchin**  
 Environment Manager,  
 Performance & Risks Department

Keen to contribute to building a sustainable world for future generations, Artelia is committed to a determined process of continuous improvement with the aim of reducing its environmental impact, including while carrying out its assignments. We need to take tangible action to conserve the planet and its resources.

It is in this context that Catherine Méchin joined the Group in 2023 as Environment Manager in the Performance & Risks department. Her main responsibility is to extend the scope of certification for the ISO 14001 standard, with the objective of having all the French sites certified by the end of 2026.

**REDUCING THE ENVIRONMENTAL IMPACT OF THE GROUP'S DIGITAL ACTIVITIES**

The Group's responsible digital strategy contributes to reducing Scope 2 & 3 GHG emissions but also to keeping the overall environmental footprint of its digital activities under control.

Various measures have been taken, such as making the end-of-life process and the 3Rs principle (Repair, Reuse, Recycle) systematic and having all computer hardware labelled Energy Star, guaranteeing its energy efficiency. Efforts to optimise the rotation of computer hardware and prolong the life of equipment continued, as did the choice of components with low power consumption, ensuring both longer lifetimes and lower consumption. In 2023, Artelia also decided to propose smartphones reconditioned in France. To ensure that these operations are properly managed, dedicated governance was put in place by appointing and training a Digital Manager and creating an internal network of specialist Green IT contact people.



ISO 14001 enables a framework to be defined with the objective of setting up an efficient environmental management system. It allows us to make all the players within the company fully aware of the stakes involved, to strengthen the involvement of the Group's management, to bolster our day-to-day commitment (in the office or vis-à-vis clients, service providers or suppliers) and to comply with our commitments to the SBTi.

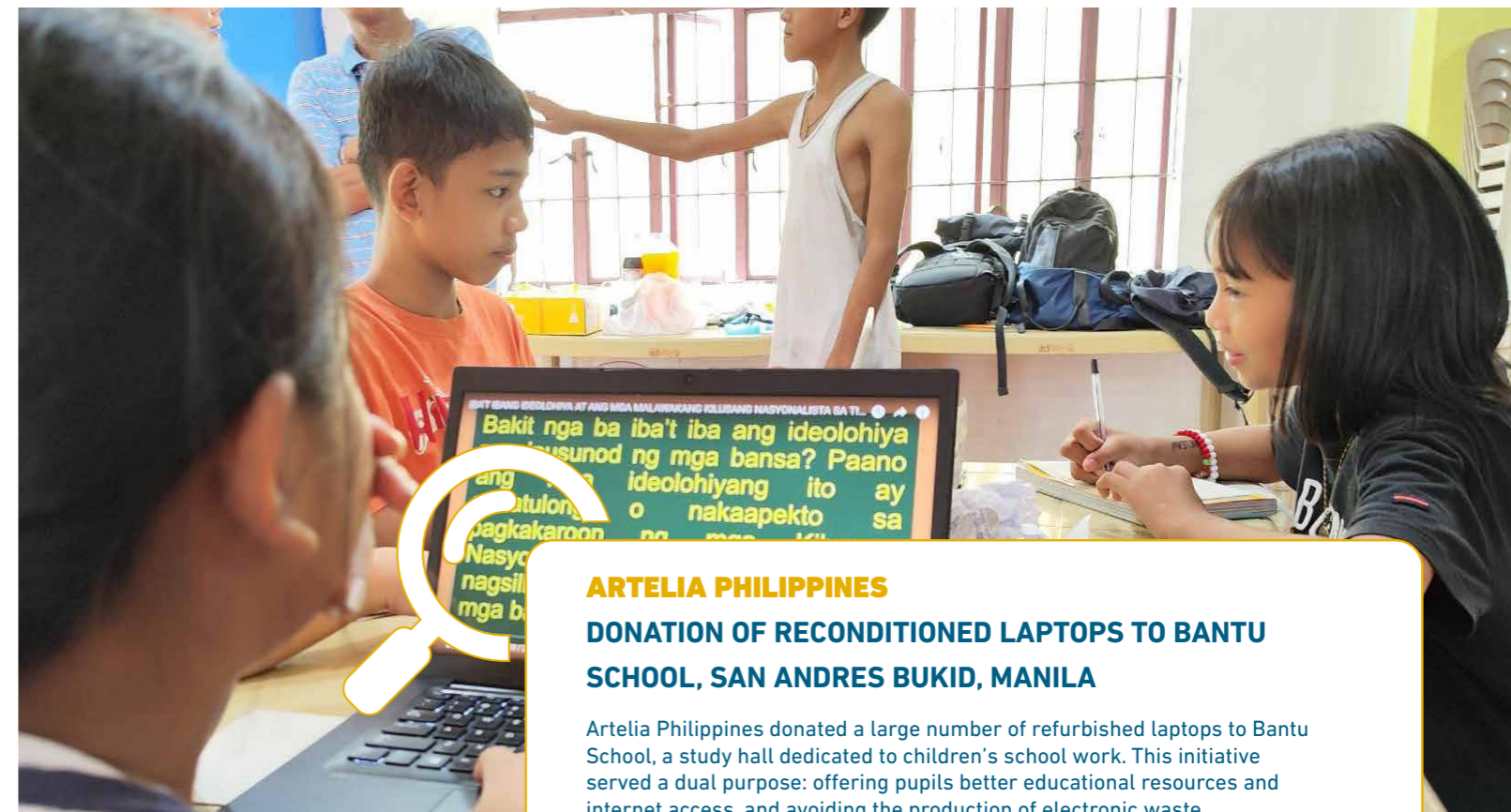
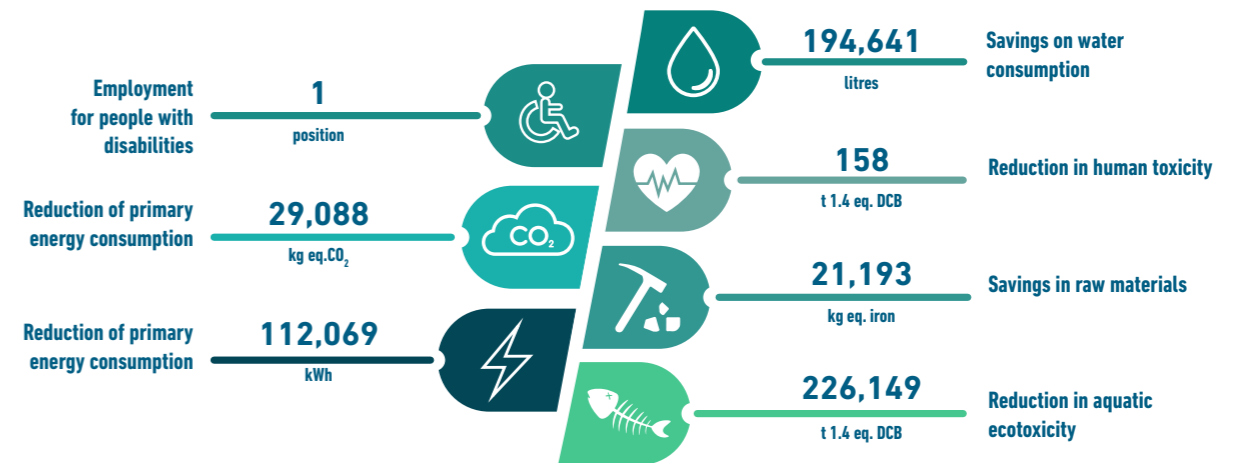
**ACCELERATING THE RE-USE AND RECYCLING OF OUR COMPUTER HARDWARE**

The manufacture of computer hardware requires considerable resources (raw materials, water, energy), the mobilisation of which has significant environmental and social impacts. Therefore, prolonging the life of computer hardware is a substantial lever for moving towards more sustainable and responsible consumption. With this in mind, the Artelia Group

has established a partnership with AfB Social & Green IT, a social enterprise specialising in recovering used computer and telephone equipment.

In 2023, 744 devices were collected and processed: 33% were sold on the market and 67% were recycled.

**EVALUATION OF THE RESOURCES SAVED BY RECYCLING AND REUSING IT EQUIPMENT**  
 (Partnership with AfB)



**ARTELIA PHILIPPINES**  
**DONATION OF RECONDITIONED LAPTOPS TO BANTU SCHOOL, SAN ANDRES BUKID, MANILA**

Artelia Philippines donated a large number of refurbished laptops to Bantu School, a study hall dedicated to children's school work. This initiative served a dual purpose: offering pupils better educational resources and internet access, and avoiding the production of electronic waste.





**ARTELIA THAILAND**  
**GIVINGTUESDAY**  
**COLLECTION FOR THE WON PROJECT**

With the support of the Artelia Foundation, our Thai subsidiary organised a collection of plastic waste (water bottles, tissues, sanitary towels, babies' nappies (diapers), medicine packets, etc.) for the WON project. This project transforms this waste into recycled plastic pellets that can serve as raw materials in future production processes. Each kilogram of plastic recovered is valued at 5 baht (€0.13). From 28 November to 5 December 2023, Artelia Thailand collected two large sacks full of plastic waste. The funds deriving from this collection are then paid over to environmental and public interest organisations.



**ARTELIA UK**  
**ECO WARRIORS: A SCHOOL'S COMPETITION**  
**FOR SUSTAINABLE DEVELOPMENT**

A sustainable school's competition was launched in Hertfordshire, England, supported by Artelia UK, in partnership with Hertfordshire County Council and our sub-contractors Oakray Ltd and TClarke.

Recognising the urgency of addressing environmental challenges in the built environment, the competition, entitled ECO WARRIORS, aims to foster environmental awareness and responsibility among Year 6 students who were invited to participate. Students put their skills to the test, developing a range of environmentally-friendly ideas aimed at improving the sustainability of their schools. Their ideas were presented to the panel of judges from Artelia, Oakray, TClarke and Hertfordshire County Council on December 4th 2023. The winning school was awarded a prize of £2,000, along with two runner ups, awarded £500 each, contributing towards their school's sustainability efforts.

**SOFT MOBILITY:**  
**CHALLENGES FOR**  
**EMPLOYEES**

On the occasion of the mobility challenge and the "May by Bicycle" event, employees of Artelia's Échirolles site were asked to give priority to "soft" modes of transport, particularly cycling, for their daily commute. A total of 38,237 kilometres were thus covered by the 201 participants during the month of "May by Bicycle". Meanwhile the mobility challenge allowed 2,500 kilometres by car to be saved in favour of cycling, public transport and walking in a single day!

**SUSTAINABLE MOBILITY ALLOWANCE:**  
**ACCELERATING DEPLOYMENT**

The Group decided to encourage soft modes of mobility in accordance with its CSR commitments. The sustainable mobility allowance, which has been in place for two years, was increased in order to encourage personal contributions to reducing the environmental impact of commuting. To bolster the use of soft means of transport, it is now possible to combine the sustainable mobility allowance with reimbursement of public transport season tickets. Additionally, the allowance has been made easier to access and the range of potential beneficiaries has been widened.

