

# Extra-financial performance report 2022



Designing solutions for a positive life

  
**ARTELIA**

- 4 Editorial
- 6 CSR policy
- 12 Artelia and its ecosystem

## Our commitments

- 24 Ensure responsible governance
- 46 Protect the environment
- 60 Develop our human capital
- 78 Contribute to development and social progress

## 82 Indicators

*This report has been prepared in accordance with the GRI Standards: core option.*



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

**international  
 independent  
 multi-disciplinary**

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



**7,300**  
 employees

**€833 M**  
 2022 turnover

**100%**  
 capital held by managers  
 and employees



**100 years**  
 of experience

**40**  
 countries

**62%**  
 private-sector clients





Benoît Clocheret  
Chief Executive Officer



## Stepping up our commitments

During 2022 we conducted a mid-term review of our “Horizon 2025” strategy and CSR policy, examining them in the light of the recent changes in our world. And it has to be said that some major transformations have taken place in the last two or three years. Deeper awareness of the climate emergency and the rapid loss of biodiversity has prompted a large part of humanity to think differently about its future. New geopolitical and economic tensions have also caused major upheavals in the markets in which we operate, leading to both obstacles and opportunities. The current shortage of human resources resulting partly from the Covid-19 pandemic is also affecting us, raising questions about working practices and relationships that are being further heightened by the latest advances in artificial intelligence.

Our CSR policy addresses these structural and contextual changes, some of which are just emerging while others are already well underway. The commitments contained within each of its four pillars (Ensure responsible governance - Protect the environment - Develop our human capital - Contribute to development and social progress) have been stepped up.

First of all, to meet the greater need for agility, we have strengthened our corporate governance to analyse risks more deeply, consolidate our ethics and compliance systems, and safeguard and boost the Group’s shareholder model, based on full employee ownership.

To accelerate the green transition, we have set some more ambitious tangible, quantified targets

## DECLARATION OF CONTINUED SUPPORT FOR THE UN GLOBAL COMPACT

Artelia reaffirms its support for the Ten Principles of the United Nations Global Compact relating to respect for human rights and international labour standards, the protection of the environment and the fight against corruption.

Our corporate culture is underpinned by two fundamentals that are shared by all our employees: our values - Excellence, Simplicity, Sharing, Independence, and Passion - and our corporate purpose: “Designing solutions for a positive life”. Engineering is called into play right from the project design phase, and as such has a decisive potential impact on the carbon footprint of infrastructure, buildings and industrial facilities. For this reason, through their work, the men and women at Artelia have an essential role to play in designing a world that is more resource-efficient and more resilient.

Having signed the United Nations Global Compact back in 2018, Artelia implemented its 2022 Communication on Progress as Early Adopters of its new CoP digital platform. This year we also stepped up the commitments enshrined in our CSR policy with four new pillars and twenty tangible, quantified targets to achieve our ambitions.

We are convinced that, incorporated into our strategy, the UN’s Ten Principles and seventeen Sustainable Development Goals are powerful levers to deliver outstanding performance across the board for our clients, society, the planet and our employees. Through this extra-financial performance report we aim to set out, in full transparency, the efforts we have made and the results we have obtained in relation to CSR as we pursue the ambitious targets we have set ourselves for 2025.

for reducing Artelia’s environmental footprint by signing up to the Science Based Targets initiative (SBTi). We are planning to introduce training in eco-design and environmental monitoring of work sites for all Group employees. We also intend to embed sustainable solutions much more deeply in the services we provide by pushing forwards with the development of dedicated methods, tools and innovations to help our clients meet their own targets.

In response to the tight labour market, we are adapting our procedures to ensure that all our employees feel part of the Group and are able to flourish and

pursue meaningful careers, wherever they are around the world. And lastly, to address the many needs of society, we are mobilising our foundation and stepping up our capacity to innovate, in particular by developing partnerships in the research and academic sectors, ensuring that advances in sustainability can be shared as widely as possible.

We truly hope that this report will convince you that we are strongly committed to building a better world, and taking genuine steps to bring it about. We hope you enjoy the read!

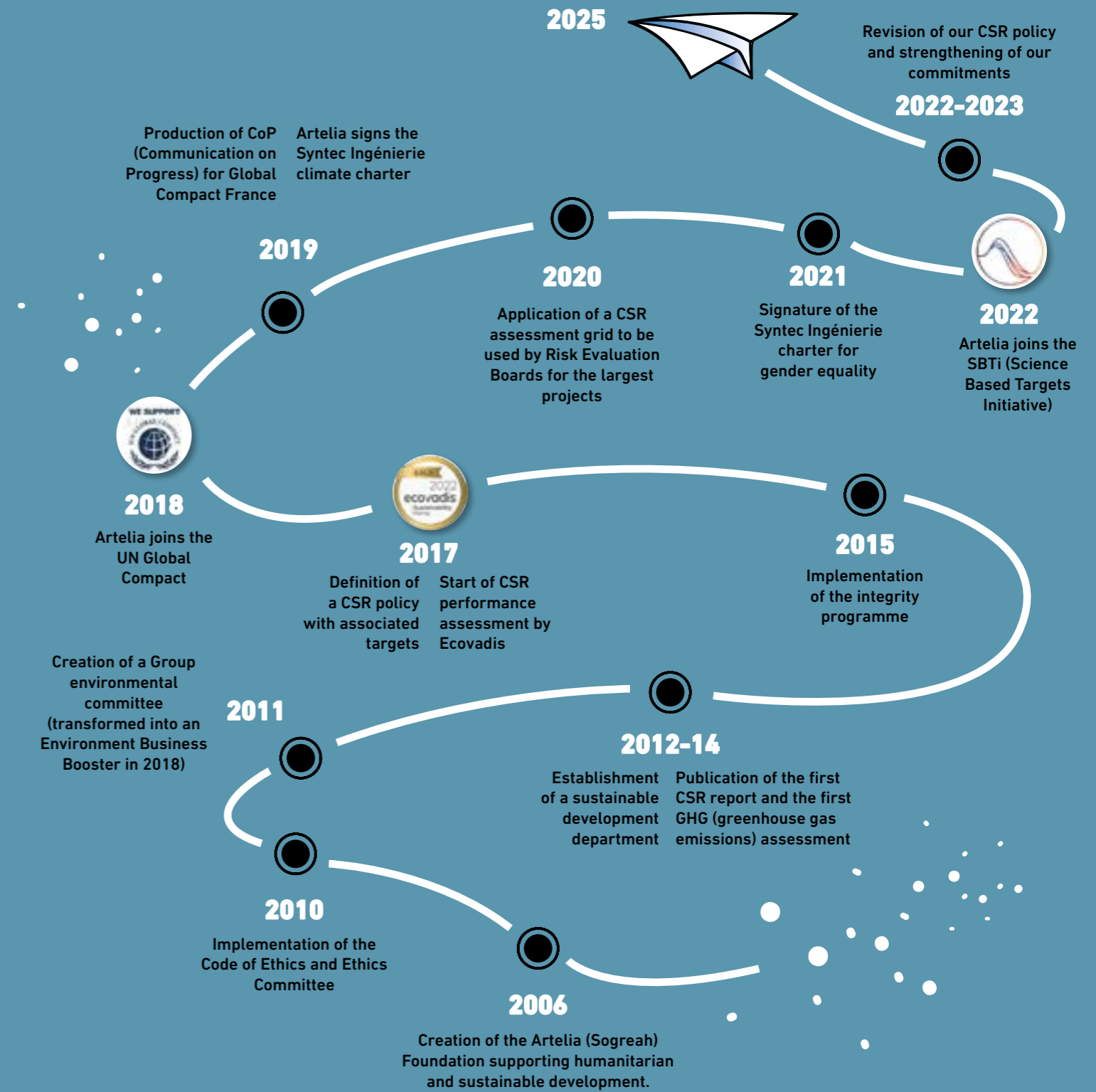
# OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) COMMITMENTS


Artelia has made corporate social responsibility (CSR) one of the cornerstones of its development. Therefore, the Group has drawn up an ambitious policy and rolled out an ambitious internal organisation dedicated to managing integrity, compliance and CSR. The CSR policy was revised in 2022 to address today's rapidly changing environmental, social and governance issues.

Artelia draws on recognised international frames of reference (IIRC, GRI) to perform precise annual reporting on ESG issues, to be communicated to all its stakeholders. Each year, the Group also has its CSR commitment assessed by independent organisations specialising in this area (Global Compact, Ecovadis).



**GRI**  
Artelia uses the standards proposed by the Global Reporting Initiative, a non-profit organisation that develops guidelines helping organisations to report on their economic, environmental, social and governance performance.






As an active member of the United Nations Global Compact since 2018, we contribute to the UN Sustainable Development Goals (SDGs) while respecting the ten universal principles laid down in the Compact relating to human rights, labour rights, the environment and the fight against corruption.



**Top 1%**  
engineering and architecture firms

EcoVadis is a rating agency that evaluates company performance in four areas: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement.



**SBTi**

The Science Based Targets initiative encourages companies to define targets for reducing their greenhouse gas emissions that are compatible with limiting global warming to 1.5°C, in compliance with the IPCC recommendations and the Paris climate agreement.

# Our progress in 2022

Artelia's CSR policy is built around four pillars and up to now has comprised 12 tangible targets reflecting the Group's corporate purpose: designing solutions for a positive life.

In 2022 we made progress on several of these, such as training in eco-design, reducing our carbon footprint, improving employee satisfaction and sharing value.

## PROTECT THE ENVIRONMENT

### OUR COMMITMENTS

- Systematically promote environmental performance actions in the context of our design and works supervision assignments.
- Consider the impact of our clients' projects in terms of CSR using a labour, social, ethics and environmental assessment grid.
- Preserve natural resources and support the circular economy by rolling out eco-responsible practices at all our sites.
- Contribute to the fight against climate change and work towards net zero carbon by reducing and offsetting our greenhouse gas emissions.

OUR TARGETS FOR 2025	2021 INDICATORS	2022 INDICATORS
<ul style="list-style-type: none"> <li>• Train <b>100%</b> of project managers in eco-design and environmental issues at work sites</li> <li>• Perform CSR risk assessments on <b>100%</b> of our design and works supervision proposals</li> <li>• Introduce <b>zero</b> single-use plastic and recycle <b>100%</b> of the paper and electronic waste generated at our sites</li> <li>• Reduce the Group's carbon footprint by <b>50%</b> compared to 2020 levels (in teqCO<sub>2</sub>/person)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>17%</b></li> <li>• CSR risk assessments performed on <b>100%</b> of bids with a value greater than €5m or that pose specific risks</li> <li>• Single-use plastics provisionally maintained due to the constraints of the health crisis; <b>100%</b> of paper and electronic waste recycled</li> <li>• Down <b>12%</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>24%</b></li> <li>• CSR risk assessments performed on <b>100%</b> of bids with a value greater than €5m or that pose specific risks</li> <li>• <b>Zero single-use plastic. 100%</b> of paper and electronic waste recycled</li> <li>• Down <b>26%</b></li> </ul>



### OUR COMMITMENTS

- Guarantee working conditions that protect the safety and well-being of our employees.
- Promote diversity and multiculturalism in all their forms within the Group.
- Support our employees by providing skills development opportunities.
- Encourage dialogue within the company and involve staff and management representatives in corporate decision-making.

## DEVELOP OUR HUMAN CAPITAL

OUR TARGETS FOR 2025	2021 INDICATORS	2022 INDICATORS
<ul style="list-style-type: none"> <li>• Achieve a workplace accident frequency rate of less than <b>3</b></li> <li>• Increase the proportion of female project managers to <b>30%</b></li> <li>• Ensure that <b>100%</b> of the workforce is able to access skills development initiatives each year</li> <li>• Achieve <b>90%</b> favourable opinions during mandatory consultation procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency rate <b>0.93</b></li> <li>• <b>26%</b> female project managers</li> <li>• <b>80%</b> of employees</li> <li>• <b>90.5%</b> positive opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency rate <b>2.28</b> (France)</li> <li>• <b>25.5%</b> female project managers</li> <li>• <b>82%</b> of employees</li> <li>• <b>100%</b> positive opinions</li> </ul>



### OUR COMMITMENTS

- Promote social, economic and environmental initiatives, in particular by supporting the actions of the Artelia Foundation.
- Pursue a responsible purchasing policy by encouraging our suppliers and subcontractors to commit themselves to socially and environmentally sound practices.