54 - Health & Safety

57 - Diversity & Inclusion

62 - Attracting and retaining talent



Thierry Lassalle  
Human Resources Director

# DEVELOP OUR HUMAN CAPITAL

The year 2023 saw a number of structuring projects. We formalised the Artelia employer brand to reflect its authenticity and the Group's identity in line with its values and corporate purpose. In parallel with this, following considerable consultation work with a very broad panel of employees, we constructed a skills map and a "manager's charter". The aim of this map is to present, tangibly and at a glance, the huge array of career paths and opportunities for development and mobility, interspersed with appropriate training courses. The manager's charter is a common frame of reference based on benchmarks and guidelines to be followed by all, with a view to supporting employees in their development.

The Artelia Academy, which consists of several campuses located in the Group's main entities, now offers structured training programmes on expertise, team leadership and project management. The idea is to share a common culture while at the same time allowing each person the freedom to integrate local issues. Inspiring talks were also organised with Patrick Bourdet on "Continuous Learning - the Key to Success?" and then Gabrielle Halpern on "Re-inventing the Future - Hybridisation as Driver of Transformations".

These multiple events and activities all spring from a single objective: to build a community based on talent, integrate diversity, and help people develop and grow within the organisation, to embrace and overcome the many challenges that Artelia intends to face.







*Develop our human capital*

## HEALTH & SAFETY

In a context of sustained growth and integrating new subsidiaries, harmonising our health and safety culture is a major issue for our Group. Our H&S (Health & Safety) governance is therefore evolving with this in mind, to unify the subsidiaries under a single set of procedures. The engagement of all employees is further strengthened by the Group-wide safety meeting, which is held every year.

### IN CANADA, FNX-INNOV LAUNCHES AN APPLICATION DEDICATED TO EMPLOYEES' WELL-BEING

Scientific research has shown that attaining well-being is an aptitude that can be developed if the associated obstacles and levers are properly identified. Starting out from this observation, a team of scientists has developed a tool called "Inpowr". This mobile application, which is being rolled out at FNX-INNOV, Artelia's Canadian subsidiary, allows employees to take stock of their physical and mental condition, improve aspects of their life that they consider important, and measure their results. The objective is to foster day-to-day well-being by proposing a selection of simple, effective, customisable actions. Each user thus has the potential to improve their well-being, by taking individual steps to adapt their lifestyle and their environment.



**Mario de Angelis**  
Health & Safety Manager  
Artelia Group

### *Mario takes up his position as Group Health & Safety Manager*

#### What is your role at Artelia?

Since 1 January 2024, I have held the position of "Global H&S Manager". In coordination with the various stakeholders, my main task is to define and implement an action plan aiming to meet the requirements of ISO 45001, standardise the existing H&S practices in the various business units, and reinforce the Group's safety culture.

#### Specifically, what are the new procedures put in place in the management system to standardise these practices?

The change is in progress. In certain operational entities, chosen to test the new tools, these procedures have already been implemented, whereas other entities are in the process of adopting them. The system is structured around CASA, the platform which brings together the H&S tools to ensure implementation of the continuous improvement cycle (PDCA - Plan, Do, Check, Act). Until recently, numerous tools were created locally, making it complicated to monitor needs for the Group as a whole. With CASA, we are sure that we all speak the same language.

#### What are the keys, as regards health and safety, to successfully integrating an external acquisition?

The first thing to do is to analyse the H&S system of the company that has been acquired, assessing the risks, the procedures already in place and any instances of non-compliance with the Group's standards. It is also essential to identify the good practices and assess the possibility of incorporating them into Artelia's

system. Next, we draw up an integration action plan, which must be clearly communicated to all levels of the organisation in the interests of transparency and to ensure employees' active participation. The plan must include indicators specifically identified for the transition. These will be used to adjust the integration plan depending on the results obtained. The process of integration requires a strategic and systematic approach, supported by management and adopted at every level of the organisation.

#### How do you get employees to internalise the concepts of health and safety and disseminate them throughout the Group?

It is essential to raise employees' awareness of H&S by encouraging them to interact and apply what has been discussed in practice. The anchor point is Safety Week, which is dedicated to these concepts and is likely to move towards an even more participative format. Another tool is the 15-minute safety briefing, in which emerging issues and operational requirements are discussed. These mechanisms have become key indicators for the Group. Improving the visibility of H&S issues is crucial. This is accompanied by active support from management in recognising and rewarding good practices and cementing a culture of safety in the Group.



## SAFETY WEEK: ANTICIPATING THE IMPACTS OF CLIMATE CHANGE ON OUR ACTIVITIES

Dedicated to health and safety, the five days of Safety Week are spent sharing experiences and good practices in every country, at every work site and in every office where Artelia's teams work. This past year, the Group chose as the central theme: "the impact of climate change on our activities".

How can we foresee and protect ourselves against risks of accident linked to weather events such as storms and extreme temperatures, which are becoming more and more frequent with every year that passes? Additionally, by altering temperatures and driving these extreme events, climate disruption is altering the behaviour and distribution of certain vectors for diseases that are potentially dangerous to humans. So it is

becoming necessary to take measures to prevent these emerging infectious diseases. Talks and workshops provided employees with advice on how best to anticipate and manage current and future health risks.

As a complement to this central theme, numerous online talks were held on a variety of subjects such as improving the quality of relationships at work and safety considerations when travelling. Specific activities were arranged locally, such as sessions to raise awareness of the importance of first aid, organised by the Red Cross.

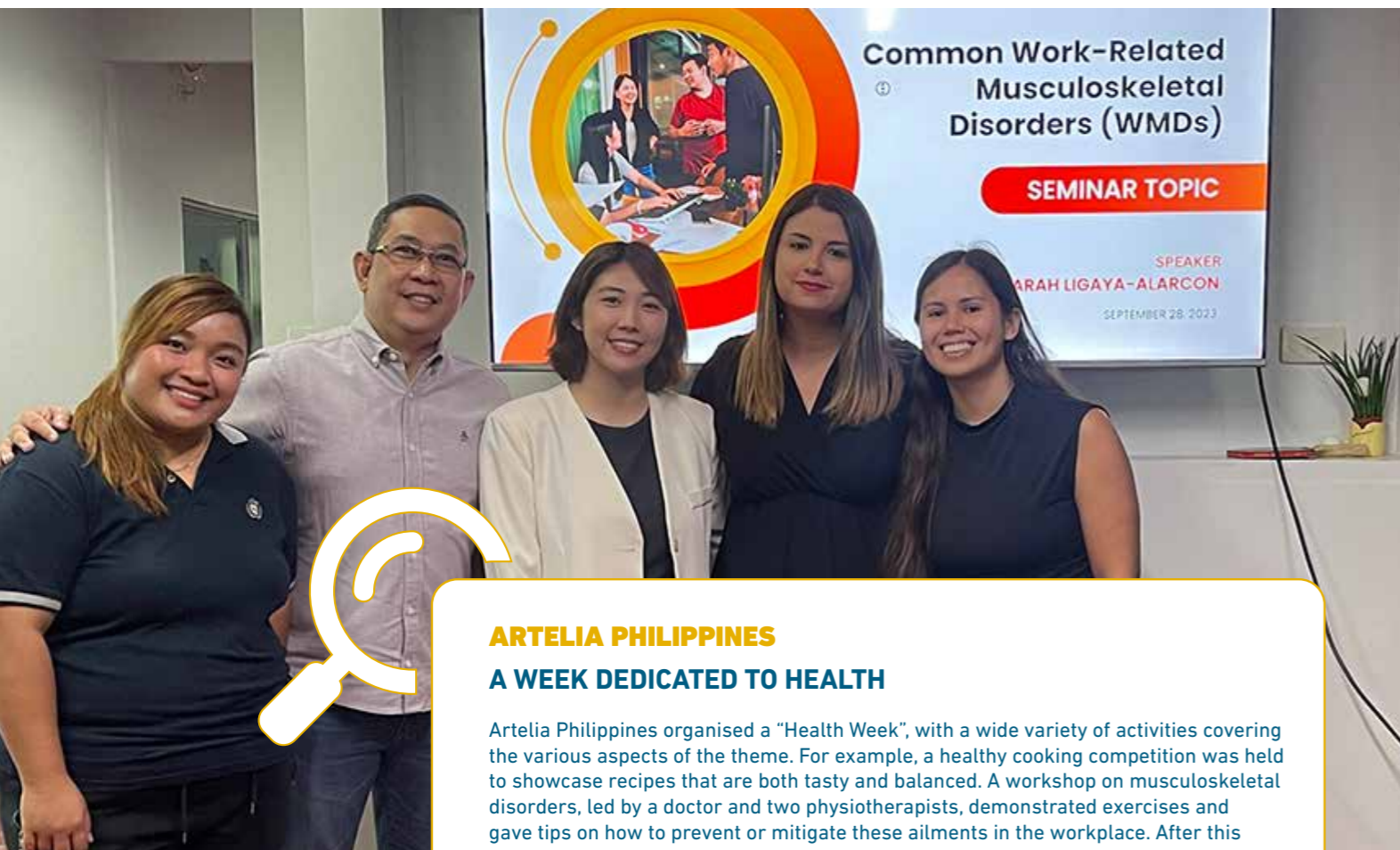


## DIVERSITY AND INCLUSION

This past year, gender equality in all its dimensions was placed in the spotlight in Artelia. In our internal organisation first of all, various actions were taken to bolster the presence of women at the various levels of the company. We are equally determined to integrate the gender dimension and to work for the inclusion of more women in the design and implementation of the development projects entrusted to Artelia.

### MENTORING: AN EXCITING OPPORTUNITY FOR EXCHANGES AND DEVELOPMENT

In March 2023, in the context of Artelia's CSR commitments and diversity policy, and in order to strengthen the presence of women at the various levels of the company, the Group executive committee teamed up with the Human Resources Department to launch a mentoring programme for women in management positions. The objective is to contribute to the professional development of its female employees and to raise mentor-managers' awareness of gender issues and women's careers.



#### ARTELIA PHILIPPINES

#### A WEEK DEDICATED TO HEALTH

Artelia Philippines organised a "Health Week", with a wide variety of activities covering the various aspects of the theme. For example, a healthy cooking competition was held to showcase recipes that are both tasty and balanced. A workshop on musculoskeletal disorders, led by a doctor and two physiotherapists, demonstrated exercises and gave tips on how to prevent or mitigate these ailments in the workplace. After this presentation, the physiotherapists carried out individual assessments on some two dozen employees suffering pain due to injuries, pre-existing ailments or problems stemming from the ergonomics of their workstation.



**Christian Listov-Saabye**

Director of the Nordics BU

**Valérie Slama**

Planning & Organisation department  
Buildings, Greater Paris Region BU

*Christian and Valérie tell us about their mentoring experience*

**How do you feel after this experience?**

**Christian:** I was keen to get to know my “mentoree” and to find out how mentoring could be implemented through the business units, particularly given the different languages and cultures involved. I quickly found that Valérie was positive and dedicated, with clear personal career objectives. Language and culture proved not to be major challenges.

**Valérie:** I was pleasantly surprised to find that my mentor was the director of the Nordics BU. Getting to know Christian Listov-Saabye was a very enriching experience. I was impressed not just by his strong personality, but also by his contribution to the remarkable success of MOE as it was, now Artelia Denmark, a key player in the Danish engineering market.

**What did this programme consist of in practical terms?**

**Valérie:** The mentoring programme offers the opportunity of developing a personal relationship with members of the executive committee and the human resources department in the course of about ten conversations. Christian and I quickly realised that we shared the same values, and we were both very corporative in our approach. I found Christian’s astute analysis and humorously and empathetically delivered practical tips to be invaluable. His Danish perspective threw new light on things, and his

encouragement to “go for it” fell on fertile ground.

**Christian:** Over the course of the process, we had some good talks on the various career paths, and Valérie was able to reply very well to my questions and comments, and address them, so we could move ahead in the next meeting.

**What were the benefits for each of you?**

**Christian:** For me, getting to know Valérie, and above all helping her advance her career in the Artelia Group, was a very positive experience. I’m glad to see that with some relatively simple efforts we can really make a difference.

**Valérie:** The mentoring pathway was transformative. I can tangibly measure my growth, and I feel much better equipped to face the challenges inherent in a leadership role thanks to the tools and strategies discussed during our sessions. This mentoring programme gave me self-confidence, and our partnership strengthened my leadership capabilities. Thanks to our collaboration, Christian shed light on the path of international professional mobility within the company, transforming what had seemed a distant dream into a tangible opportunity. My state of mind has changed profoundly, both personally and professionally.

**FNX-INNOV, PARTNER OF THE “INGÉNIEURE AU FÉMININ” CONGRESS**

The “IngénieurE au Féminin” Congress (the final, capitalised “E” makes the word for Engineer feminine, so “IngénieurE au Féminin” means a “Female Engineer”) is an initiative of the “Génie au Féminin” (Engineering in the Feminine) student group of the Faculty of Engineering at the University of Sherbrooke (Quebec). The congress brings together students, professionals and businesses to discuss equal opportunities, diversity and inclusion in the field of engineering. The female employees of our Canadian subsidiary were able to promote engineering to women. Several talks were also held: psychology researcher Catherine Raymond led one on stress management, and Nathalie Roy, a professor in the civil engineering department of Sherbrooke University, shared her expertise on non-linear career paths.

**THE 100-DAY CHALLENGE: MAXIMISING WOMEN’S POTENTIAL THROUGH CONTACT WITH INSPIRING WOMEN LEADERS**

The 100-Day Challenge is a unique training programme designed for professional women who want to take charge of their ambition and better communicate it. Eight female employees of our Canadian subsidiary took part in a 14-week course last autumn to further their reflection, participate in group workshops and take on challenges with the goal of acquiring introspective habits empowering them to take action.

The training is divided into three main pillars of behaviour: building confidence, overcoming risk aversion, and developing influence. Using an online platform, participants completed weekly learning cards related to the three pillars. These cards presented various reflection and introspection activities, including setting an ambitious challenge to be achieved over the 100-day period, which allowed the women to prepare for the workshops with the “A Effect” leaders and the discussion groups. Each participant was paired with a trio, which consisted of three members from different companies with diverse specialist backgrounds. Five meetings were scheduled to further explore the programme’s teachings and establish a support network for the training.



**Alaa Hasbani**

Deputy department head  
Urban infrastructure  
BU FNX-INNOV - Canada

The 100-Day Challenge allowed me to step outside my comfort zone and get the best out of myself to achieve my ambitions. It is a journey filled with enriching discussions and exciting encounters that aim to develop our personal and professional skills such as self-confidence, risk-taking, negotiation and the ability to influence.”



## GUIDANCE FOR EMPLOYEES WHO ARE, OR ARE GOING TO BE, PARENTS

Parenthood is one of the most significant and profound changes in a person's life. It brings with it a complicated mixture of happiness, responsibilities and challenges that transform life and may affect daily life at work. There are many different kinds of family (two-parent, single parent, stepfamily, foster family, etc.). Indeed, family models, dynamics and roles evolve, reflecting social, cultural and legal changes in our societies.

The Artelia Group supports its employees in order to help them achieve the best possible work-life balance. Specifically, a guide to parenthood packed with practical information is available to parents and future parents working for the Group in France. Artelia also offers the support of an occupational social worker to help parents make suitable childcare arrangements.



**Carole Morvidoni**  
Deputy Director of Human Resources France

Becoming a parent is a major change. By means of this guide, we aim to facilitate access to all the information you need to know before and during pregnancy and once the baby is born.



**Carole Guilhem**  
Manager, Diversity & Inclusion and Workplace Health

From medically assisted reproduction and adoption to alternating custody, dual residence, and more: as the family evolves with society, its organisation and needs change too. We strive to incorporate the specific needs of each individual, in keeping with the company's collective spirit.

## ARTELIA MEXICO REWARDED FOR ITS GOOD PRACTICES IN TERMS OF GENDER EQUALITY

Artelia Cal y Mayor, our Group's Mexican subsidiary, was rewarded with an honourable mention in the first edition of the Marianne Mexico awards. This prize commends the implementation of good practices in advancing gender equality and an inclusive working environment.

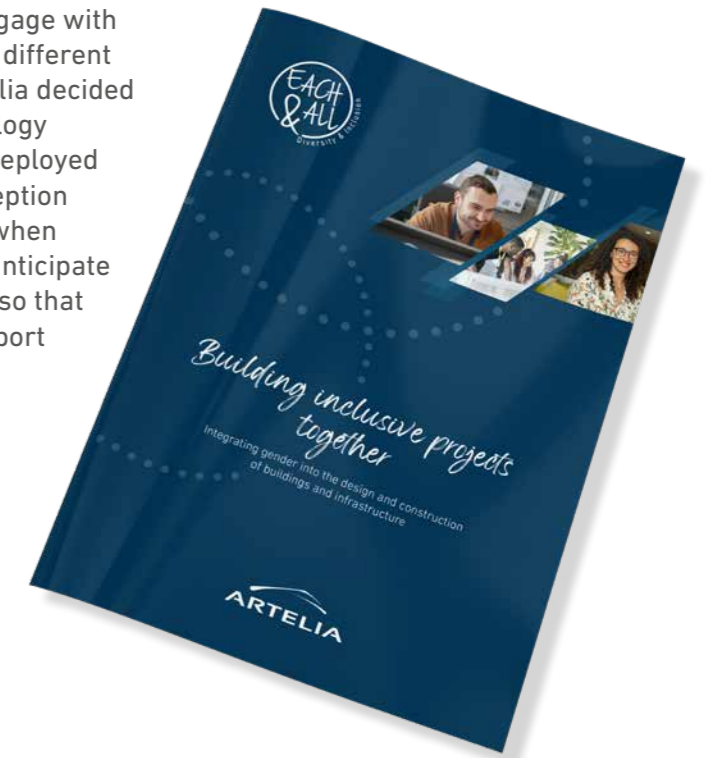


**Flor Berenice Barrios**  
General Manager, Artelia Cal y Mayor, Mexico

This is a prize for all the employees of Artelia Cal y Mayor. It rewards the women of this team who have worked tirelessly, but also the men who acknowledge us as equals. An environment of equality and solidarity cannot exist without these two conditions.

## INTEGRATING GENDER INTO THE DESIGN AND CONSTRUCTION OF BUILDINGS AND INFRASTRUCTURE

Depending on their gender, people engage with spaces, projects and infrastructure in different ways. In light of this observation, Artelia decided to propose a transformative methodology incorporating gender analysis, to be deployed throughout the project cycle from inception through to completion. Our objective when designing and building projects is to anticipate uses and reduce gender stereotypes, so that each user can embrace spaces, transport and infrastructure more equitably.



**Diane Caroën**  
Project manager and expert in social issues

As early as the 1970s, studies highlighted the fact that cities were unequalitarian. Since then, architects, town planners, sociologists and geographers have sometimes agreed that cities were, and all too often still are, designed by and for men.

For example, "carers", most of whom are women, face particular constraints in getting around, as do the elderly and people with reduced mobility. On top of this, women are told how

they must dress and behave, and are sometimes subjected to public violence. All these factors have a strong influence on how they live in cities and how they engage with their surroundings. Everything that comes under the heading of street furniture, infrastructure, amenities, public toilets, lighting, etc. can be adapted to improve women's feeling of well-being in the city and allow them to truly feel at home there. So, yes, when we build a road or a cycle path, landscape an urban park or choose street furniture, we do it for everyone!

The idea is to integrate human beings in all their diversity into urban planning, so that we can build cities - and, hence, society as a whole - for all of us together.



ENGINEERING  
at heart



Consult our careers website: <https://careers.arteliagroup.com/>

*Develop our human capital*

## ATTRACTING AND RETAINING TALENT

In a context marked by a shortage of talented engineers, Artelia is more determined than ever to set itself apart through its uniqueness, its identity and its values, and to this end has developed its employer brand. In addition, it is striving to boost employees' loyalty by continuously enhancing the career opportunities available within the Group and providing support tailored to each individual's needs.



*Samiha and Valérie, both of whom are actively engaged in implementing "Engineering at Heart", Artelia's employer brand, tell us more about this new initiative.*

**Valérie Vanbremeersch**  
Manager, Talent Acquisition  
Human Resources Department

**Samiha Tounsi**  
Manager, Employer Brand  
Marketing, Communication & CSR Department.

### ENGINEERING AT HEART: CAPITALISING ON OUR UNIQUENESS

**Now that the Artelia Group's employer brand has been officially launched, can you tell us a bit more about it?**

**Valérie:** It is a real company project which showcases the men and women who make Artelia the successful Group that it is. We have a dual ambition: to strengthen cohesion in our teams, and to attract new talented employees by offering them an authentic insight into who and what Artelia is. Rather than just promising, we bring our corporate culture to life by means of actions that illustrate in concrete form what each member of our team can expect to experience within the company. Defined in line with our five core values – Excellence, Simplicity, Sharing, Independence and Passion – it is the result of close collaboration with the various Artelia entities around the world.

**Samiha:** We see our employees as modern artists enthusiastically transforming and shaping the environment. So it is only natural that we should have chosen "Engineering at Heart" as our signature, since it reflects our identity.

**What is the essence of this process?**

**Samiha:** We're convinced that every project is a unique opportunity to design solutions for a positive life. This is made possible by individual and collective ingenuity and commitment. We bring together

personalities from a variety of geographical and skills backgrounds, combining three common ambitions: to have a positive impact, to live a real human adventure, and to take control of their future.

Moreover, our shareholding model (100% of the capital being held by Group employees) promotes the entrepreneurial freedom which is reflected in our values. Our strategy as an employer is to propose a company in harmony with the employees' values, as reflected in the fact that 80% of them would recommend the Group as a place to work (worldwide internal survey 2023).