## COMMIT TO CIVIC AND HUMANITARIAN CAUSES

OUR TARGETS FOR 2025	2021 INDICATORS	2022 INDICATORS
<ul style="list-style-type: none"> <li>• Aim to contribute the equivalent of at least <b>3%</b> of the Group's operating profit to the Foundation annually</li> <li>• Ensure that <b>100%</b> of our commercial partners sign up to our Responsible Supplier Charter</li> </ul>	<ul style="list-style-type: none"> <li>• <b>0.80%</b> of operating profit (Foundation activities restricted due to the health crisis)</li> <li>• <b>85%</b> of suppliers to the Purchasing Department (excluding indirect procurement) have signed the Artelia Charter or have their own Charter</li> </ul>	<ul style="list-style-type: none"> <li>• <b>1.11%</b> of operating profit (Foundation activities restricted due to the health crisis)</li> <li>• <b>81%</b> (17/21) of suppliers to the Indirect Procurement Department have signed the Artelia Charter or have their own Charter</li> </ul>



### OUR COMMITMENTS

- Guarantee that control of the company remains in the hands of its management, promote employee shareholding on a broad level and encourage regular renewal in this regard, in order to uphold our independence.
- Share the value created by the Group with all its employees (through individual and collective bonuses).

## COMBINE INDEPENDENCE AND VALUE SHARING

OUR TARGETS FOR 2025	2021 INDICATORS	2022 INDICATORS
<ul style="list-style-type: none"> <li>• Increase the proportion of employee shareholders to <b>50%</b> with <b>50%</b> aged under 40</li> <li>• Distribute at least <b>50%</b> of the Group's operating profit to employees</li> </ul>	<ul style="list-style-type: none"> <li>• <b>45.5%</b> of employees own shares in the Group, of whom <b>39.2%</b> are under 40</li> <li>• <b>34%</b> of the Group's operating profit</li> </ul>	<ul style="list-style-type: none"> <li>• <b>42.3%</b> of employees own shares in the Group, of whom <b>41.2%</b> are under 40</li> <li>• <b>51%</b> of the Group's operating profit</li> </ul>



## HEIGHTENED TARGETS

To address the rapid environmental and social changes of our times, Artelia has stepped up the commitments and targets enshrined in its CSR policy for 2025.

One of its pillars has been transformed in order to better integrate the efforts undertaken in terms of governance and ethics. Our environmental commitments have also been strengthened in keeping with the urgent need for climate action, and several other targets have been clarified and developed on key topics such as gender equality, well-being, innovation, and support for development and social progress.

## Ensure responsible governance

OUR COMMITMENTS	OUR TARGETS
<ul style="list-style-type: none"> <li>Assert ourselves as a pioneer engineering company in CSR</li> <li>Remain exemplary in ethical matters</li> <li>Motivate employees by sharing the financial performance created</li> <li>Preserve our independence by increasing the number of employee becoming shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Carry out a detailed assessment of ESG risks and opportunities on 100% of our significant offers, based on the European taxonomy and the SDG'S</li> <li>Train 100% of our employees yearly on ethical risks</li> <li>Integrate ESG clauses in 100% of our purchase contracts and carry out yearly targeted audits</li> <li>Share at least 1/3 of the profit generated by operational activity</li> <li>Promote employee shareholding to at least 50% of employees</li> <li>Encourage employee shareholding among young people with an initial objective of at least 50% shareholders under 45</li> </ul>



## Protect the environment

OUR COMMITMENTS	OUR TARGETS
<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 reducing the carbon emissions of our clients projects</li> <li>Promote sustainable design and monitoring in our customers projects, integrating biodiversity aspects</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the carbon footprint of our direct emissions (facilities and vehicles consumption) to meet the « 1,5°C » trajectory (scopes 1 and 2, in absolute value and intensity per employee)</li> <li>Reduce the carbon footprint of our indirect emissions (mainly travels and commuting) to respect the « well below 2°C » trajectory (scope 3, in absolute value)</li> <li>Develop internal expertise, in particular by training 100% of our project managers in methods and tools dedicated to sustainable design / monitoring of projects</li> <li>Promote a sustainable design / monitoring approach on 100% of our significant projects</li> </ul>



## Develop our human capital

OUR COMMITMENTS	OUR TARGETS
<ul style="list-style-type: none"> <li>Embrace a « zero accident goal » safety culture</li> <li>Foster the commitment and well-being of our employees</li> <li>Promote women empowerment within the company</li> <li>Accelerate inclusiveness</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 accident</li> <li>Aim for 8/10 on the average of the « Commitment » and « Well-being » indicators of the annual employee survey</li> <li>Reach 25% of female managers and in executive positions</li> <li>Make 100% of our employees aware of the Diversity and Inclusion policy « Each&amp;All » every year</li> <li>Enable 100% of our employees to access presence-based or digital training each year</li> <li>Co-build new professional opportunities for each employee at least every 3 to 5 years</li> </ul>



## Contribute to development and social progress

OUR COMMITMENTS	OUR TARGETS
<ul style="list-style-type: none"> <li>Contribute to the attractiveness of scientific professions</li> <li>Encourage women to join the Science Technology, Engineering and Mathematics (STEM) professions</li> <li>Commit to the common good through the Artelia Foundation</li> </ul>	<ul style="list-style-type: none"> <li>Support 15 research programs through doctoral actions or chairs in order to improve Artelia social's impact</li> <li>Participate in 5 programs aimed at promoting engineering professions among women</li> <li>Reach 500 annual days of missions for volunteering assignments</li> <li>Aim to grant at least 3% of the Group's operating income to the Foundation activities</li> </ul>





# ARTELIA AND ITS ECOSYSTEM



Artelia, an independent and multidisciplinary engineering and consulting group, contributes to the completion of thousands of development projects each year. This leads it to work hand-in-hand with a broad array of public- and private-sector players whose actions 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, while applying an ambitious CSR policy in-house.

# HISTORY AND CULTURE

Artelia is deeply rooted in the history of French and European engineering. The Group has constantly nurtured and adapted this heritage to meet the key challenges of its 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: hydropower facilities, irrigation and drainage schemes, drinking water supply systems, and structures to protect against erosion, river flooding 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.

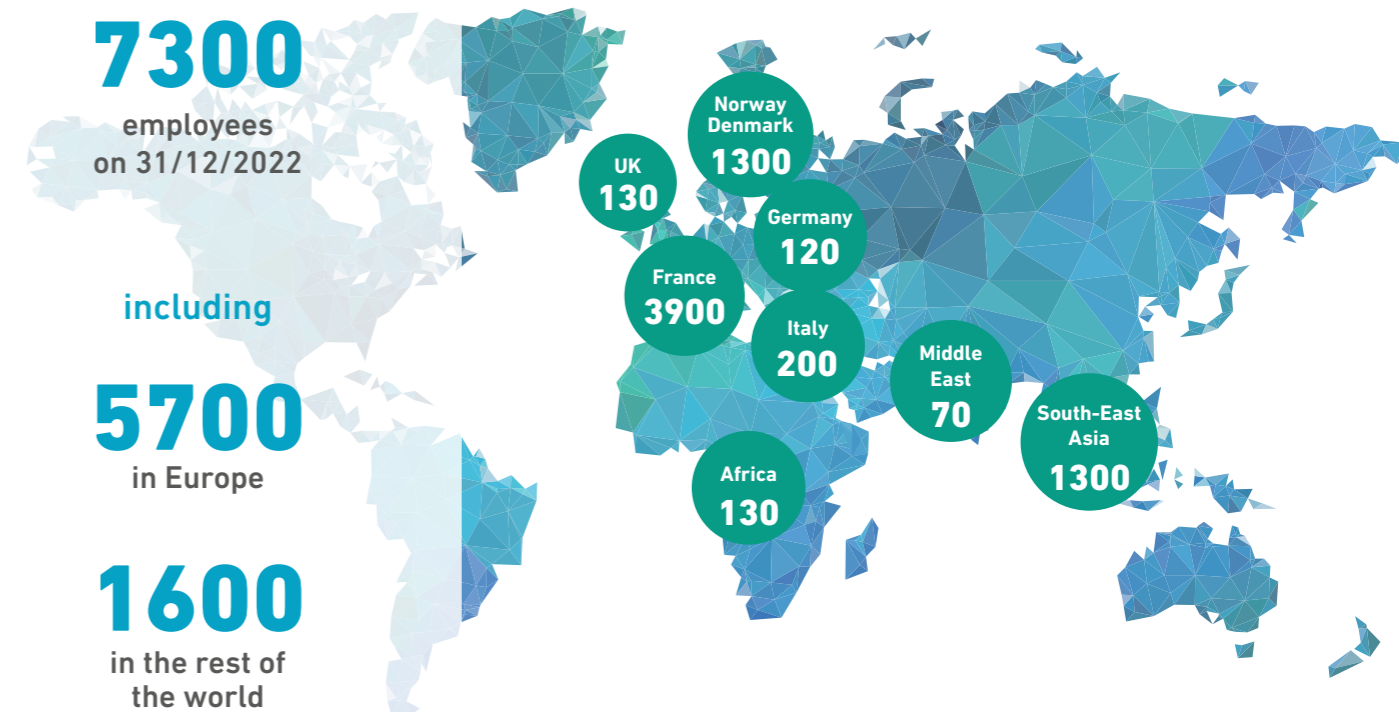
## AN INTERNATIONAL, INDEPENDENT AND MULTIDISCIPLINARY GROUP

Artelia is currently a simplified joint-stock company domiciled in France (16 rue Simone Veil, 93400 Saint-Ouen-sur-Seine) with branch offices in more than 40 countries (see financial statements for details of holdings).

Artelia is now an established leader in five key fields of development and construction (mobility, water, energy, building construction, and industrial facilities). 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 2022, its total share capital stood at €126.8m. The Group's managers hold 86.6% of this, and the remaining 13.4% is held by all employees via the employee shareholding plan (FCPE). The total balance sheet assets amount to €251.4m.

Artelia recorded €833m in turnover in 2022, with 88% from within Europe, and 12% from the rest of the world. In Europe, the majority of turnover is generated in France (57% of the total figure), Denmark and Norway (18%). Elsewhere around the world, Africa (6%) and Asia (5%) 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 desire 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.



# BUSINESS MODEL

## ASSETS

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

- 7300 highly qualified employees spread over 40 countries, of whom 70% are engineers, urban planners, architects, ecologists, etc.
- €20m 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.
- 3088 managers and employees hold shares in the Group, i.e. 42% of the workforce, 56% of whom are under 45.

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

- Numerous environment specialists supporting clients in their transition.
- A Group-wide commitment to align its carbon footprint with the objectives of the Paris Agreement, through the Science Based Targets initiative (SBTi).

### RELATIONSHIPS BUILT ON LISTENING, DIALOGUE AND TRUST

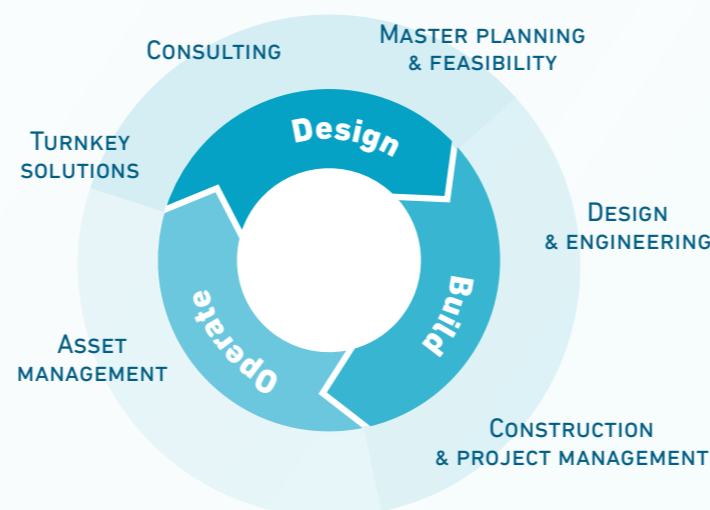
- A dense network of branch offices close to key public- and private-sector players in development and business sectors in over 40 countries.
- High-quality dialogue between workforce and management within the Group
- In 17 years the Artelia Foundation has supported more than 260 projects in partnership with nearly 90 non-profit organisations.

## ACTIVITY

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

- Climate change resilience
- Energy transition
- Sustainable use of resources
- Advanced industrial facilities
- Regeneration of the built environment
- More livable cities
- Multimodal mobility

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



### IN 5 KEY ECONOMIC SECTORS

Mobility - Water - Energy - Buildings - Industry

## VALUE CREATED

### CLIENTS

- More than 22,000 projects completed across the Group.
- 186 research and innovation projects completed.
- Acquisition of new skills through the integration of engineering companies ProjektPlan in Germany (energy and mobility), LBP in Denmark (pharmaceutical and biotech industries), SMC in Thailand (maritime) and MACE in India (building construction, water, energy, urban development).
- New features for WizArt, our online client platform dedicated to digital asset management.
- Creation of Artelia People Solutions, to meet the demand for high-calibre technical assistance.