**What tools have since been deployed to bring the Group's employer brand to life?**

**Valérie:** Our actions and communications are guided by our three shared ambitions. We have developed a new, dynamic, modern careers website, offering an optimal applicant experience and taking account of the principles of digital accessibility. A communication kit has been distributed to our managers and in the recruitment teams so that they can convey our employer promise effectively. We have published testimonies showcasing our teams, their business lines and their professional career paths, and other initiatives focusing on diversity and inclusion have also been put in place... There are plenty more actions to come!



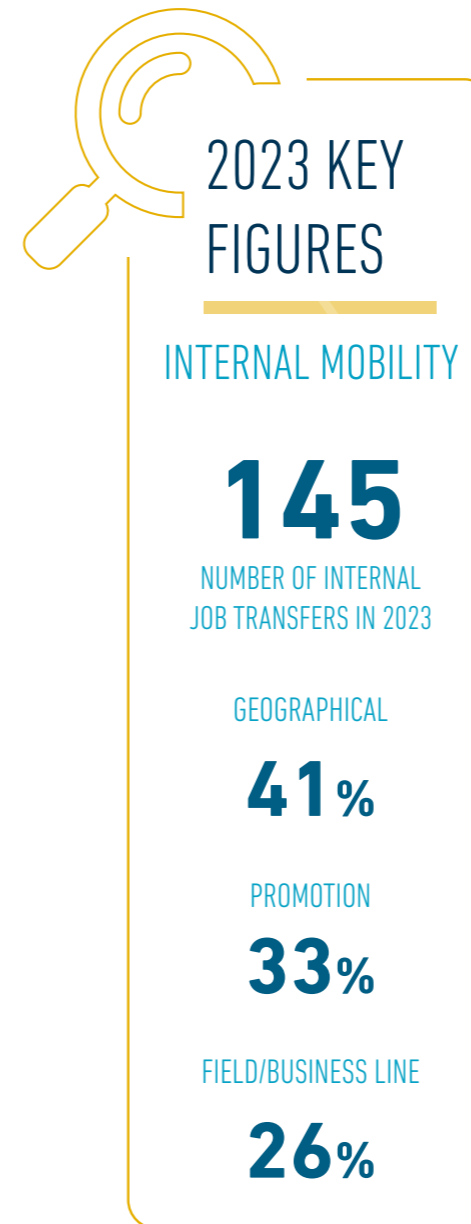


### ARTELIA ACADEMY: DEVELOPING EXCELLENCE WITHIN THE COMPANY

Launched in June 2023, the Artelia Academy offers specialist training paths and high added value programmes to Group employees, on key subjects for Artelia's business lines. Open to various subsidiaries (France, Italy, the UK, Denmark - Spain and Vietnam pending), these paths have a common foundation and their training content can be adapted to local requirements. The Artelia Academy also organises talks to stimulate thought and discussion on the great social challenges of our time.

**Marie-Astrid Hug**  
Head of Group Talent Management

The Artelia Academy is a mechanism that highlights the Group's existing backbone training courses and throws light on future needs, serving its strategy and vision. The training paths are tailor-made and the participants chosen with care. As well as developing skills, this affords employees a human and cross-sector experience.



### MOBILITY: ACCOMPANYING EMPLOYEES' CAREER JOURNEYS VIA THE CAREER MAP

With five markets, establishments in some forty countries and activities in more than 100, Artelia is a Group with multi-cultural horizons, offering employees a wide choice of careers and opportunities for mobility. In order to show the range of possibilities visually, the Group has produced a career map, and it is proving to be a valuable tool for modelling career paths within the Group.

We have designed a map of professional career paths to show the variety of development and mobility options available within the Group. Concrete illustration of these opportunities comes in the form of the ten or so inspiring testimonies received each year. It is possible for employees to change sector, area of activity, geographical region, job, or even to use hybrid skills to construct a customised career path in line with their particular enthusiasms, providing it is also in line with the group's strategy. To really take control of your future, you first have to be able to imagine yourself as different, project yourself, and then translate your ambitions operationally with the help of your manager, or the

head of HR or of the mobility unit. In short... to draw your new horizon!



**Catherine Baldassarre**  
Group Deputy Human Resources Director



**Delphine LOEFFLER**  
Project manager

I started my career at Artelia in 2014, as an engineer providing assistance to owners in the building construction sector. Then in 2017 I was promoted to Project Manager in this same line of work. In 2020 I had the opportunity of a move to our German subsidiary in Hamburg, as Project Manager in the Building Construction and Industrial Facilities department. My assignments involve assistance to owners and programme management, especially for French clients with projects in Germany. Right now I'm working on

a high-rise building project in Berlin. My move from Paris to Hamburg made me challenge myself, leave my comfort zone, and develop my adaptability and my inter-cultural skills. My various changes show the wide range of possibilities with Artelia, allowing all employees to pursue fulfilling careers!

68 - Research & Innovation  
centred on sustainable development  
72 - The Artelia Foundation



# CONTRIBUTE TO DEVELOPMENT AND SOCIAL PROGRESS

Artelia relies on two main levers to further civic and humanitarian causes. The Group contributes to the development of sustainable engineering by working closely with academic researchers, and through its Foundation it supports NGOs that are helping some of the world's most vulnerable populations.

In the scientific and technical field, the year 2023 was a very active year. Artelia contributed to creating new partnership chairs and welcomed additional PhD students to its teams, pursuing research efforts focused exclusively on sustainable development. Both internally and in collaboration with clients, the preparation of innovative methods and solutions continued to gain in significance, and with an increasing emphasis on the green transition.

The Group also increased its commitment to philanthropic action. The Artelia Foundation supported a greater number of non-profit organisations thanks to the increased engagement of its employees, who applied their expertise on volunteer assignments worldwide. The Artelia Foundation, has been dedicated to improving living conditions since its establishment, launched a call for projects on the theme of "Taking action for an energy transition that leaves no one behind", This initiative enabled the Foundation to support five players involved in this key subject of fighting climate change and energy poverty.





Contribute to development and social progress

## RESEARCH & INNOVATION CENTRED ON SUSTAINABLE DEVELOPMENT

To encourage operational research, Artelia strengthened its partnerships with academic players. The Group thus contributed to the creation of the Medelia and Ville-Métabolisme chairs, and supported the extension of the Oxalia chair and its opening up to plant engineering. It also continued its efforts to find and/or devise innovative solutions for the seven sustainable development challenges that underpin its activities.

### NEW PARTNERSHIP CHAIRS TO PROMOTE SUSTAINABLE ENGINEERING



#### MEDELIA: IMPROVING THE SAFETY AND DURABILITY OF HYDRAULIC STRUCTURES

Supported by Spretec, an Artelia subsidiary specialising in mechanical engineering for metal structures, the Medelia chair concentrates on studying the gates, valves and fittings of dams, hydropower plants, etc. which are subjected to considerable forces and wide variations in water levels as a result of climate change. To enrich the models used by Spretec to forecast lifetimes, the researchers will develop new methods for calculating material fatigue and the mechanics of dam failure in order to ensure accurate considerations of materials, manufacturing methods, loads, and corrosion.

This research will allow us to evaluate in greater detail the damage suffered by the facilities in question and thus estimate their lifetimes, helping managers to make informed decisions as to whether to extend them by carrying out the necessary repairs and reinforcements, or to replace them completely. In view of the considerable financial stakes associated with these decisions, Medelia helps optimise resources and enhance the durability of hydraulic infrastructure.



#### VILLE MÉTABOLISME: DESIGNING, BUILDING AND LIVING IN THE CITIES OF TOMORROW

The Ville Métabolisme chair, initiated by the PCA-STREAM firm of architects and run by the PSL (Paris Sciences et Lettres) University, is an interdisciplinary research-and-action programme supported by Groupama Immobilier, Artelia and PCA-STREAM. Its premise is that the urban space should be viewed as a living system and that we should consider how human interaction with it can be organised to be more in harmony with ecological conditions.

The city, which is complex by its very nature, and subject to the vagaries of weather and climate and to demographic growth, raises some fundamental questions. By bringing together the expertise of teachers-researchers, students, architects and designers, the Ville Métabolisme chair aims to provide a better scientific understanding of the quality of city life. Based on a radical interdisciplinary approach, particularly including specialists in the natural sciences, it will develop tools, knowledge and methods to enhance the diagnosis of urban problems and provide insight for decision-makers, designers and citizens.



#### Oxalia: plant engineering in the service of hydraulic structures

After two years of operation, the Oxalia chair for industrial excellence, whose work aims to design more effective hydraulic structures and to prevent coastal and river bank erosion, has been extended. Wishing to expand the scientific project, Artelia has initiated a thesis on the subject of structures in the context of plant engineering. Led by Natacha Fructus, it will focus more particularly on how plant engineering can contribute to protecting against scour in river meanders, a particular form of erosion. It will be supervised by the Grenoble unit of INRAE, the national agriculture, food and environment research institute.



#### Natacha Fructus

PhD student of bio-engineering and river morphology

My thesis seeks to understand how the root structures of plants, combined with such plant engineering techniques as dead wood structures, can contribute to maintaining and structuring embankments, particularly the submerged parts. It particularly involves studying the connection between the depth of the scour and the plant cover of the embankments, combining observers' feedback, physical scale model study and numerical modelling. I hope in this way to arrive at recommendations for sizing plant engineering works and thus to facilitate their implementation.



To find out more: [www.arteliagroup.com](http://www.arteliagroup.com)



## SUSTAINABLE USE OF RESOURCES

### Assessing the impact of reused materials on indoor air quality

The need to reduce the carbon footprint of buildings encourages the re-use of materials, but their effects, particularly on indoor air quality, are still not well understood, and this prevents them obtaining environmental certification and limits their use in practice. To escape from this vicious circle, Artelia is supervising the thesis of Fatimata Syll, in partnership with the CSTB (Scientific and Technical Centre for Building) and the University of La Rochelle. This research seeks to characterise the pollutants emitted by various categories of re-used materials in order to develop emission models and be able to label them, thus facilitating their use in sustainable construction.



## ADVANCED INDUSTRIAL FACILITIES

### Decarbonising industry by recovering unavoidable energy

Cargill's Baupte site in Normandy, which produces texturising agents for the food and other industries, has commissioned Artelia to manage a project that exemplifies the efforts currently being made by European industry to decarbonise. It involves adding a mechanical vapour recompression (MVR) system to an existing distillation column. This unit will allow the site to consume less vapour and thus to reduce its CO<sub>2</sub> emissions by about 50% (15.5 metric tons per year of GHG emissions avoided). Artelia is providing complete design and works supervision services for the project to integrate the new unit, which requires various modifications to existing installations, in collaboration with Cargill's European engineering centre in the Netherlands.

## REGENERATION OF THE BUILT ENVIRONMENT

### Sustainable refurbishment of Groupama's headquarters

By improving energy performance, reducing carbon footprint, re-arranging working spaces and conserving green areas, the project to upgrade Groupama's headquarters at Rue d'Astorg, Paris, is a shining example of the sustainable refurbishment of a services sector building. Artelia managed the entire project, from design studies through to supervision of the works, to ensure that this office complex attained the high levels of certification aimed for: HQE BD 2016, BREEAM RFO, WELL, E+C-, BiodiverCity and Effnergie Rénovation. Alongside Kardham, the main architect, Artelia's subsidiary RFR, which specialises in complex building envelopes and structures, designed a new, 1,100 m<sup>2</sup> wood and high-performance glass façade, allowing usable space to be extended while at the same time reducing energy consumption by 50% in line with the 2040 objectives of the French tertiary decree.



## MORE LIVEABLE CITIES

### Sustainable design to conserve nature in urban areas

For several years now, the city of Ajaccio (Corsica) and its urban area authority have been implementing a hydraulic master plan to prevent flood risks across the region. As part of this, several stormwater detention basins have been built. Artelia oversaw the resumption of studies of one of them, at Alzo di Leva, with a view to reconciling its initial function of flood protection with the wish to create a landscaped garden. Our teams persuaded the very receptive regional players to adopt an sustainable design approach to this project, aiming to conserve the existing biodiversity as far as possible and minimise the environmental effects of the scheme. Nearly 70% of the plant cover was thus saved and the materials extracted were re-used on site, notably to re-profile the banks and re-build the surface of the road around the basin. With a financial cost of less than the initial project, the avoidance of carbon emissions and biodiversity largely conserved, this project provides a good illustration of how sustainable design can contribute to urban planning and development.



## SUSTAINABLE & MULTI-MODAL TRANSPORT

### Active travel

Artelia Denmark is based in Copenhagen, the world's bicycle capital. Bringing together its bicycle expertise and French skills in providing strategic advice on major mobility infrastructure projects, our Franco-Danish team, composed of engineers and urban planners, has been able, in the course of various projects, to acquire unique experience of travel that lends itself to cycling and how to plan it. This know-how was put to use in such innovative and emblematic projects as contributing to the definition of "cycle superhighways" in the region of Copenhagen and studying how to give priority to cyclists on Torvegade, a central thoroughfare in the capital.



# ADVANCING ON OUR SEVEN SOCIAL CHALLENGES THANKS TO INNOVATIVE WORK GEARED TO THE GREEN TRANSITION

## CLIMATE RESILIENCE & BIODIVERSITY

### Mobilising nature-based solutions to reduce flood risks in coastal protection projects

Marina d'Avdeew's thesis, under the guidance of the LGP (physical geography laboratory) joint research unit, deals with nature-based solutions (NBS) to protect against river and coastal flooding. As joint supervisor of this study, Artelia has welcomed Marina and given her access to field practices so that she can see for herself the gap that persists between willingness to use these solutions and their actual implementation. Marina will thus analyse field testimonies from some thirty or so of Artelia's coastal and environmental specialists and review the perceptions, know-how and practices linked to NBS, at the same time identifying the Group's key projects in this area. The purpose of this thesis is to construct a replicable methodology for approaching NBS and to identify the best levers for putting them into practice as a way of reducing flood risks in coastal areas in the face of the challenges posed by climate change.



## ENERGY TRANSITION

### Optimising the energy infrastructure of metro and tram systems

On 21 November 2023, Anass Boukir, power systems engineer with Artelia, presented his thesis, *Tools for optimising the dimensional design of tram and metro power supply infrastructure*, under the supervision of the Sorbonne University. This research led to the development of a methodology and an innovative simulation system enabling the highly complex electrical infrastructure of these transport systems to be quickly and accurately sized so as to ensure a high level of service at optimised investment and operating costs. It helps the user make judicious decisions on the number and location of the various elements composing the line (sub-stations, feeders, equipotential bonding, etc.), thus avoiding over-sizing certain installations. In view of the promising results obtained in specific cases, this thesis opens the way to a new approach, which will contribute to the economic and environmental durability of urban transport infrastructure.







*Contribute to development and social progress*

# THE ARTELIA FOUNDATION

Acting everywhere, in line with local needs, thanks to the expertise of Artelia's employees

Benefiting from the Group's numerous establishments around the world, the Artelia Foundation carries out its humanitarian, social and environmental actions in direct contact with the populations concerned. The Foundation is very active in supporting non-profit organisations by sharing expertise or providing financial aid, and in 2023 launched a call for projects dedicated to an energy transition that leaves no one behind.



## 2023 KEY FIGURES

- 46**  
NON-PROFIT ORGANISATIONS SUPPORTED TO THE TUNE OF €420,000 IN 32 COUNTRIES
- 400**  
DAYS OF VOLUNTEER ASSIGNMENTS THANKS TO THE ENGAGEMENT OF 67 EMPLOYEES
- 1**  
CALL FOR PROJECTS
- 1**  
EMERGENCY FUND
- 4**  
SPECIAL EVENTS

## CONTINUING TO STEP UP ITS ACTIVITIES

The year 2023 was marked by a notable increase in the number of non-profit organisations supported thanks to the engagement of the Group's employees, in a growing number of countries.

At the same time, the Foundation continued organising special events enabling all employees to get involved. GivingTuesday, a global movement promoting generosity, featured a collection of games and toys for families living in poverty.

Partnerships were also formed with the *Viens Voir Mon Taf* and *Le Rocher Oasis des Cités* non-profit organisations, allowing young people to exchange views with employees about their work and the Group's activities, while some 14- and 15-year-old pupils were taken on for work experience.



Read the Foundation's report on: [www.fondationartelia.org](http://www.fondationartelia.org)





## “On the trail of the Chameleon” ensuring fair and equitable access to drinking water in Senegal

Corinne Drujon and Ahlem Hasnaoui from the Artelia Group worked for the rural development programme “On the trail of the Chameleon” in the Kédougou region of Senegal.

Heritage is at the heart of this programme as a vector of economic development and for improving living conditions, social ties and regional governance. Its objective was to showcase the territories of these ethnic groups, shine a light on their natural wealth and promote exchanges among communities.

As part of a consortium led by Tétrakty, an NGO based in Grenoble specialising in rural development and helping rural areas to promote their natural and cultural heritage through tourism, our partner Hydraulique sans Frontières (“Water without Borders”) is engaged in promoting access to drinking water while at the same time raising awareness of good hygiene practices and the need to pay for water. The local partner for the project is the association of ethnic minorities, an independent structure operating throughout the territory surrounding the town of Kédougou, in the east of Senegal.

Our two employees contributed their expertise in hydrogeology and hydrology to the project. From 30 January to 10 February, Corinne and Ahlem conducted an exploratory assignment with the programme partners to evaluate the existing water resources in the region.



Corinne Drujon  
and Ahlem Hasnaoui

Fourteen of us, all volunteers from different non-profit organisations, set out to discover the cultural heritage and especially the dances of the Bassari, Dailonké and Bedik ethnic groups living in the Kédougou region, who subsist in spite of the deficient water resources, the absence of electricity and the lack of access to health care. In particular, we have identified priority actions to be taken at the water points across the territory: repairs, drilling trials with a view to solar electrification, and investigation of resources.



## LAUNCH OF A CALL FOR PROJECTS ON THE THEME “TAKING ACTION FOR AN ENERGY TRANSITION THAT LEAVES NO ONE BEHIND”

The rapid reduction of emissions linked to energy consumption is an essential part of limiting climate disruption. Added to this environmental challenge are social and health issues. According to the World Bank, 733 million people around the world have no access to electricity. In France, one

person in five is in a situation of energy poverty. The most vulnerable populations are also those most affected by energy crises. The Artelia Foundation therefore directed part of its action to this crucial subject in 2023, launching a call for projects dedicated to the energy transition.

## Reducing energy poverty and developing energy from renewable sources

The call for projects “Taking action for an energy transition that leaves no one behind” aims to support operations with two main purposes:

- tackling energy poverty by improving energy efficiency;
- promoting access to renewable and sustainable energy for vulnerable populations.

The Artelia Foundation thus intends to contribute to the sustainable development goals (SDGs) defined by the United Nations, and more specifically SDGs 7, 11, 13 and 17.



This call for projects had a total budget of €80,000. The projects chosen were allocated amounts determined by the Artelia Foundation depending on the scope and needs of each project and the number of projects financed. Added to this financial contribution was technical support provided by Artelia employees and determined together with the project sponsors so as to meet their needs for expertise as far as possible.



## Five winners, sponsors of very pragmatic projects

In the context of this call for projects, the Artelia Foundation, which has been committed since its creation to improving living conditions and since 2021 to driving action on climate change, offered its support to five projects in favour of a just and inclusive energy transition.

The selection committee, composed of group employees and an external expert from the Schneider Group, met in June to select five winners from among the 40+

project proposals received. As well as the environmental impact, this committee paid particular attention to the social benefits of the projects. The winners benefited from the financial support of the Foundation and technical support from Artelia Group volunteers by means of skills-based philanthropy or solidarity leave.



### GERES

Support for twenty local job-creating businesses in their transition to sustainable energy

BENIN, AFRICA

The project is being deployed in Benin over a period of three years, and consists in providing businesses in rural areas with low-carbon technical solutions suited to their activities, aiming to improve energy efficiency. These solutions will allow the entrepreneurs supported to maximise their economic and social impact.



### GRET

Construction of an "energy house" dedicated to supplying energy from renewable sources

MADAGASCAR, AFRICA

The project's objective is to supply electricity from a solar facility to public structures (the school and the health centre) and the inhabitants of the village of Sahanimira in Madagascar.



### ESF

Improvement of conditions of access to care by electrifying healthcare buildings

BURKINA FASO, AFRICA

The project aims to improve conditions of access to care for the inhabitants of Sangoulema by installing solar panels to provide electricity for healthcare buildings.



### LAAFI

Creation of a solar school

BURKINA FASO, AFRICA

The project consists in developing access to energy from renewable sources by creating a benchmark "solar school", in partnership with the University of Koudougou in Burkina Faso. Teachers and students will be trained in this school on the deployment of photovoltaic systems, and the inhabitants of the community will be made aware of the stakes involved in the consumption of energy.



### SUSTAINABLE HABITAT NETWORK

Roll-out of an online training programme dedicated to energy efficiency for home renovations

FRANCE

The project involves the roll-out of an online training programme enabling a wide variety of players (project sponsors, volunteers, social action professionals and technicians) to improve their skills in developing comprehensive renovation work programmes. These efficiency renovation actions will be undertaken to help people living in severe energy poverty.