### COMPANY

- More than €21m in taxes (excluding social contributions) paid around the world.
- More than 2000 people recruited across the Group, of whom 27.2% women (excluding MOE).
- The Artelia Foundation has supported 28 organisations.

### PLANET

- Actions to enhance environmental performance promoted in our design assignments.
- Training in eco-design and environmental management of work sites taken by 730 employees as at 31/12/2022.
- Application of our CSR assessment grid to 100% of our strategic or high-risk commercial bids. The grid has been reviewed and improved to provide a detailed evaluation of ESG risks and opportunities in accordance with the EU taxonomy and the SDGs. To be rolled out as of 2023 on 100% of our significant bids.
- Nearly 1.8 Mm<sup>2</sup> of buildings certified in 2022 for their environmental quality, during either the design or operating phase.
- A 26% reduction in the Group's greenhouse gas emissions between 2019 and 2022 (in tCO<sub>2</sub>e per FTE).

### EMPLOYEES & SHAREHOLDERS

- Creation of an e-learning platform open to 82% of our employees.
- 51% of Group profit shared with the workforce.

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



To find out more, please refer to our Essentials 2022 report.

# ACTIVITIES

In 2022 the Artelia Group worked on more than 22,000 development projects around the world, aligning its assignments with the seven strategic challenges to which it intends to contribute.



## CLIMATE CHANGE RESILIENCE

### Flood protection for the whole of the Sultanate of Oman

In the aftermath of Cyclone Shaheen, which devastated the Al Batinah region in 2021, the Sultanate made flood control a national priority. To this end it commissioned a consortium led by Artelia to perform a vast assignment involving mapping flood risks and performing feasibility and detailed design studies of dams, canals and stormwater networks.

## ENERGY TRANSITION

### Committing to renewable energy on an international scale

Our Group is contributing to an increasing number of hydropower, wind, solar and biomass projects. In Laos, with construction of the large development schemes Nam Ngum 3 and 4 nearing completion, we are starting the studies for Nam Phak. In Cambodia, we provided technical management services for the Battambang solar farm, the largest in the country, on behalf of Total Eren. In France, we delivered the turnkey project to build the new Bois des Sault onshore wind farm, and are studying land connections for offshore wind farms. We are also supervising the construction of several biomass boilers to generate heat and electricity, mainly in Denmark, where efforts in this area are being stepped up.



## SUSTAINABLE USE OF RESOURCES

### Low-carbon retrofit of the URBIA - La Traversée building in Clichy (France)

After conducting various environmental studies (life-cycle assessment, dynamic energy simulation, etc.), Artelia has finished the design study for the project to retrofit this five-story office building (16,670 m<sup>2</sup>). By placing the focus on resource-efficient concepts and the reuse of materials, the new building aims to achieve exceptional environmental and low-carbon performance levels while maximising user well-being.



## ADVANCED INDUSTRIAL FACILITIES

### Construction of a paracetamol production plant for Seqens (France)

Tying in with the national plan to revive France's industrial sector, Seqens is building a new paracetamol production unit with a small environmental footprint at its Roussillon site. It has commissioned Artelia to provide design, procurement assistance and construction management services for the new plant, and for the extension and modernisation of laboratories, offices, and storage and shipping facilities.



## REGENERATION OF THE BUILT ENVIRONMENT

### A cutting-edge proton therapy centre for Humanitas in Milan (Italy)

The Humanitas group, a leading player in the Italian healthcare sector, appointed Artelia to manage the construction of its new centre devoted to proton therapy. This novel cancer treatment is more accurate than conventional radiotherapy, with fewer side effects and lower risks of recurrence.



## MORE LIVABLE CITIES

### Creation of a mixed neighbourhood on port wasteland in Trondheim (Norway)

In collaboration with architects Cobe and Topic, Artelia and its subsidiary Dr.techn. Olav Olsen are actively involved in developing Nyhavna, a sustainable district adopting a number of concepts including extensive use of local materials and a combination of heat pumps, seawater air conditioning, seasonal thermal energy storage and hydrogen.



## MULTIMODAL MOBILITY

### Works on line 18 of the Grand Paris Express continue apace (France)

As well as providing Société du Grand Paris with general project management services for this entire huge driverless metro project, Artelia is acting as prime contractor for line 18, which is starting to take shape with construction of part of the 6.7 km viaduct that will run across the Saclay plateau area. More than 6.5 km of tunnels have been dug and the first low-carbon concrete segments have been placed and tested.



**THE EXECUTIVE COMMITTEE**

From left to right:

Hervé Darnand, Antoine Pigot, Olivier Sertour, Anne-Laure Paté, Christian Listov-Saabye, Antoine Labrosse, Benoît Clocheret, Sébastien Pailhès, Frédéric Abbadié, Marc Giroussens, Didier Lanfranchi, Thierry Lassalle, François Rambour, Matthieu Bonnet, Benoît Baudry, Béatrice Arbelot, Pascal Thévenet

**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
Matthieu BONNET	Executive Director - Asia, India & Americas (Asia Pacific)
Hervé DARNAND	Executive Director - Industrial Facilities
Marc GIROUSSENS	Senior Vice President - Strategy and Development
Antoine LABROSSE	Director - Artelia Digital Solutions
Didier LANFRANCHI	Executive Director - Buildings, Greater Paris Region
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, International Development

**OPERATIONAL ORGANISATION**

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

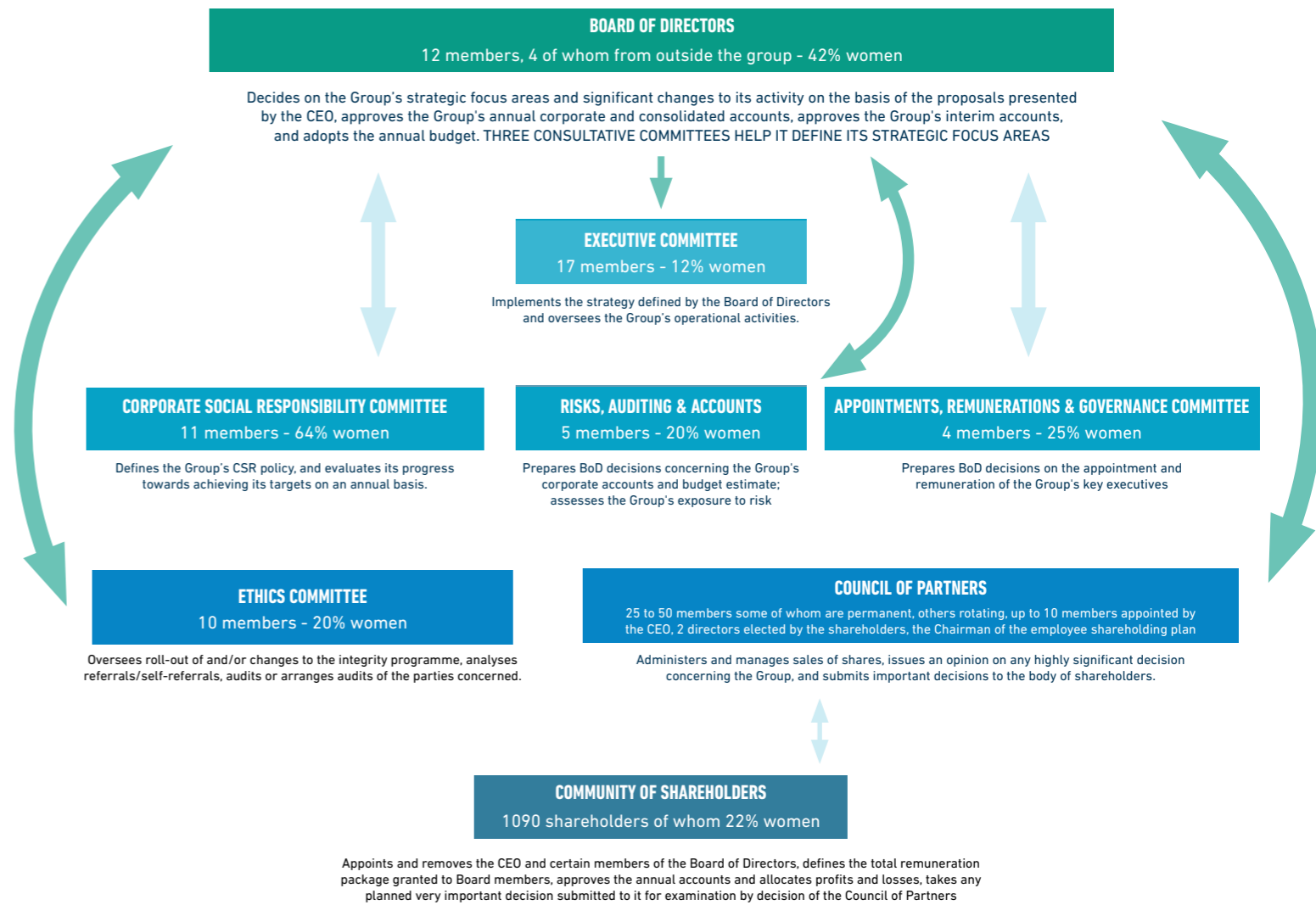
# ORGANISATION AND GOVERNANCE

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.

**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 12 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 10 members. It is chaired by Alain Bentéjac, director and co-founder of Artelia.



## REVISION OF THE GROUP'S STRATEGY

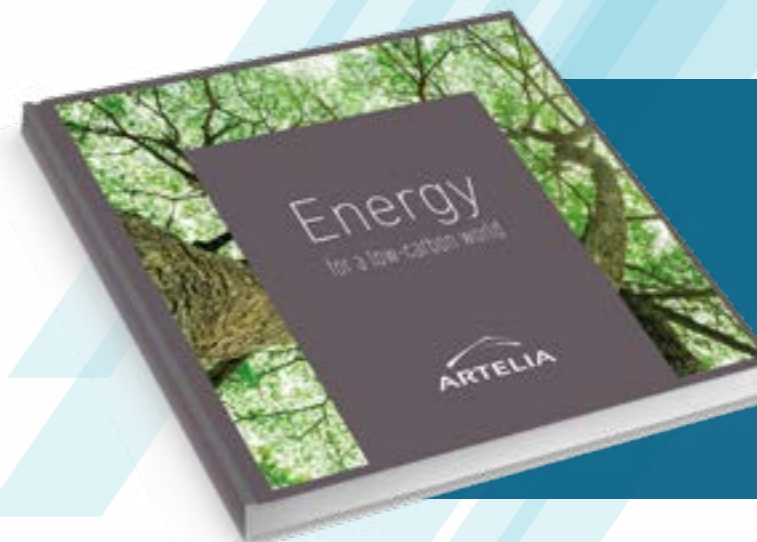
Artelia has adjusted its "Horizon 2025" strategy in order to align it fully with the rapid and far-reaching changes currently facing our world.

### GLOBAL CHALLENGES AND PARADIGM SHIFTS

The IPCC (Intergovernmental Panel on Climate Change) reminds us that global warming will reach 1.5°C by the early 2030s, and that it will be close to 3 or 4°C by 2100 if our current greenhouse gas emissions remain on their current pathway. This projection makes it all the more urgent to implement reduction measures. Through its Fit for 55 roadmap, the European Union has therefore set a goal of reducing its emissions by at least 55% by 2030, placing energy at the centre of its efforts.

Another alarming fact is that almost 75% of terrestrial environments and 40% of marine ecosystems are severely degraded. One million species on our planet are currently endangered, in what is referred to as the "sixth mass extinction". In December 2022, the COP15 biodiversity conference therefore reached an agreement aiming to protect 30% of the world's land and 30% of its oceans by 2030.

Several recent crises have also highlighted the fragility of certain factors giving structure to most of the markets in which we operate, such as peace, economic growth, and the globalisation of production and trade. These tensions are bringing about paradigm shifts on fundamental matters such as geopolitical balances of power, access to energy and resources, industrial production and consumption, sovereignty and national defence, and the organisation and social role of work.



Keen to adopt a clear stance on energy and its decarbonisation, Artelia brought its experts together to examine this key issue in depth and collate the wealth of experience acquired across the Group on the subject. This initiative led to the publication of a book, entitled *Energy for a low-carbon world*, which can be accessed online via our website.