# INDICATORS

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| TOPICS                   | INDICATORS  | GENERAL POLICY | 2021   | 2022  | 2023   |
|--------------------------|---|----------------|--|---|--|
| <b>EMPLOYMENT</b>        | Total number of office locations  |                | <b>55 (France) and 40 (world)</b>  | 55 (France) and 40 (world)  | <b>55 (France) and 40 (world)</b>  |
|                          | Total workforce (Group)   |                | 6659   | 7339  | 8841   |
|                          | Total workforce (France)  |                | 3766   | 3918  | 4335   |
|                          | Breakdown of registered employees by age group in %<br>- Group -                                      |                | 24 and - = 4.2%<br>25-29 = 14.8%<br>30-34 = 16.1%<br>35-39 = 17.7%<br>40-44 = 14.5%<br>45-49 = 11.2%<br>50-54 = 9.4%<br>55-59 = 8.1%<br>60 and + = 4.0%  | 24 and - = 4.4%<br>25-29 = 15.7%<br>30-34 = 16.2%<br>35-39 = 17.2%<br>40-44 = 14.4%<br>45-49 = 11.0%<br>50-54 = 8.7%<br>55-59 = 8.4%<br>60 and + = 4.0%   | 24 and - = 6.8%<br>25-29 = 14.8%<br>30-34 = 16.2%<br>35-39 = 15.6%<br>40-44 = 13%<br>45-49 = 10.8%<br>50-54 = 9.2%<br>55-59 = 8.5%<br>60 and + = 5.0%  |
|                          | Number of employees by geographical area<br>- Group -   |                | France: 3766<br>Vietnam: 687<br>Italy: 181<br>United Kingdom: 106<br>Germany: 63<br>United Arab Emirates: 38<br>Spain: 43<br>Thailand: 120<br>Denmark (MOE): 1009<br>Norway (MOE+OO): 134<br>Philippines (MOE + Artelia): 177<br>Madagascar: 44  | France: 3918<br>Vietnam: 851<br>Italy: 197<br>United Kingdom (UK + ANG): 133<br>Germany: 110<br>United Arab Emirates: 37<br>Spain: 55<br>Thailand (Cornerstone + Engineering): 152<br>Denmark (MOE+LBP): 1172<br>Norway (OO): 128<br>Philippines (Artelia+PTS): 219<br>Madagascar: 44   | France: 4335<br>Vietnam: 648<br>Italy: 244<br>United Kingdom (UK + ANG): 144<br>Germany: 142<br>United Arab Emirates: 44<br>Spain: 79<br>Thailand: (Cornerstone + Engineering): 151<br>Denmark (MOE+LBP): 1216<br>Norway (OO): 143<br>Philippines: 154<br>Madagascar: 43<br>(Cornerstone+Engineering): 151   |
|                          | Breakdown of employees by gender<br>- Group -   |                | Women: 31.78%<br>Men: 68.22%   | Women: 31.83%<br>Men: 68.17%  | Women: 32.81%<br>Men: 67.19%   |
| <b>WORK ORGANISATION</b> | Total workforce, by type of contract (permanent or temporary) and by gender<br>- Group -              |                | Permanent contracts:<br>1934 women / 3906 men<br>Temporary contracts:<br>182 women / 637 men   | Permanent contracts:<br>2157 women / 4212 men<br>Temporary contracts:<br>179 women / 791 men  | Permanent contracts:<br>2609 women / 4968 men<br>Temporary contracts:<br>292 women / 972 men   |
|                          | Total number of employees, by type of employment (full time and part time) and by gender<br>- Group - |                | Part time<br>340 women / 203 men<br>Full time<br>1776 women / 4340 men   | Part time<br>345 women / 215 men<br>Full time<br>1991 women / 4788 men  | Part time<br>402 women / 289 men<br>Full time<br>2499 women / 5651 men   |
|                          | Total workforce, by type of contract (permanent and temporary) and by region<br>- Group -             |                | France: Permanent: 1258 W / 2454 M - Temporary: 19 W / 35 M<br>Europe (excluding France and Scandinavia): Permanent: 150 W / 260 M - Temporary: 15 W / 21 M<br>Scandinavia: Permanent: 360 W / 756 M - Temporary: 11 W / 16 M<br>Africa-Middle East: Permanent: 36 W / 106 M - Temporary: 14 W / 65 M<br>Asia-Pacific: Permanent: 101 W / 248 M - Temporary: 106 W / 465 M<br>Americas: Permanent 1 W / 0 M - Temporary: 16 W / 22 M | France: Permanent: 1316 W / 2556 M - Temporary: 16 W / 30 M<br>Europe (excl. France & Scandinavia): Permanent: 203 W / 318 M - Temporary: 20 W / 22 M<br>Scandinavia: Permanent: 430 W / 856 M - Temporary: 5 W / 9 M<br>Africa-Middle East: Permanent: 28 W / 99 M - Temporary: 11 W / 55 M<br>Asia-Pacific: Permanent: 174 W / 374 M - Temporary: 122 W / 663 M<br>Americas: Permanent 1 W / 0 M - Temporary: 10 W / 21 M | France: Permanent: 1416 W / 2697 M - Temporary: 70 W / 152 M<br>Europe (excluding France and Scandinavia): Permanent: 262 W / 379 M - Temporary: 23 W / 18 M<br>Scandinavia: Permanent: 461 W / 887 M - Temporary: 6 W / 5 M<br>Africa-Middle East: Permanent: 35 W / 101 M - Temporary: 18 W / 77 M<br>Asia-Pacific: Permanent: 165 W / 338 M - Temporary: 124 W / 519 M<br>Americas: Permanent 278 W / 585 M - Temporary: 43 W / 182 M |
|                          | Absenteeism (France excl. Principia)  |                | 2.83%  | 2.94%   | 2.31%  |

| TOPICS                              | INDICATORS   | GENERAL POLICY   | 2021  | 2022  | 2023   |
|-------------------------------------|--|--|---|---|--|
| <b>INTERNAL MOBILITY</b>            | Number of internal job transfers (geographic mobility and/or position changes) - Group -                                       |  | 141   | 180   | 145  |
| <b>HEALTH &amp; SAFETY</b>          | Workplace health & safety conditions   | - <a href="#">Health &amp; Safety Policy</a><br>Specific procedures:<br>- System for reporting and addressing complex situations<br>- Management of harassment cases<br>- Protocol for managing cases of alcohol or substance addiction  | Pages 40-43 of the 2021 NFPR  | Pages 54-57 of the 2022 NFPR  | Pages 54-56 of the 2023 NFPR   |
|                                     | Frequency rate (FR) and severity rate (SR) of workplace accidents  |  | FR: 0.93<br>SR: 0.05  | FR: 2.28 (France + Principia)<br>SR: 0.06 (France + Principia)  | FR: 2.49 (France + Principia)<br>SR: 0.16 (France + Principia)   |
|                                     | Occupational illnesses   |  | 0   | 1 (France)  | 1 (France)   |
|                                     | Workforce certified ISO 45001 - Group -  |  | France: 74.35%<br>Group excl. Denmark: 59.19%   | France: 69.48%<br>Group excl. Denmark: 52.41%   | France: 100%<br>Group excl. Denmark: 94%   |
|                                     | MASE-certified sites   | The Environment Skills Network obtained MASE certification in 2020 for a period of 3 years, applying to the teams in: Environment & Social International - Environment Studies France - Industrial, Health & Chemical Risks - Polluted Sites & Soils - Hydrogeology/Geothermal energy - Strategy & Preparatory Studies. This represents 100 employees spread across 12 sites.  | 16 MASE-certified sites + 100 Environment Skills Network employees  | 16 MASE-certified sites + 100 Environment Skills Network employees  | 16 MASE-certified sites + 100 Environment Skills Network employees   |
| <b>LABOUR/ MANAGEMENT RELATIONS</b> | Organisation of social dialogue  | <u>Agreements negotiated and signed with the social partners in 2023:</u><br>- <u>Agreement on the Promotion of Social Dialogue and the Organisation of Staff Representative Bodies</u><br>- <u>Agreement on Electronic Voting for the Election of Members of Staff Representative Bodies</u><br>- <u>Pre-electoral memorandum of understanding of CSE members for the Artelia Eco &amp; Soc Unit companies</u><br>- <u>Minutes concerning the three-year Artelia Group Eco &amp; Soc Unit agreement on remuneration</u>   | 101 meetings:<br>5 Group Committee meetings<br>14 Soc & Eco Committee meetings<br>8 WHSC meetings<br>28 staff rep. committees<br>31 sub-committee meetings<br>15 negotiations | France excl. Ind. Facilities / ADS / Principia:<br>98 meetings:<br>4 Group Committee meetings<br>16 Soc & Eco Committee meetings<br>8 WHSC meetings<br>29 staff rep. committees<br>26 sub-committee meetings<br>15 negotiations | France excl. Ind. Facilities / ADS / Principia:<br>108 meetings:<br>6 Group committee meetings<br>14 Soc & Eco Committee meetings<br>8 WHSC meetings<br>38 staff rep. committees<br>25 sub-committee meetings<br>17 negotiations |
|                                     | Summary of collective agreements   | - <u>Agreement on the Establishment and Functioning of the Artelia Group Committee for 2022</u><br>- <u>Agreement on the Appointment of Local Representatives for 2022</u><br>- <u>Addendum no. 1 to the Agreement on the Artelia Group Saving Plan</u><br>- <u>Addendum no. 1 to the Agreement regarding payment for the Artelia PERECO (retirement savings scheme)</u><br>- <u>Agreement on the integration of the SECOA company into the agreement on the organisation and working relations of the Artelia Eco &amp; Soc Unit signed on 15 January 2020</u><br>- <u>and its addendum no. 1 dated 15 December 2021</u><br>- <u>Addendum no. 2 to the agreement on the compulsory personnel profit-sharing plan applicable in 2021-2022-2023</u><br>- <u>Addendum no. 2 to the agreement on the optional personnel profit-sharing plan applicable in 2021-2022-2023</u><br>- <u>Agreement on the harmonisation of the social provisions of the Principia company with those applicable within the Artelia Eco &amp; Soc Unit</u><br>- <u>Agreement on the harmonisation of the social provisions of the Artelia Digital Solutions company with those applicable within the Artelia Eco &amp; Soc Unit</u><br>- <u>Agreement on the establishment of the Value Sharing Bonus ("PPV")</u><br>- <u>Minutes concerning the three-year Artelia Group Eco &amp; Soc Unit agreement on remuneration</u> | 11 agreements signed  | France excl. Ind. Facilities / ADS / Principia: 15 agreements signed  | France excl. Ind. Facilities / ADS / Principia: 16 agreements signed   |
|                                     | Percentage of positive opinions obtained during annual consultation and negotiation processes between management and workforce |  | 90.5%   | France excl. Ind. Facilities / ADS / Principia: 100.00%   | France excl. Ind. Facilities / ADS / Principia: 100.00%  |
| <b>TRAINING</b>                     | Training policies implemented  | 3% of payroll allocated to training every year. The training policy is determined for a 3-year period. It includes setting up career paths and creating an ecosystem designed to develop the learning experience. The issue of the environment is now an integral part of all training topics.   | Pages 56 to 59 of the 2021 NFPR   | Pages 66-67 of the 2022 NFPR  | Pages 64-65 of the 2023 NFPR   |
|                                     | Total number of training hours   |  | 38,205  | 40,011 (France excl. Principia)   | 42,105 (France excl. Principia)  |
|                                     | Percentage with access to the training   |  | 72.13%  | 65.02% (France excl. Principia)   | 65.02% (France excl. Principia)  |
|                                     | Percentage with access to skills development actions - Group   |  | 80%   | 82%   | 100%   |
|                                     | Percentage of personal professional and development actions that met the defined objectives                                    |  | 90%   | 91%   | 90%  |



| TOPICS   | INDICATORS   | GENERAL POLICY   | 2021                         | 2022                         | 2023                                     |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
|--|--|--|------------------------------|------------------------------|--|--|-----------------------------|---------------------------|-------------------------------|-----------------------------|-------------------------------|---------------------------|---------|-------|--------|------|---|---|---|
| EQUAL TREATMENT  | Measures taken to promote gender equality  | 2019 saw the signing of a framework agreement on non-discrimination, promotion of diversity and cross-cultural management, as well as the renewal of a government-sanctioned five-year disability agreement for a period of 5 years.   | Pages 52-53 of the 2021 NFPR | Pages 59-61 of the 2022 NFPR | Pages 57-61 of the 2023 NFPR             |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
|  | Gender equality index  | <p><u>Index calculation details:</u><br/>                     Indicator 1: Gender pay gap<br/>                     Indicator 2: Gap between individual pay rises<br/>                     Indicator 3: Gap in promotions<br/>                     Indicator 4: Number of employees receiving a pay rise on returning from maternity leave<br/>                     Indicator 5: Gender equality amongst the ten highest salaries</p> <table border="0"> <tr> <td>SCORE ARTELIA ESU</td> <td>SCORE ARTELIA IND.</td> </tr> <tr> <td colspan="2">FACILITIES</td> </tr> <tr> <td>1 38/40 (gap favouring men)</td> <td>38/40 (gap favouring men)</td> </tr> <tr> <td>2 20/20 (gap favouring women)</td> <td>20/20 (gap favouring women)</td> </tr> <tr> <td>3 15/15 (gap favouring women)</td> <td>10/15 (gap favouring men)</td> </tr> <tr> <td>4 15/15</td> <td>15/15</td> </tr> <tr> <td>5 0/10</td> <td>0/10</td> </tr> </table> | SCORE ARTELIA ESU            | SCORE ARTELIA IND.           | FACILITIES                               |  | 1 38/40 (gap favouring men) | 38/40 (gap favouring men) | 2 20/20 (gap favouring women) | 20/20 (gap favouring women) | 3 15/15 (gap favouring women) | 10/15 (gap favouring men) | 4 15/15 | 15/15 | 5 0/10 | 0/10 | Artelia Eco & Soc Unit: 88/100<br>Artelia Ind. Facilities: 83/100 | Artelia Eco & Soc Unit: 89/100<br>Artelia Ind. Facilities: 88/100<br>Principia: 85 /100 | Artelia Eco & Soc Unit: 89/100<br>Artelia Ind. Facilities: 88/100<br>Principia: 85 /100 |
|  | SCORE ARTELIA ESU  | SCORE ARTELIA IND.   |                              |                              |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
|  | FACILITIES   |  |                              |                              |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
|  | 1 38/40 (gap favouring men)  | 38/40 (gap favouring men)  |                              |                              |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
|  | 2 20/20 (gap favouring women)  | 20/20 (gap favouring women)  |                              |                              |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
|  | 3 15/15 (gap favouring women)  | 10/15 (gap favouring men)  |                              |                              |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
|  | 4 15/15  | 15/15  |                              |                              |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
|  | 5 0/10   | 0/10   |                              |                              |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
|  | Percentage of women in senior management positions   | Equality between women and men in the workplace is a priority for Artelia. The Group has hence drawn up a series of commitments and a plan of actions to be implemented, with key components including:<br><b>Commitment no.1:</b> 40% of Artelia's senior management roles held by women by 2027<br><b>Commitment No. 2:</b> Encourage recruitment and promotion of women into management and executive positions<br><b>Commitment no. 3:</b> Promote the gender dimension at all stages of our clients' projects   | France: 24%<br>Group: 29%    | France: 24%<br>Group: 22%    | France: 26.7%<br>Group: 27.3% (excl. UK) |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
| Percentage of women in project management positions                                  | Here, the Group indicators take into account the following countries: France, Denmark, UK, Italy, Vietnam  | France: 27%<br>Group: 26%  | France: 27%<br>Group: 27%    | France: 30%<br>Group: 32%    |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
| Measures taken to promote the employment and integration of people with disabilities | 2019 saw the signing of a framework agreement on non-discrimination, promotion of diversity and cross-cultural management, as well as the renewal of a government-sanctioned five-year disability agreement for a period of 5 years. | Pages 50-51 of the 2021 NFPR   | Pages 59-61 of the 2022 NFPR | Pages 57-61 of the 2023 NFPR |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
| Number of people with disabilities hired   |  | 12   | 19                           | 16                           |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
| Percentage of employees with disabilities  |  | 2.94%  | 2.85%                        | 3.44%                        |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
| Number of people with disabilities supported in the workplace                        |  | 38   | 43                           | 38                           |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
| Rate of training for people with disabilities  |  | 42%  | 55%                          | 48%                          |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |
| Anti-discrimination policy   |  | Pages 49-53 of the 2021 NFPR   | Pages 59-61 of the 2022 NFPR | Pages 57-61 of the 2023 NFPR |  |  |                             |                           |                               |                             |                               |                           |         |       |        |      |   |   |   |

| TOPICS  | INDICATORS  | GENERAL POLICY  | 2021   | 2022  | 2023  |
|---|---|---|--|---|---|
| <b>GENERAL POLICY ON THE ENVIRONMENT</b>                | ISO 14001 - Group -   | <p>ISO 14001 is a tool for attaining our objectives and targets:</p> <ul style="list-style-type: none"> <li>• Environmental analysis identifies our environmental impacts, which are linked to regulations and to our objectives and targets. The key subjects are the management of our waste, our energy consumption, our mobility and our network of branch offices.</li> <li>• The organisation in place allows us to draw up and monitor our action plans to achieve these objectives and targets.</li> <li>• The associated indicators of progress against objectives and targets enable us to evaluate the pertinence of the environmental management system.</li> <li>• All these elements are re-assessed and validated annually by Management with a view to continuous improvement.</li> </ul> | <p>Eight ISO 14001-certified sites and subsidiaries:</p> <ul style="list-style-type: none"> <li>• Echirolles</li> <li>• Lille</li> <li>• Lyon</li> <li>• Saint Denis</li> <li>• Italy</li> <li>• Spain</li> <li>• Gulf States</li> <li>• UK</li> </ul> | <p>Ten ISO 14001-certified sites and subsidiaries:</p> <ul style="list-style-type: none"> <li>• Echirolles</li> <li>• Lille</li> <li>• Lyon</li> <li>• Saint-Ouen</li> <li>• Italy (Milan + Rome)</li> <li>• Spain (Madrid)</li> <li>• Gulf States (Dubai)</li> <li>• UK (London + Birmingham)</li> </ul> | <p>Ten ISO 14001-certified sites and subsidiaries:</p> <ul style="list-style-type: none"> <li>• Echirolles</li> <li>• Lille</li> <li>• Lyon</li> <li>• Saint-Ouen</li> <li>• Italy (Milan + Rome)</li> <li>• Spain (Madrid)</li> <li>• Gulf States (Dubai)</li> <li>• UK (London + Birmingham)</li> </ul> |
|   | Resources devoted to preventing environmental risks and pollution - Group -                           | <p>Our activity generates no environmental risks and little pollution. <u>We offer our clients a range of environmental expertise.</u></p> <p>Environmental and social impact assessment and mitigation / Environmental engineering / Solid waste management / Polluted site, soil and groundwater remediation / Vulnerability and adaptation to climate change at a regional scale / Natural hazards and flood risk management / Water resource management / Environmental and energy-efficient design / Timber construction / Circular economy in materials / Development of renewable energy (hydro, solar, wind, geothermal, biogas/biomethane) / Energy strategy deployment / Energy efficiency improvement.</p>   | Pages 60-77 of the 2021 NFPR   | Pages 40-51 of the 2022 NFPR  | Pages 35-39 of the 2023 NFPR  |
|   | Environmental performance actions incorporated in our clients' projects - Group -                     | <p><u>Commitments in the CSR policy:</u></p> <ul style="list-style-type: none"> <li>• Systematically promote environmental performance actions in the context of our design and works supervision assignments.</li> <li>• Consider the impact of our clients' projects in terms of CSR using a labour, social, ethics and environmental assessment grid.</li> </ul>   | See 2021 indicators from the CSR policy page 8   | See 2022 indicators from the CSR policy page 8  | See 2023 indicators from the CSR policy page 9  |
| <b>CIRCULAR ECONOMY WASTE PREVENTION AND MANAGEMENT</b> | Measures concerning waste prevention, recycling, reuse and other forms of waste recovery and disposal | Paper and waste are sorted at all sites. IT and electronic waste is systematically collected and recycled by an external service provider.  | 100% of paper and electronic waste recycled  | 100% of paper and electronic waste recycled   | 100% of paper and electronic waste recycled   |
| <b>SUSTAINABLE USE OF RESOURCES</b>                     | Consumption of raw materials and measures taken to improve efficiency of their use                    |   | Pages 72-74 of the 2021 NFPR   | Pages 44-48 of the 2022 NFPR  | Pages 40-51 of the 2023 NFPR  |
|   | Number of km travelled on business trips - Group -  | 2023: Bus, short-term rental, take-home company car, ferry, company pool car, aeroplane, public transport, taxi, train.   | 32,502,000   | 42,485,000  | 46,461,671  |
|   | Number of vehicles in fleet   |   | 1027   | 1021  | 1,122   |
|   | Number of litres of fuel consumed by the company fleet  |   | 203,556  | 340,879   | 499,455   |



| TOPICS                              | INDICATORS  | GENERAL POLICY  | 2021  | 2022  | 2023   |
|-------------------------------------|---|---|---|---|--|
| <b>SUSTAINABLE USE OF RESOURCES</b> | Number of litres of diesel consumed by the company fleet  |   | 793,492   | 674,683   | 569,900  |
|                                     | Percentage of paper bought as recycled ***  |   | 99%   | 99%   | 99%  |
|                                     | Energy consumption and measures to improve energy efficiency and use of renewable energy sources  | Moving to buildings with better energy efficiency, CUBE competition, installation of on/off switches, communication and awareness-raising on the topic of eco-friendly practices, etc.<br>On the Echirolles site, use of renewable energy sources and energy recovery for the heat network (72%).<br>In Denmark, 79,000 kWh of electricity are generated using solar panels.<br>Roll-out of an energy efficiency plan at the Group's French sites |   |   |  |
|                                     | Consumption of electricity in kWh/m <sup>2</sup> and MWh - Group -  |   | 68.5 kWh / m <sup>2</sup> ** (France)<br>89.9 kWh/m <sup>2</sup> ** (Group)<br>5,841,296 MWh ** (Group) | 87 kWh/m <sup>2</sup> ** (Group)<br>Not available** (Group)   | 23,922,721 kWh   |
|                                     | Water consumption in m <sup>3</sup> - Group -   |   | Not available**   | Not available*  | 31,182 m <sup>3</sup> **   |
|                                     | Percentage of employees made aware of eco-friendly practices  |   | 100%  | 100%  | 100%   |
| <b>CLIMATE CHANGE</b>               | Main greenhouse gas-emitting activities identified in the company, in particular due to use of the goods and services it produces             | <a href="#">The Environmental Policy</a> of the Group describes in detail all the measures taken to reduce our GHG emissions.   | Pages 72-74 of the 2021 NFPR  | Pages 44-48 of the 2022 NFPR  | Pages 40-45 of the 2023 NFPR   |
|                                     | Targets determined voluntarily in the medium and long term to reduce greenhouse gas emissions, and measures implemented to this end - Group - | Reduction targets:<br><ul style="list-style-type: none"><li>• Artelia is committed to reducing its absolute Scopes 1 and 2 GHG emissions by 46.2% by 2030 relative to the reference year 2019.</li><li>• Artelia is also committed to reducing its absolute Scope 3 GHG emissions by 27.5% within the same time frame.</li></ul>  | 17,297 t CO <sub>2</sub> e<br>3 t CO <sub>2</sub> e / FTE, i.e. a reduction of 32% relative to 2019     | 20,273 t CO <sub>2</sub> e<br>2,96 t CO <sub>2</sub> e/ FTE, i.e. a reduction of 26% relative to 2019 | 71,422 t CO <sub>2</sub> e<br>8.5 t CO <sub>2</sub> e / FTE<br><br>To gain a better understanding of these changes, please refer to pages XX-XX of the 2023 NFPR |