### ADJUSTMENTS TO THE "HORIZON 2025" STRATEGIC PLAN

Of course these major shifts have a direct bearing on an international company like Artelia which, through its business lines and its ambition, has the determination to help meet the major climate, ecological and social challenges of our time and the tools it needs to do so. This choice to be of service to the world is more than ever a mainstay of the Group's strategy for 2025, which has been updated midway in order to clarify and adjust its key focus areas for the next few years.

We are hence reaffirming our ambition to be one of the engineering companies spearheading the efforts to combat climate change, conserve resources, protect biodiversity and defend human values, a dimension that has lain at the heart of our decisions and actions for many years. To support this impetus, we have stepped up the ambitions and targets enshrined in our CSR policy. We are implementing rational analysis tools to assess the full ESG (environmental, social and governance) impacts of the projects in which we are invited to participate, putting us in a position to turn down those that would run counter to our commitments. Speeding up the measures taken to preserve the environment is obviously at the forefront

of Artelia's revised strategy. This involves both making faster progress in reducing our impact as a company and providing our clients with more operational support to decarbonise and embrace the green transition, by offering them services tailored perfectly to each of our areas of activity. Boosting innovation to drive the transition is another facet of this same approach. While doing more to encourage innovation in-house, we will also support more doctoral work and form new partnerships, in particular through the creation of research chairs dedicated to these topics.

Stepping up our ambitions also goes hand-in-hand with being sensitive to the well-being of our employees, promoting gender equality, and empowering women. This strategy also reaffirms our desire to perpetuate our model as an independent company owned by its executives and employees, encouraging personal commitment, and sharing the value created.

# ENSURE RESPONSIBLE GOVERNANCE



Choosing responsible governance means making our CSR approach an integral part of the Group's overall strategy and everyday operations. It means staying on course to meet the targets Artelia has set, managing risks, considering the interests of the various stakeholders, and bolstering fairness, engagement, sharing, transparency and ethics on a daily basis.

This is reflected in a number of advances made in 2022. We rolled out a more stringent assessment grid to be used in deciding whether to undertake projects in light of their ESG impacts. We strengthened our network of ethics and integrity managers, and appointed a new Compliance Officer to enhance our monitoring and whistle-blowing



Olivier Sertour  
General Secretary

Catherine Baldassarre  
Deputy Human Resources Director

procedures even further. A more detailed risk map was also drawn up, in conjunction with new efforts in the area of cyber security.

For Artelia, responsible governance also means reaffirming its shareholding model based on full employee ownership and the very real opportunities it generates to engage and to share in the value created. Here too, the Group is progressing by pursuing two dovetailing objectives: encouraging more employees to acquire shares, to give as many as

possible the chance to make that commitment, and welcoming new shareholding partners under the age of 45, to future-proof this highly positive model and maintain its vitality. Through the bonuses and shares of the profits allocated to everyone, the employee ownership model is contributing to one of Artelia's key commitments: redistributing the value created as widely as possible.

# 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:

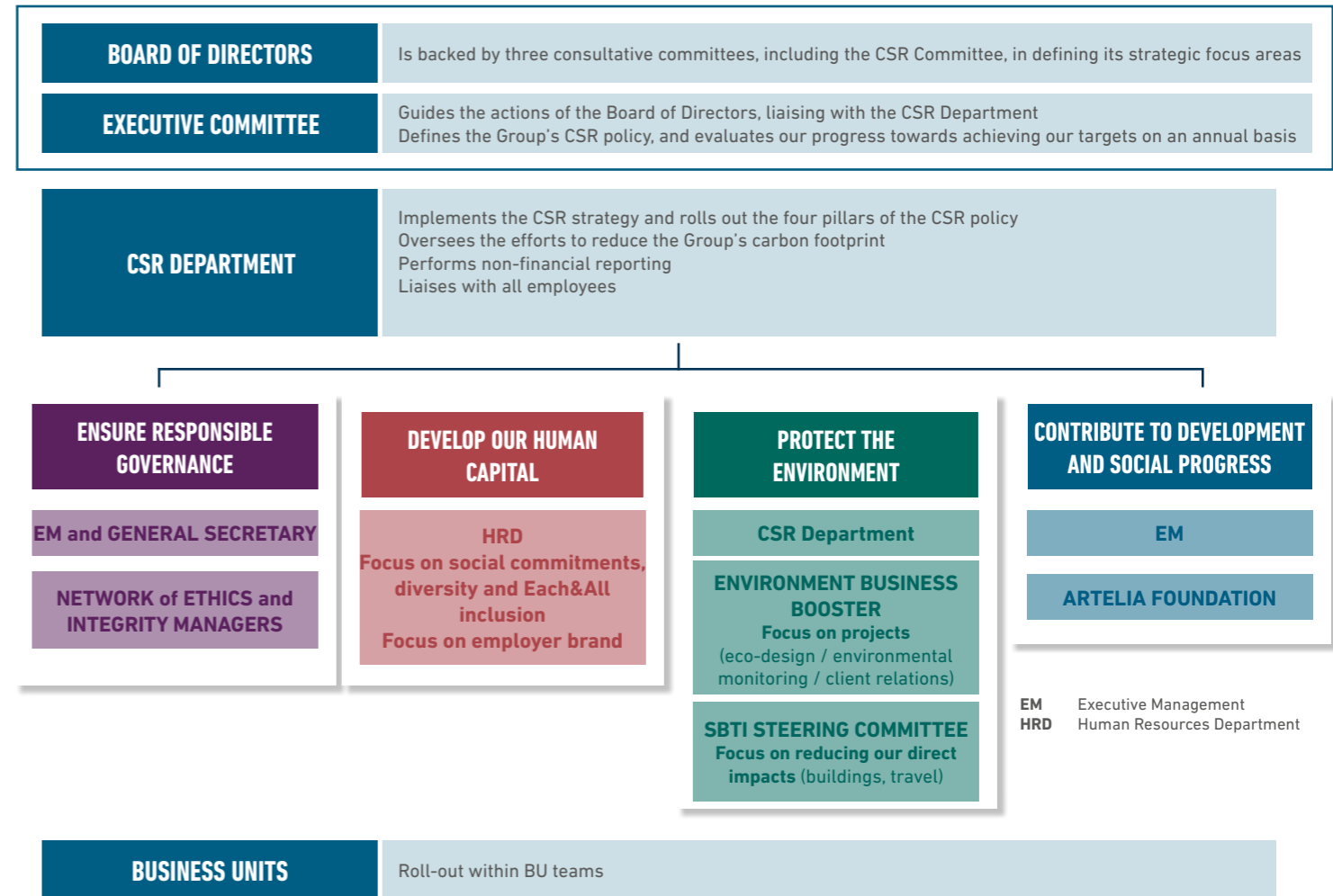
Jean-François Kalck - Committee Chairman

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.



### CONTRIBUTING TO PROJECTS THAT MAKE SENSE

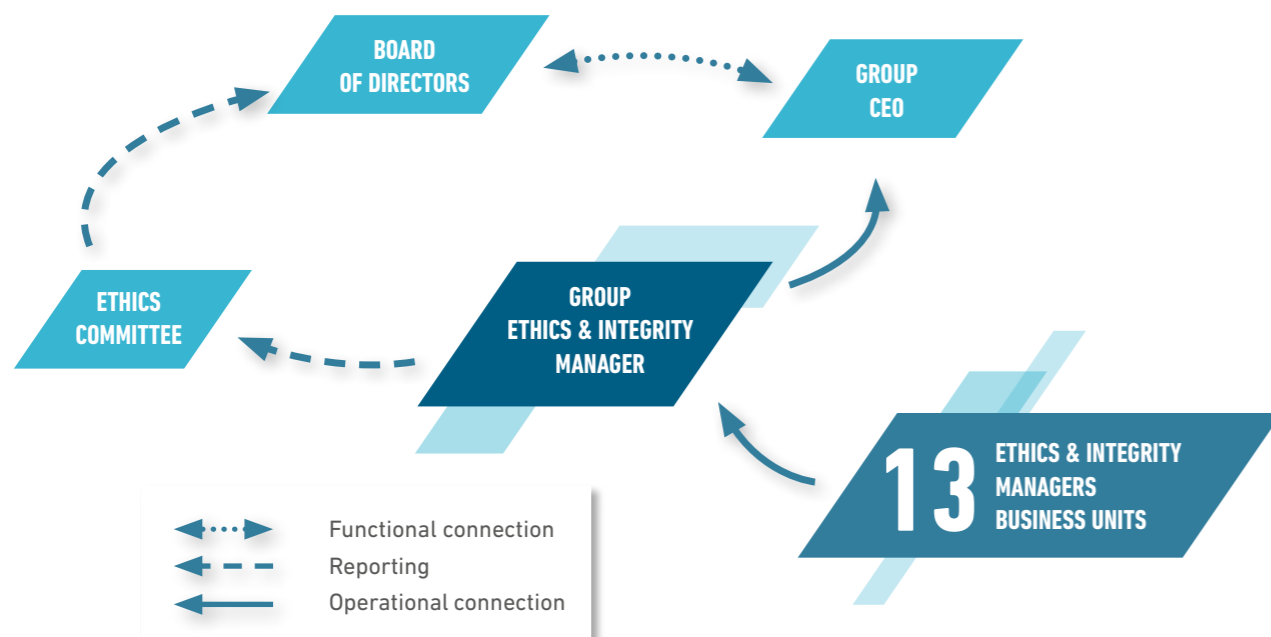
True to our corporate purpose, designing solutions for a positive life, we want to be partners in projects that make sense. This is a complex assessment to make, as illustrated by, for instance, the immense needs for ore and fossil fuels that arise from electrification or the development of low-carbon energy sources.

We don't want to adopt a dogmatic stance consisting in refusing on principle to allow certain activity sectors to benefit from our services because they have been singled out. We do want to contribute to development projects in keeping with our values and

our commitments. So we exercise extreme caution in selecting the construction projects in which we participate, by evaluating all their environmental, social and governance impacts beforehand using an ESG assessment grid in a spirit of transparency, independence and responsibility. This grid is based on the EU taxonomy and the UN Sustainable Development Goals, and will be gradually rolled out to all the risk evaluation boards that examine our significant bids, providing a framework for an open and constructive discussion of whether it is appropriate for Artelia to tender for a given project.

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

Under the leadership of its new chairman, Alain Bentéjac, the Ethics Committee has been partially renewed. It now has more female members, in keeping with the Group's gender equality approach, and draws on a reinforced network of ethics and integrity managers who are attuned to the Group's business units and business partners.



**Anne Looten**  
Legal Department Director



## Appointment of a Group Compliance Officer

Artelia has decided to strengthen its risk prevention and management system in order to address the increasingly complex global political and economic context (international sanctions, countries under embargo, etc.), and meet the new ethical and compliance requirements imposed by its stakeholders.

Artelia has hence created a new position of Group Compliance Officer, reporting to Olivier Sertour, Group General Secretary and Chief Compliance Officer. The first person to hold this position is Guilhem Chabaud, and he is tasked with preventing and correcting these risks as well as proposing significant areas for improvement to the Group's clients and partners, in keeping with the highest international standards which Artelia undertakes to meet.

These new resources reflect Artelia's uncompromising commitment in these areas.

## ENCOURAGING PEOPLE TO REPORT BREACHES OF ETHICAL VALUES AND RULES

While being keen to continue promoting direct, open and transparent communication within the company, Artelia has decided to strengthen its whistle-blowing system to offer its employees, people outside the company, service providers, suppliers, clients and other stakeholders a means of reporting any breach of the values and rules of the Group's Code of Ethics or serious violation of the laws in force in any given country.

This may concern serious issues relating to human rights and basic freedoms, health and safety, the environment, or economic and financial interests.

The new Integrity Line that Artelia has set up via its website strengthens its capacity to handle alerts, keeps information exchanged in this context secure and confidential, and enables facts or situations to be reported anonymously if necessary.

## FIGHTING CORRUPTION UNSTINTINGLY VIA TRANSPARENCY INTERNATIONAL FRANCE

Artelia is a member of Transparency International and has decided to join its Business Integrity Forum for companies committed to attaining the highest standards of transparency and integrity. Its members share a vision of a world in which government, politics, business, civil society and the daily lives of people are free of corruption. The Forum meetings are valuable opportunities to share and discuss information, ideas and best practices, and Artelia attends them regularly.

## PROVIDING ETHICS TRAINING FOR OUR EMPLOYEES EACH YEAR

Each year the entire Group workforce receives training on the topic of ethics and compliance. The course is designed to be informative and covers a wide range of subjects. It is illustrated with case studies and concludes with a list of about ten questions for the participants to answer. The latest version of the training was completed by 96% of Artelia's workforce.