\*\* Partial data. Since Artelia does not own all the sites in which it operates, some of the data could not be obtained.

\*\*\* 50% recycled paper, partly PEFC and Ecolabel

| TOPICS                                  | INDICATORS   | GENERAL POLICY   | 2021  | 2022   | 2023   |
|---|--|--|---|--|--|
| <b>ETHICS AND CORRUPTION PREVENTION</b> | Values, principles, standards and rules of conduct - Group -   | In 2015 Artelia put together an integrity programme on a par with the highest national and international compliance standards. This programme meets exacting requirements in terms of commitment, transparency and traceability. It comprises a set of documents ( <a href="#">Code of Ethics</a> and <a href="#">Business Conduct Guide</a> ), procedures and a specific governance structure devoted to rolling out the approach across the entire Group.  | Pages 30-31 of the 2021 NFPR  | Pages 28-29 of the 2022 NFPR   | Pages 30-31 of the 2023 NFPR   |
|   | Advice and management mechanisms for concerns regarding ethics issues - Group -  | Artelia has appointed a Group-level Ethics and Integrity Manager, and Ethics and Integrity Managers in each Business Unit (BU). All employees can contact them concerning any ethics matter. A whistle-blowing system is in place, open to employees and third parties of Artelia (co-contractors, subcontractors and suppliers). Via this system, violations of the code of ethics or negligence of an ethical nature can be reported, advice can be obtained, doubts expressed, or questions raised about the application or interpretation of ethics rules.   | <a href="#">Code of Ethics</a>  | <a href="#">Code of Ethics</a>   | Code of Ethics   |
|   | Total number of concerns expressed, type of poor conduct identified, percentage of concerns processed, resolved or declared baseless - Group - |  | 4 ethics alerts and 2 compliance issues processed by the Ethics Committee                   | 1 ethics alert declared baseless after investigation, 1 case of fraud, 2 alerts concerning disclosure of sensitive information found to be baseless                | Nine ethics alerts were received, two of which are currently being processed. Of the seven alerts processed: three were filed as not being corroborated, and two gave rise to disciplinary sanctions |
|   | Total number of sites assessed in terms of risks associated with corruption and identified risks - Group -                                     | <b>Risks identified:</b><br>Underestimation of ethics risks by an employee due to a lack of training<br>Failure to identify employees exposed to corruption<br>Employee who does not realise that they or Artelia are in a conflict of interest situation<br>Falsifying a document to comply with a request from a client/partner<br>Pressure from a third party resulting in reduced standards or vigilance by an employee during works supervision<br>Acceptance procedures: pressure from the Client to modify the list of outstanding works<br>Failure to comply with free competition rules<br>Remuneration of a partner without checking the services and without an invoice<br>Failure to perform an ethics assessment on a partner<br>Conflict of interest during analysis of a bid from a company to which we provide services through other routes | 8 Business Units assessed (100%)  | 8 Business Units assessed + several international subsidiaries exposed to risks of fraud and corruption according to the Transparency International classification | 10 Business Units assessed + several international subsidiaries exposed to risks of fraud and corruption according to the Transparency International classification                                  |
|   | Percentage of employees trained in corruption control - Group (partial) -  | The indicator does not include the following subsidiaries: MOE, PTS, Artelia Industrial Facilities Switzerland and Belgium   | 97.3% of employees have completed and validated the ethics training                         | 95.9% of employees have completed and validated the ethics training  | 95.9% of employees have completed and validated the ethics training  |
|   |  |  | 100% of employees signed the commitment to abide by our Code of Ethics when they were hired | 100% of employees signed the commitment to abide by our Code of Ethics when they were hired  | 100% of employees signed the commitment to abide by our Code of Ethics when they were hired  |
|   | Proven cases of corruption and measures taken - Group -  |  | 0   | 0  | 0  |
|   | External initiatives   | As stated in its Code of Ethics, Artelia undertakes to carry out the assignments entrusted to it in compliance with laws and regulations and, more generally, with integrity and respect for stakeholders, in all countries where the Group operates. Artelia adheres to the principles of: <ul style="list-style-type: none"> <li>• the United Nations Universal Declaration of Human Rights;</li> <li>• the Global Compact;</li> <li>• the International Chamber of Commerce and OECD Guidelines;</li> <li>• the Code of Ethics of the European Federation of Engineering Consultancy Associations (EFCA);</li> <li>• the International Labour Organization (ILO).</li> </ul> Artelia is also a member of Transparency International France.   |   |  |  |



| TOPICS   | INDICATORS  | GENERAL POLICY   | 2021  | 2022  | 2023  |
|--|---|--|---|---|---|
| <b>SOCIAL COMMITMENTS TO PROMOTE SUSTAINABLE DEVELOPMENT</b> | Impact of the company's activity in terms of local employment and development   | Artelia's regional network of offices contributes to the economic vitality of the countries and regions they operate in.   | 55 in France<br>40 around the world                                       | 55 in France<br>40 around the world   | 55 in France<br>40 around the world   |
|  | Number of recruitments (excl. temporary) - Group -  |  | 1674 (624 in France and 1050 elsewhere around the world)                  | 2145 (845 in France and 1300 elsewhere around the world)  | 1518 (excl. Denmark)  |
|  | Percentage of Group fees allocated to R&D and innovation  |  | 4%  | 4%  | 4.5%  |
|  | Relations with company stakeholders and conditions of dialogue with them  |  | Pages 32-35 of the 2021 NFPR  | Pages 30-31 of the 2022 NFPR  | Pages 24-27 of the 2023 NFPR  |
|  | Partnership or philanthropy actions   | Each year the Group dedicates some of its operating profit to the Artelia Foundation, with a target of 3% of operating profit by 2025. The Artelia Foundation supported 46 non-profit organisations in 2023.   | 0.80% of the Group's operating profit dedicated to the Artelia Foundation | 1.11% of the Group's operating profit dedicated to the Artelia Foundation<br>Pages 8-9 of the 2022 NFPR             | 1.22% of the Group's operating profit dedicated to the Artelia Foundation<br>Pages 8-9 of the 2023 NFPR             |
|  | Membership of organisations   | More than 60 organisations including: Transparency International, Fondation Palladio, ADEME International, Association des managers pour la diversité, Association des Architectes Français à l'Export, Association Française des Ingénieurs et Techniciens de l'Environnement, Association Française pour la Prévention des Catastrophes Naturelles, Pôle de Compétitivité de la Filière de l'Eau, American Society of Civil Engineers, Association pour le développement des Transports, de l'Environnement, et de la Circulation, France eau biosurveillance, France Hydro Electricité, GIS Hydraulique pour l'Environnement et le Développement Durable, International Office for Water (OIEau), Rêve de Scènes Urbaines, Syndicat des Energies Renouvelables (collège A), Syndicat des Energies Renouvelables (France solar industry), Société Française des Urbanistes |   |   |   |
| <b>SUBCONTRACTING AND SUPPLIERS</b>                          | Supply chain  | Within the Group's supply chain there are two types of procurement:<br>- Procurement of intellectual services on assignments through external service providers (subcontractors and co-contractors on assignments)<br>- "Indirect" procurement, split into two categories: that managed by the Indirect Procurement Department, and local procurement, managed by the branch offices and various company departments in the context of their operations. Artelia's suppliers are mainly service providers (temporary employment agencies, communication agencies, consulting firms, etc.), and suppliers or general services and supplies.<br>There were no significant changes in the supply chain in 2023.   |   |   |   |
|  | Consideration of social and environmental aspects in the procurement policy   | Purchase of eco-friendly office supplies.  | 42% of supplies purchased are eco-friendly                                | 34% of supplies purchased are eco-friendly  | 46% of the supplies purchased from our main supplier LYRECO are eco-friendly  |
|  |   | Orders subcontracted to "ESAT" (social enterprises for people with disabilities) and "EA" (sheltered workshops)  | 51 orders to social enterprises and sheltered workshops                   | 47 orders to social enterprises and sheltered workshops + 3 orders to APF (umbrella organisation for ESATs and EAs) | 47 orders to social enterprises and sheltered workshops + 3 orders to APF (umbrella organisation for ESATs and EAs) |
|  | Percentage of suppliers that have signed the "responsible supplier charter", or have their own responsible purchasing charter | Artelia has set itself the target of ensuring that all its commercial partners commit to a "responsible supplier / purchaser charter" by 2025. The 2020 indicators apply to suppliers to the indirect procurement department.  | 793,492   | 81%   | 100%  |
|  | Percentage of new suppliers CSR-assessed during the bidding phase.  | Self-assessment using a CSR survey sent to all potential suppliers responding to tender invitations issued by the indirect procurement department. The final selection is based on a weighted multi-criterion analysis: quality of services, lead times, prices and CSR, where the CSR rating is worth 10% of the overall rating.  | 100%  | 100%  | 100%  |
|  | Percentage of suppliers assessed with regard to their CSR credentials   | Suppliers already registered in the indirect procurement database prior to 2020 were evaluated retrospectively (self-assessment questionnaire)   | 57.6%   | 38%   | 38%   |
|  | Percentage of EcoVadis-assessed suppliers with a score of:  | EcoVadis Platinum  | 15.1%   | 23.8%   | 23.8%   |
|  |   | EcoVadis Gold  | 24.2%   | 14.3%   | 14.3%   |
| EcoVadis Silver  |   | 18.2%  | 28.6%   | 28.6%   |   |

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