## EMBEDDING RESPECT FOR ETHICAL RULES IN OUR EVERYDAY LIVES

Training the workforce each year in adopting ethical behaviour and abiding by the provisions in force only makes sense if these topics are addressed regularly and as a matter of course in team meetings and through briefings, exercises, case studies and interviews. Ensuring that these principles are fully embedded in the day-to-day business operations of our teams is the best way to reduce our ethics and compliance risks.



# STAKEHOLDERS IMPLICATIONS, ISSUES AND CONCERNS

Our stakeholders, whether internal or external, lie at the heart of the way we operate, contributing to our ability to generate value and business. Establishing and maintaining continuous dialogue with them is vital in order to identify their expectations - especially in terms of CSR - and meet them to the best of our ability.

## CLIENTS

- Satisfaction surveys: 284 surveys covering sustainable development, ethics, innovation, and health and safety aspects were conducted in 2022.
- 88.73% 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

## FORM OF DIALOGUE SET UP IN 2022

### 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, Transparency international
- Public inquiries and consultation of local residents during projects

### PROFESSIONAL ORGANISATIONS (Syntec Ingénierie, Efca)

- Sustainable Development Committee
- Climate charter working group
- Ad-hoc meetings

### EMPLOYEES

- Annual employee survey:
  - Participation rate of 68% in 2022 across the whole Group.
  - Average score for employee engagement: 7.9/10

- Annual performance and personal development interview
- Social & Economic Committee and sub-committees

### TRADE UNIONS AND STAFF REPRESENTATIVES (SOC. & ECO. COMMITTEE)

#### 101 meetings:

- 5 Group committees
- 14 Soc & Eco Committee
- 8 WHSC
- 28 staff rep. committees
- 31 commissions
- 15 negotiations

### APPLICANTS

- Met during exhibitions (Meet'ingé in particular)

### SHAREHOLDERS

(shareholding managers of Artelia Global and employees via shareholding plan (FCPE))

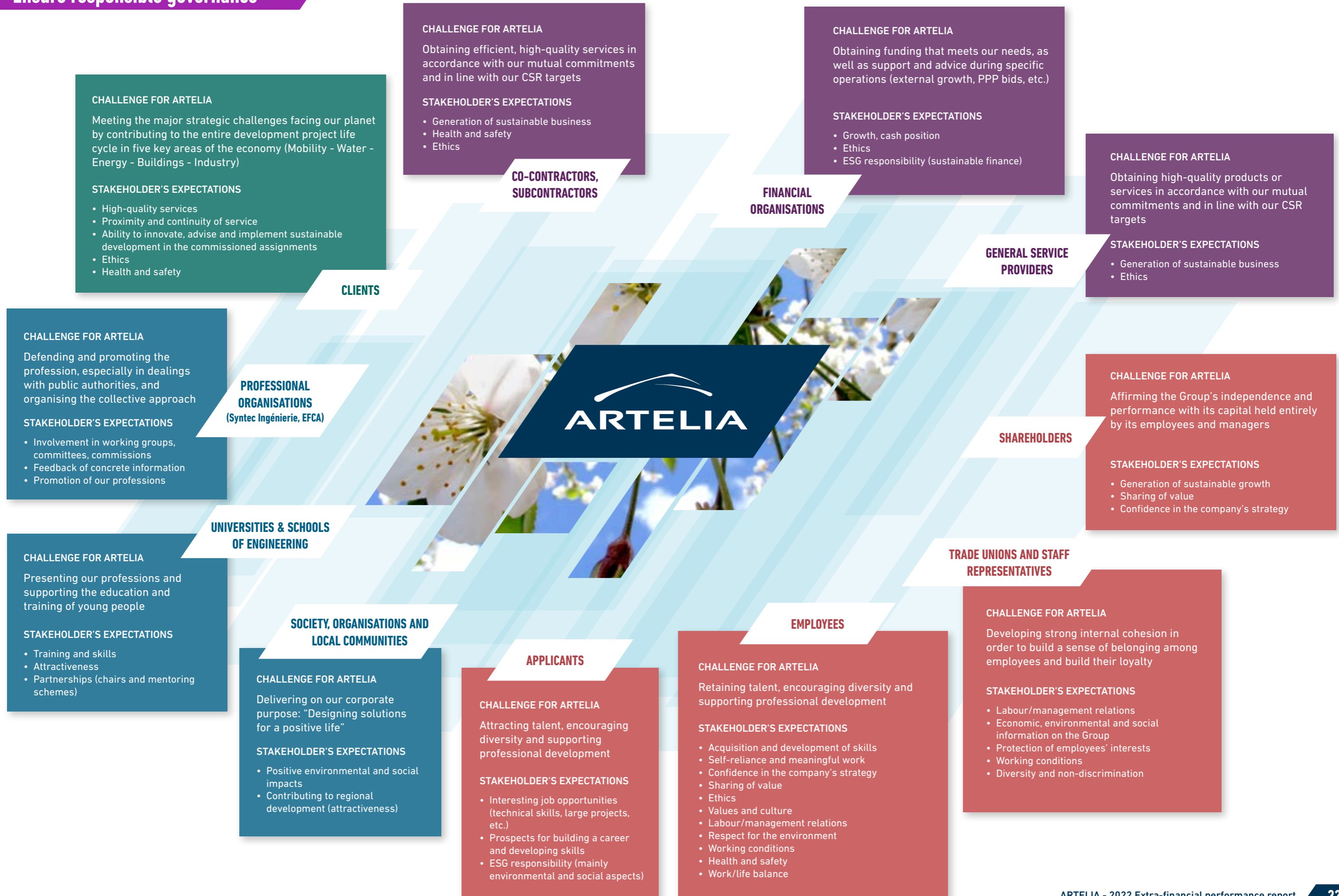
#### With Artelia Global shareholders:

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

#### With shareholding employees via the shareholding plan:

- Webinars
- Dedicated area on the intranet





## NON-FINANCIAL RISK MANAGEMENT

Risk management, a key component of Artelia's operations and strategy, consists in identifying, assessing, ranking and controlling the risks to which the Group is exposed. The aim is to protect the company's assets, its financial equilibrium, its workforce and, on a broader level, all its stakeholders.

### GOVERNANCE

The Risks Committee is composed of the Chief Executive Officer, the Finance & Purchasing Director, the General Secretary, the Strategy & Development Director, the Legal Department Director, and the Risks Director. It meets four times a year, before each Board of Directors meeting, to review developments in the main risks identified within the Group and compile a report for the Board.

To manage certain specific risks related to our business lines, the committee calls on Group experts as and when needed.



Anne-Françoise Hayman  
Risks Director

An important yearly task for the Group's business units and business partners is preparing the macro risk map, which is used to measure developments in the main risks the Artelia Group faces and then draw up an action plan to either reduce them or manage them effectively.

The map then provides the basis for a series of annual internal audits which formulate recommendations and define actions to this end.

The actions approved by the executive management are implemented throughout the year to enhance our risk management culture, especially in relation to the assignments we perform for our clients. Continuous improvements instigated this year include the following:

- In light of the Group's rapid expansion through significant external growth, our rules and practices have been rethought and made more effective by making a distinction between operating

rules shared by all Group entities and those only applicable at a local level to subsidiaries or business units.

- To make it easier to identify and manage risks relating to the assignment contracting process, a comprehensive analysis tool covering legal, ethics, compliance, cash position, tax and HR aspects has been created and made accessible to the entire Group. Once this contractual analysis has been fully deployed across all Group entities, it will be a valuable aid for tracking any risks pinpointed at the bidding stage throughout the implementation phases.
- The Risk Management Department has analysed the risks inherent to managing third parties when signing contracts to implement our assignments, and will soon deliver its conclusions and recommendations to the Risks Committee and the executive management.

## MAIN NON-FINANCIAL RISKS

The main non-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>Project ESG assessment grid</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> </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>Ethics whistle-blowing system</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>Diversity charter, disability agreement</li> <li>Agreement on work organisation</li> </ul>

# A SHAREHOLDING MODEL GUARANTEEING INDEPENDENCE AND COMMITMENT

Artelia has chosen a shareholding model based on full employee ownership. This empowers the Group to build a long-term vision, retain control of its strategic directions, foster a strong entrepreneurial spirit and encourage personal responsibility. By investing in the company, employees can support its development and growth while sharing more widely in its prosperity.

## OPENING UP SHARE OWNERSHIP

Group employees can hold a stake in the company in two ways. The first consists in investing in the employee shareholding plan (FCPE), and the second is to become a shareholding partner.

The FCPE is overseen by a supervisory board whose chair is a member of Artelia's Board of Directors, as stipulated in the company's articles of association. The FCPE has a seat on the Council of Partners and participates in the annual meeting of shareholders which approves the Group's accounts and validates its major decisions.

more than **3000** shareholders via the FCPE

**1090** shareholding partners in 20 countries

Breakdown of capital: **13.4%** to employees via the FCPE

**86.6%** to the shareholding partners

In 2022, **51%** of the Group's profit was shared with its employees

## INVESTING IN THE EMPLOYEE SHAREHOLDING PLAN

Artelia's employee shareholding plan is currently open to all employees based in France and Italy, as legislation in these two countries permits this type of very flexible scheme. Any employee with at least three months of service can invest any amount above a minimum of €80, either from their own funds or by opting to pay in some of all of the sums distributed to them via Artelia's compulsory or optional profit-sharing schemes. The Group makes a matching contribution of 50%. Assets may be withdrawn at any time, in accordance with the legislative and tax procedures in force.

## BECOMING A SHAREHOLDING PARTNER

Employees wishing to invest in Group life in the longer term and make a greater commitment can eventually become a shareholding partner. This status is open to candidates with a minimum length of service within the company and recognised professional experience or credentials in a position of responsibility such as project manager or leader. The minimum initial investment is €10k. New shareholding partners are integrated through an annual process on the basis of being co-opted by the Council of Partners, which represents the body of shareholders and is careful to maintain balanced representation between the various components and geographical regions of the Group.

Artelia is keen to sustain this shareholding model, which is highly dynamic and rewarding for both the Group and its employees. Various efforts are hence made to encourage profit-sharing via the FCPE and to facilitate the integration of new shareholding partners aged under 45.

42 - A variety of assignments to preserve the environment

44 - Controlling our own carbon footprint

# PROTECT THE ENVIRONMENT



We now have a fairly clear understanding of the risks that climate change and rapid biodiversity loss pose for humanity and, on a broader level, for life on our planet. Halting these trends and limiting their consequences requires concrete action now. As a consulting and engineering firm, Artelia is contributing to these efforts in two main ways: reducing its own environmental footprint, and developing a range of skills, methods and tools to encourage and help its clients to do likewise.

To align ourselves with the carbon emissions reduction targets enshrined in the Paris agreement, we have signed up to the Science Based Targets initiative (SBTi) and undertaken a more thorough analysis of our impacts, an essential prerequisite for implementing pertinent



Jean-François Kalck  
Chairman of the CSR Committee,  
Head of the Environment Skills  
Network

Anne-Laure Paté  
CSR Director

measures. At the same time we have kept up the efforts instigated in the past few years to convert our vehicle fleet, improve our premises, and optimise our business travel.

We have also made further progress in training our employees in methods used in eco-design and the environmental monitoring of work sites, while running working groups on a variety of key topics that are essential for our clients and society as a whole, such as climate

change adaptation, the circular economy, biodiversity, and health.

The aim is to be able to fully integrate concern for ecosystems, the circular economy and the preservation of resources into projects that are useful to society as a whole.

# A VARIETY OF ASSIGNMENTS TO PRESERVE THE ENVIRONMENT

The environmental dimension pervades all the projects to which Artelia contributes. Our specialists hence work on a wide variety of issues, such as limiting the impacts of developments, improving industrial processes, or implementing Nature-based Solutions or construction techniques that emit less carbon.



## CLIMATE CHANGE RESILIENCE

### Creation of Sandilands nature reserve (United Kingdom)

Artelia is helping to create the Sandilands coastal nature reserve in Lincolnshire and the associated visitor facilities. The project covers a 25-hectare area of coastal dunes and wetlands that provide habitats for numerous species of birds. The scheme aims to be carbon-neutral, and is designed to offer visitors the chance to discover the rich wildlife of their local area without putting it in danger.



## ENERGY TRANSITION

### Environmental and social impact assessment for the Dorjilung hydropower scheme (Bhutan)

The Dorjilung hydropower scheme consists of a run-of-river dam standing 136.5 m high and a 1125 MW power plant. It ties in with the Bhutanese government's policy of developing the country's significant hydropower potential, one aim being to export this low-carbon electricity to neighbouring India. Artelia has been appointed to complete and update the environmental and social impact assessment (ESIA) for this vast project, in accordance with the regulatory frameworks of Bhutan and the World Bank.



## SUSTAINABLE USE OF RESOURCES

### Eco-friendly water treatment solution for the Fos-Cavaou LNG carrier terminal (France)

The processes used to liquefy and regasify methane require large quantities of water which must then be retreated before being released back into the environment. Elengy has decided to implement a bio-based and biodegradable solution to limit the build-up of deposits in pipelines and reduce chlorine consumption. It commissioned Artelia to design and build an "injection skid", a system of pumps and storage tanks, to diffuse a marine biopolymer into the water treatment system at the Fos-Cavaou terminal. This solution is a world first, and set to be rolled out at other LNG carrier terminals in France.



## ADVANCED INDUSTRIAL FACILITIES

### Extension of the Rhodiasolv® IRIS biodegradable solvent plant (France)

Solvay has commissioned Artelia Industrial Facilities to perform the studies to rehabilitate a production unit in order to manufacture a biodegradable solvent, tying in with its environmental approach aiming to reduce CO<sub>2</sub> emissions. This project demonstrates the long-term industrial viability of the new solvent manufacturing process.



## REGENERATION OF THE BUILT ENVIRONMENT

### Construction of a LOTUS-certified school (Vietnam)

Lotus certification is a Vietnamese sustainable building rating system. Artelia is an expert in this type of approach, and assisted The Dewey Schools with their project to build a new world-class establishment in Tay Ho Tay (Hanoi). The 43,000 m<sup>2</sup> building complies with international standards of comfort and personal development facilities, including a swimming pool and a theatre. It is also eco-designed to be sustainable, energy-efficient and resource-efficient, with unfired bricks, eco-friendly roof insulating materials, and trees planted in the outdoor areas.



## MORE LIVABLE CITIES

### An economical, nature-based solution for treating stormwater and wastewater (Madagascar)

In association with Ecobird, Artelia designed and built an innovative, environmentally-friendly, economical water treatment demonstrator in Ambavahaditokana municipality (the Greater Antananarivo suburbs). Developed as part of the Fasep Green Innovation scheme with funding from the French Ministry of the Economy and Finance, this system channels wastewater and stormwater to a constructed wetland with integrated forced aeration (the Rhizosph'air® technology). The wetland delivers good-quality water that can be used for agriculture, limiting environmental pollution and risks for health.



## MULTIMODAL MOBILITY

### Preliminary design of a cycle route on the island of Oléron (France)

The island of Oléron, off the French Atlantic coast, is a highly popular tourist destination on account of its natural beauty. The inter-municipal authority has already built an extensive network of cycle routes, mainly for tourists, but also wants to encourage its inhabitants to use bikes for their everyday travel. It has hence appointed Artelia to produce preliminary assessments and design studies for a safe, fast, direct, 35 km-long cycle route linking the north and south of the island, factoring in the various challenges - many of them ecological - of integrating this new scheme into its environment.

## CONTROLLING OUR OWN CARBON FOOTPRINT

In 2020, we made a commitment to reduce and/or offset 50% of our greenhouse gas emissions (GHG) by 2025 compared with 2019 (in tCO<sub>2</sub>e per employee). Three years on, our carbon intensity per employee is down 26% on 2019, as shown by the results of our 2022 GHG emissions-assessment.

In reinforcing our CSR policy for 2025 we decided to revise our GHG emission reduction target in order to integrate the IPCC's latest recommendations for combatting climate change. Our targets have hence been revised in accordance with the Science Based Targets initiative (SBTi), to which we firmly committed ourselves in 2022. These new targets aim, hence, to reduce:

- our direct and indirect energy-related emissions (energy consumed by our offices and vehicle fleets) to meet the "1.5°C" pathway (scopes 1 & 2, in terms of absolute emissions and intensity per employee);
- our other indirect emissions (mainly our travel) to meet the "well below 2°C" pathway (scope 3 in absolute terms).

These targets exclude any use of carbon offsetting, which may be implemented as a complement to actions taken to reduce our own emissions.



### TO TAKE ITS CLIMATE STRATEGY EVEN FURTHER, ARTELIA HAS SIGNED UP TO THE SBTi

The Science Based Targets initiative (SBTi) is a partnership between the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). It aims to encourage companies to set themselves greenhouse gas emission reduction targets that are in keeping with scientific recommendations.

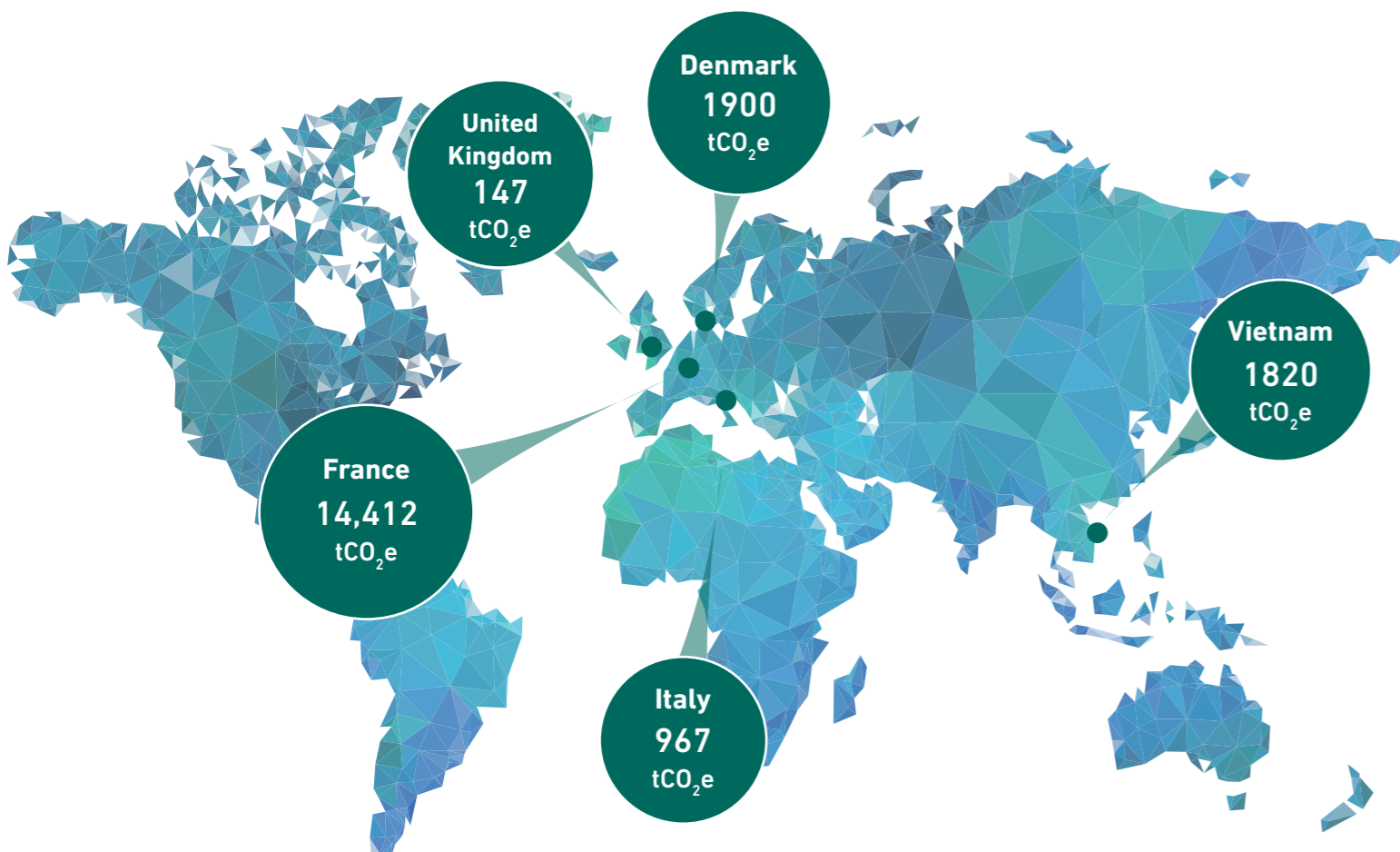
It does so by promoting strategies that are aligned with the level of decarbonisation required to limit global warming to well below 2°C or even 1.5°C compared with pre-industrial levels, in line with the recommendations of the Intergovernmental Panel on Climate Change (IPCC).

Today, more than 2200 companies have set targets to reduce their emissions through the SBTi, which has approved nearly half of them to date.

Artelia has hence undertaken to step up the actions it had already initiated, in accordance with the SBTi recommendations. Their impact will be reviewed every year through the results of the GHG emissions assessment which, as of 2022, will be conducted on the basis of the GHG Protocol, the world's most widely used standard for measuring emissions (required by the SBTi). This will replace the Bilan Carbone<sup>®</sup> created by the French Agency for Ecological Transition (ADEME), the long-standing method for quantifying carbon emissions in France which the Group has used up to now.

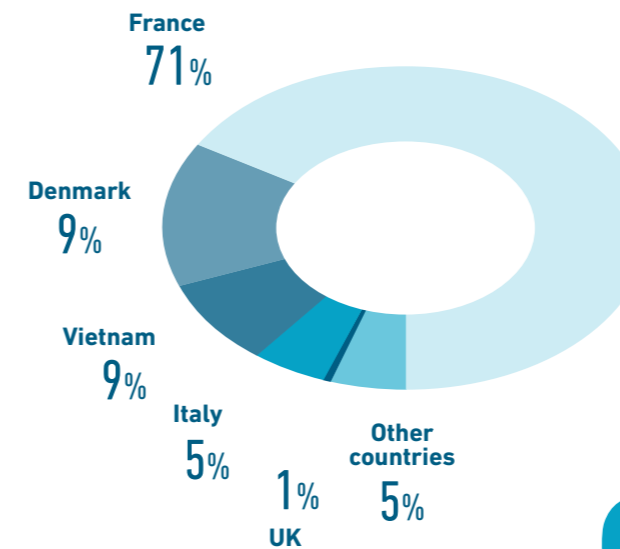
In addition, to comply with the SBTi's requirements, we extended the scope of the subsidiaries included in our 2022 GHG emissions assessment to cover 95% of the Group's overall emissions. Therefore, as well as our five principal subsidiaries (France, Denmark, Italy, Vietnam, UK), the following countries were included: Germany, Norway, Indonesia, Madagascar, Spain, Philippines, Thailand, United Arab Emirates.

**RESULTS OF THE GHG EMISSIONS ASSESSMENT FOR 2022 USING THE GHG PROTOCOL METHODOLOGY**



For 2022, total GHG emissions for the entire Group amount to 20,273 tCO<sub>2</sub>e.

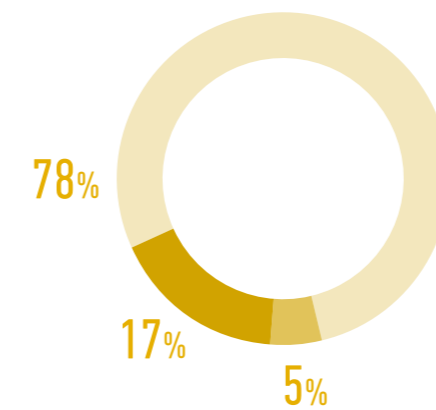
20,273 tCO<sub>2</sub>e



**BREAKDOWN OF EMISSIONS BETWEEN THE VARIOUS SUBSIDIARIES**

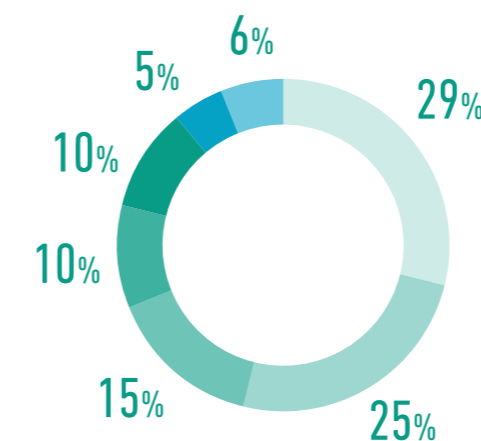
Artelia France is responsible for approximately 70% of the Group's emissions overall. This is because there are many more Artelia employees in France than in the other countries taken into account.

2.96 tCO<sub>2</sub>e per employee (FTE)



**BREAKDOWN OF GHG EMISSIONS BY SCOPE**

- SCOPE 1: Direct emissions (3365 tCO<sub>2</sub>e)
- SCOPE 2: Indirect emissions related to energy (981 tCO<sub>2</sub>e)
- SCOPE 3: Other indirect emissions (15,927 tCO<sub>2</sub>e)

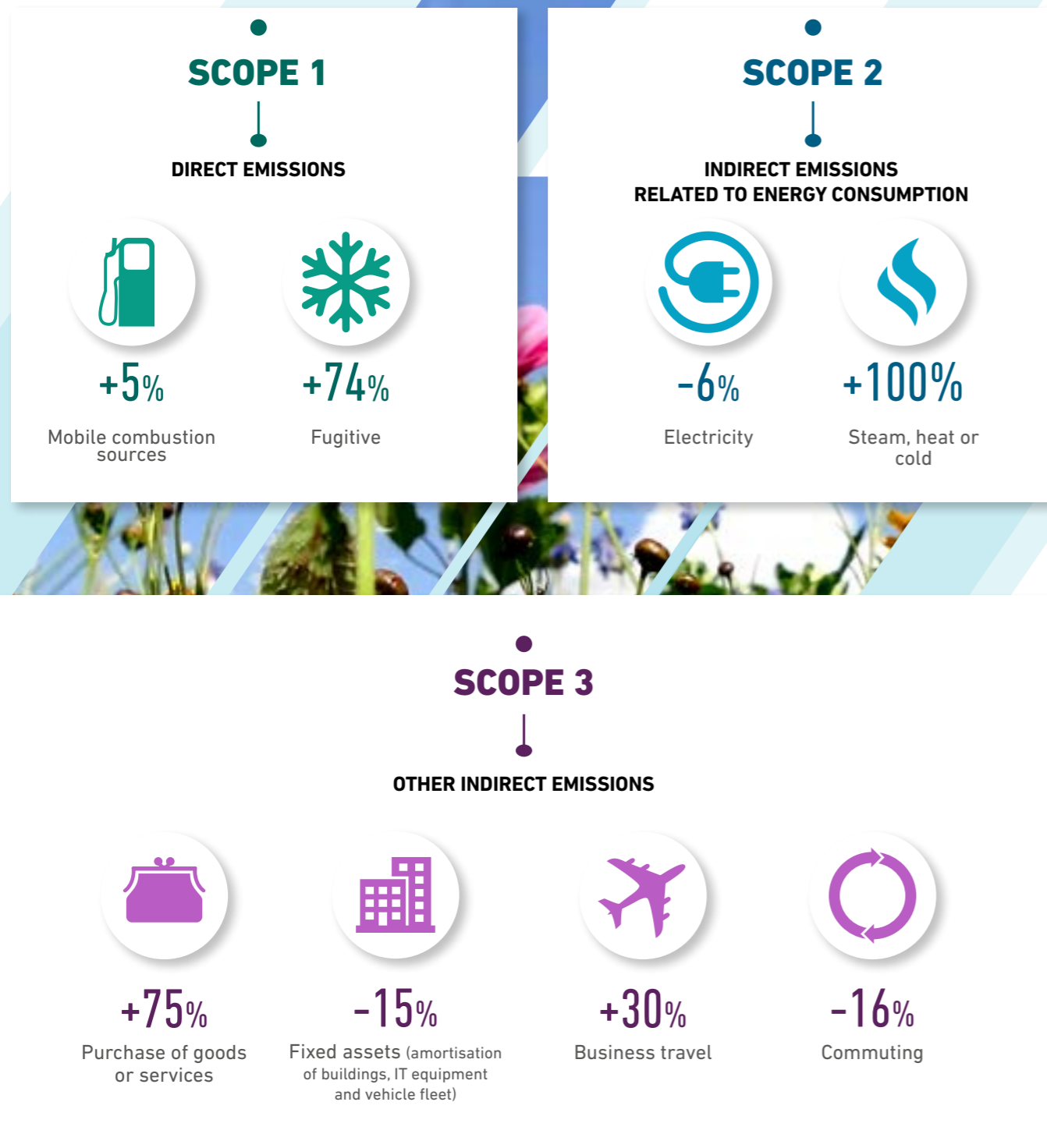


**BREAKDOWN OF GHG EMISSIONS BY CATEGORY**

- Commuting (scope 3): 53,365 tCO<sub>2</sub>e
- Business travel (scope 3): 5073 tCO<sub>2</sub>e
- Mobile combustion sources (scope 1): 3089 tCO<sub>2</sub>e
- Purchasing of products and services (scope 3): 1966 tCO<sub>2</sub>e
- Fixed assets (scope 3): 1925 tCO<sub>2</sub>e
- Consumption of electricity, steam, heat or cold (scope 2): 981 tCO<sub>2</sub>e
- Other emission categories: 1316 tCO<sub>2</sub>e



## VARIATIONS BY CATEGORY OF EMISSIONS BETWEEN 2019 AND 2022



To gain a better understanding of the variations in our emissions, please read our complete GHG emissions assessment report for 2022

The renewal of our car fleet is continuing. On 31 December 2022, nearly 20% of its vehicles were low-emission (either fully electric or plug-in hybrid).

  
**319**  
employees

benefit from the **SUSTAINABLE MOBILITY ALLOWANCE** as at the end of 2022, two years after it was rolled out

  
**27 tons**  
collected for reuse or recycling

## AN EVER MORE RESOURCE-EFFICIENT CAR POLICY

As part of its CSR commitments, Artelia has chosen to continue transitioning to a greener fleet of vehicles. This process began several years ago and the proportion of electric company cars and service vehicles is increasing steadily. Since the beginning of 2022, the Group has also been offering to contribute to the cost of installing a charging terminal at the homes of employees wishing to purchase an electric or plug-in hybrid vehicle.

In addition, Artelia has decided to:

- continue giving preference to vehicles that are not liable for environmental taxes;
- restrict diesel car use to urban areas other than Paris, Lyon and Grenoble, which are subject to emissions regulations, and to staff members who travel more than 25,000 km per year;
- start anticipating the future impacts of the French mobility orientation law ("LOM") governing the selection of vehicle models and engines, imposing quotas for low carbon-emission vehicles as of 2022, and establishing low-emission zones in some cities banning access for vehicles with category 2 "Crit'air" emission certificates as of 2024 and beyond;
- take the soaring prices of fuel into consideration and include vehicles running on Bio-Ethanol E85 in the Car Policy.

## MOBILITY CHALLENGE: LEAVE THE CAR AT HOME FOR ONE DAY

Several sites in France organised mobility challenges in 2022, encouraging employees to avoid driving alone to work and choose a green mode of transport instead.

- Auvergne-Rhône-Alpes mobility challenge: Echirolles, Lyon and Pont-de-Claix branch offices;
- Lorient Region Challenge: Ploemeur branch office;
- May cycling challenge: ECHIROLLES branch office;
- Marquette-lez-Lille and Marseille branch offices.

## CLEANING DAYS: SORT AND RECYCLE INSTEAD OF DISCARDING

A number of waste sorting and collection days were organised at the Choisy-le-Roi and Echirolles sites. In partnership with work integration social enterprises, collection bins were set up for teams to donate unused equipment that was cluttering up their premises. From paper and office supplies to furniture, hard hats and electrical equipment, in total 27 tonnes of waste were collected with a view to being reused or recycled.

[find out more about the Group's environmental policy](#)



**TRASHTAG CHALLENGE  
MORE THAN 1000 PEOPLE GET INVOLVED IN THE 2<sup>ND</sup> EDITION**

On World Environment Day, for the second year running, the Artelia Foundation and the Group's Mobility, Environment and Sustainable Development Committee joined forces to organise the Artelia TrashTag Challenge, an event to raise environmental awareness by picking up waste.

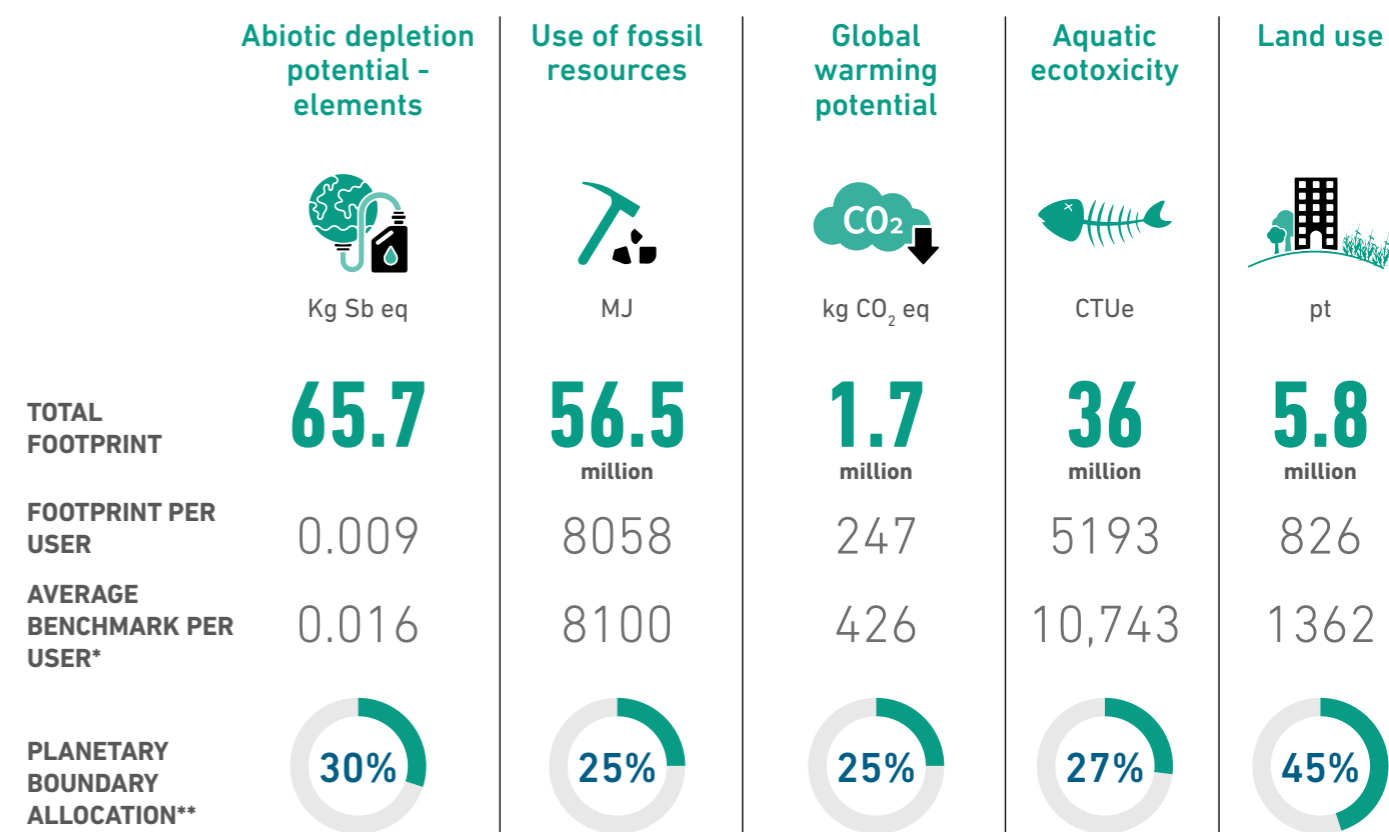
On 9 June 2022, nearly 1000 staff members around the world (in countries including France, the United Kingdom, Spain, Germany, Italy, Vietnam, the Philippines and Oman) put on their gloves and helped to clean up litter from around Group sites. After the teams had finished, they got together to share a informal vegetarian meal.

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

Faced with the huge increase in the use of digital tools and solutions in our business lines, we took the initiative of measuring their environmental footprint in the main countries where we operate (France, Denmark, Vietnam, Italy and the UK). This impact quantification process is based on a life cycle assessment (LCA) and considers not just GHG emissions, but also abiotic resource depletion indicators, pressures on primary energy and fresh water, and the overstepping of planetary boundaries. The initial aim is to gain an understanding of the impact of our digital activities in order to think about a realistic action plan that will safeguard the performance of our internal processes, our business lines and our clients.

Generally speaking, the first results indicate that the average footprint of an Artelia user is lower than a European benchmark. Significant efforts remain, however, if we are to remain within the planetary boundaries.

**ARTELIA'S OVERALL FOOTPRINT**



\* Source: <https://club.greenit.fr/benchmark2022.html>

\*\* Source: Consumption and Consumer Footprint: methodology and results, JRC, EU, <https://publications.jrc.ec.europa.eu/repository/handle/JRC113607>

# DEVELOP OUR HUMAN CAPITAL



2022 brought a return to an intense level of activity for Artelia, making it more urgent than ever to address the structural shortage of human resources. While holding firm in its key development areas, the Group must adapt quickly to this new context and respond to the aspirations of its employees. Beyond remuneration alone, contributing to key social issues through their work, sharing a human adventure, benefiting from a huge choice of careers and opportunities, and quickly being entrusted with responsibilities are all motivating factors.

So we have continued adapting our approaches to hybrid working, combining professional mobility, personal development and skills management in all its forms. Right from recruitment - an area we are strengthening through closer partnerships with graduate schools of engineering - we offer friendly support and a comprehensive, structured and reassuring path that gives everyone the



Thierry Lassalle  
Human Resources Director

Béatrice Arbelot  
Head of the Urban & Regional Development, France BU,  
member of the "Elles bougent" network

opportunity to build a meaningful career plan. Artelia is also contributing to this in launching the Academy, to promote careers in leadership and specialist fields of expertise. Each year we conduct an employee survey in order to gauge levels of satisfaction.

Encouraging women to take up careers in engineering is another key focus of our actions in 2022. As a member of the "Elles bougent" ("Women on the Move") network, Artelia is actively involved in reaching out to the young generations, in addition to pursuing efforts in-house to facilitate the

promotion of women to executive positions. The proportion of women in the Group's governing bodies now stands at 19%, compared with 13% previously. On a broader level, we have continued to progress in the area of diversity and inclusion. We have hence published a book entitled *How can we live and work well together?* providing insight and sharing experiences on this important issue. Artelia's success depends on this ability to blend skills stemming from different backgrounds and ensure that all our staff members feel fully integrated into the Group.



## HEALTH AND SAFETY

While continuing to organise our annual Group-wide health and safety event, we encourage the subsidiaries to set up their own initiatives and are stepping up our actions in this area.

### SAFETY WEEK:-SHARING OUR SAFETY CULTURE

Health and safety risk prevention is underpinned by a dedicated policy, organisation and procedures within the Group's various entities. It also depends on lessons learned, training, communication and the commitment of management to ensure that everyone, at their own level, can play their part in improving our results and sharing our safety culture, both within the BU teams and among our clients and partners.

Safety briefings held regularly across the company contribute to this, by providing opportunities to share information and propose improvements.

The workshops organised during Safety Week also address these aims, by proposing topics that are relevant to all business lines and functions within the company and all regions of the world.

In March 2022, Artelia employees attended sessions on:

- basic first aid procedures, ensuring they are able to respond correctly in the event of an accident while waiting for the emergency services to arrive;
- identifying the symptoms of a stroke, in order, here again, to know what to do;
- preventing accidents on work sites by identifying hidden risks using the "Safety Iceberg" approach, and managing them when they arise in spite of the precautions taken;
- an introduction to the "Five Whys" method for analysing the root causes of accidents, and how they can be used in prevention.

*It is our responsibility to protect our teams and share our safety culture.*

This is why I joined the steering committee in charge of organising the Safety Week in 2022.

Our teams dedicated to various clients (such as Shell, Vitol or Coca-Cola) shared their insight by participating actively in the series of workshops held during this fantastic annual event bringing Artelia's employees together.

I teamed up with our partner, SOS International Indonesia, to organise a session on first aid procedures, which generated a very high level of interest among the participants, who came from 11 countries in Europe and Asia.

Our Indonesian subsidiary is proud to play a part in spreading the principles of prevention and good health and safety practice, which go beyond our professional sphere.



**Grégoire Hoyet**  
Director of Artelia Indonesia

### THE IMPORTANCE OF SHARING LESSONS LEARNED IN HSE

A vital aspect of health and safety is adopting a preventive rather than reactive approach. We need to collect information in order to take action to prevent incidents

Artelia Italia, which now holds ISO 45001 certification, has implemented a health and safety management system incorporating a continuous improvement loop called the PDCA cycle (Plan, Do, Check, Act). Processes have been set up to plan each improvement, carry out the actions defined, check how things are going, and act to address any shortcomings or improve the initial plans.

Our management system requires us to track indicators in order to identify any trends posing a risk and define measures before they lead to a major incident or a fatal accident.

Artelia Italia's management has been prioritising HSE lessons learned and actively promoting a safety culture for many years now, and some interesting initiatives are already in the pipeline. An HSE newsletter has been launched, to improve our communications on safety issues.



**Gabriele Scicolone**  
Director of Artelia Italia

*Sharing the experiences and lessons learned from past events can save lives.*

This is why Artelia has set up a system for sharing and reporting events that raise significant HSE issues.

Our managers report not just incidents, but also the minor problems that we sometimes encounter in the field, when no actual incident occurs and nobody gets hurt - although it came very close. These are what we refer to as "near misses", or "hazard spotting".

Analysing incidents of this type enables us to improve our methods and operations, and prevent serious incidents from taking place. It is far better to report a near miss, a minor incident or even an identified hazard and learn lessons from it, than for a serious incident or, worse, a fatality, to occur.

We believe we play an important social role, not just through designing and building, but also by using our intelligence to protect teams working on sites.

I would like to thank all my colleagues who work on these issues on a daily basis, in particular Mario De Angelis, Andrea Santarelli and Giampiero Angelucci, who are our "safety angels".



### NEW ONLINE INDUCTION TRAINING FOR OUR WORK SITES IN THE UK

Our subsidiaries in the United Kingdom have set up an online safety induction system for all work sites on which they act as main contractor.

This system guarantees that the same level of induction training, based on a standard model adapted to each individual site, is dispensed to the teams before they arrive. It offers several benefits: guaranteeing that each worker receives a comprehensive induction and understands it, and freeing up site managers to focus all their attention on their core tasks.



**Paul Burrows**  
HSE Manager, UK

*In terms of improving our processes, digitisation is an obvious opportunity.*

This is why Artelia UK and its subsidiary ANG have rolled out an online induction system for all sites where we are responsible for managing construction work.

Once they have completed it, the trainees have to download the certificates specific to their sector -and answer some multiple-choice questions. The questions are tailored to each site and prove that the trainee has understood its specific requirements-- there are no excuses for breaching the safety rules! With this system, the manager can check quickly that each worker arriving at the site has downloaded his or her certificates and answered the questions correctly.

In addition to the obvious benefits in terms of health, safety and compliance offered by induction training, this saves the site manager having to provide training at the start of the works or during implementation, putting them behind schedule.



**Amélie Gillon**  
Administrative  
Management Lead,  
HR Department

### *Enhancing our digital tools to support our employees*

The Group's steady growth, the increasing number of Artelia sites around the world, and the expansion of remote working since the Covid-19 pandemic have made it more and more complicated to manage our HR documents.

Securing the personal data passed around by our teams, and managing and archiving all our documentation, have become a major challenge. In June 2022, after several months of work in conjunction with the teams from Artelia Digital Solutions, we deployed a complete service package for all our staff members, including:

- roll-out of secure digital vaults accessible to everyone in France and then in Germany;
- dematerialisation of payslips hitherto sent by post;
- introduction of electronic signatures on HR documents for employees.

We have digitised more than 3500 files in France and drastically reduced the paper documents that were previously circulated by email between employees and the personnel management and payroll department, as well as the number of printouts. This also reduces our administrative processing times, benefiting job applicants as well as employees.

We are now continuing this process by rolling it out internationally across other Group subsidiaries.



## DIVERSITY AND INCLUSION

**We continued our extensive work to highlight the ways in which diverse teams enrich our Group culture, with efforts focusing on explaining the mechanisms behind stereotypes and prejudice, combating discrimination, and promoting even more women to managerial positions.**

In 2022 we renewed our commitments with our staff and management representatives in the context of the three-yearly consultations on the environment and working relations. We also produced a handbook, called "*Diversity & Inclusion: how can we live and work well together?*", to raise awareness of the mechanisms behind stereotypes and prejudice. A sexism self-assessment tool was also set up to make us more conscious of our own biases in this area.

The Group's gender equality policy was stepped up by means of an action plan which has already increased the proportion of women in the Group's governing bodies from 13 to 19%.

## Encouraging women to take up engineering careers



**Valérie Chizat**  
Head of the Toulouse branch office

In joining the “Elles bougent” (“Women on the Move”) network, Artelia is demonstrating its commitment to boost gender equality in technical and engineering professions. The Group participates in actions at all levels to reach out both to youngsters and to adults throughout their professional careers..

To this end, female mentors and representatives from Artelia visit secondary schools and attend student careers fairs, talking about their own careers to girls and young women and encouraging them to consider scientific and technical fields.

Acting as role models and creating dialogue is the best way to demystify these professions, inspire vocations and broaden horizons.

In parallel, the mentors and representatives reach out to women who are nearing the end of their studies or considering a career change, to present the functional and technical aspects of their jobs. Here again, by sharing their experience and explaining their skills and expertise, they set examples and build connections with the hope of encouraging them to continue on a scientific or technical path.

## Breaking down walls by appointing disability officers



**Marc Poloniato**  
Artelia Digital Solutions

My main aim in taking on this new role as disability officer for Artelia’s Western France region is to strive to overcome prejudice in all its forms by drawing my own personal experience: disability has been part of my everyday life for 19 years now. Many people associate disability with a wheelchair. There’s one misconception, to start with! That represents just 1% of cases. In reality, 85% of disabilities - such as visual impairment, hearing loss, mental health conditions, or disabling illnesses - are hidden. And these affect one person in six. We all know at least one person with a disability, and may not even realise.

In the world of work, many people with a disability hide it rather than turning it into a strength. To break down the walls, we need to get people talking and listening and management practices need to change so as to place the focus on the skills disabled people have to offer. And last but not least, dealing with disability on a daily basis teaches you a lot about life. It puts all those everyday worries into perspective...



### TAKE A LOOK AT OUR HANDBOOK



**Karine Pho**  
Brand strategy consultant and lecturer, affiliated with the Institute of Communication and Media at Grenoble Alpes University, project leader alongside Artelia’s Diversity & Inclusion Manager Carole Guilhem

## Diversity and inclusion: How can we live and work well together?

Following on from the initiatives launched in 2022 under the “Each & All” banner, Artelia designed this handbook to raise awareness of difference and demonstrate that it resides in each and every one of us. This is an original, demanding project in that it meant bringing together expertise and experiences from many different circles. Its aim is to explain the meaning of diversity and inclusion and the mechanisms behind stereotypes and prejudice, and increase awareness of and prevent inappropriate or discriminatory behaviour. The handbook also contains advice on working well together, building healthy relationships, and fostering inclusiveness on a daily basis. But as well as being demanding this project is exciting, because human relationships are delicate and enriching.

## ATTRACTING TALENT

The shortage of human resources in the engineering sector has prompted us to think afresh about what Artelia offers as an employer - a valuable exercise in examining our practices and ways to improve them.

The three mainstays of our approach to attracting and retaining new talent are:

- close relationships with our managers and joint actions to identify and attract the best candidates;
- high-quality, long-term partnerships with schools of engineering to attract new generations of graduates;
- consideration for the experience and expectations of candidates.

To this end, we have embarked on two major strategic projects: first, highlighting our employer brand so as to emphasise the things that make us stand out and communicate more effectively on our identity and values, and second, rolling out a candidate relationship management tool across France and then the Group as a whole.

*Stay tuned in the next few months to find out more!*



**Sandrine Chaboud**  
Recruitment Manager  
Human Resources Department

*Welcoming the younger generations and nurturing them within the company*

Recruiting young people is a strategic issue for Artelia. In France, on average, we take in more than 250 students on work placements and 90 on block release programmes each year. This is, in fact, how we recruit more than half of the young graduates who join the Group on indefinite contracts! Our recruiters and HR project managers and our business unit teams do everything in their power to meet our young recruits' expectations and help them find their feet in the world of work.

We are also rolling out a series of initiatives prior to the recruitment stage. In particular, these include attending events alongside our partner schools of engineering. We meet and advise youngsters

during careers forums, and communicate widely on our values, business lines and projects.

At Artelia, we believe it is vital to reassure our new recruits and provide them with structure through a complete onboarding process. We attach great importance to ensuring our employees thrive in their work and achieve their full potential, by focusing on how each individual's unique personality, background and ideas can be utilised. They are valuable! Trial and error is allowed, and we provide our young employees with friendly support while empowering them to become more independent, fine-tune their career plans and find meaning in their assignments.





**Valérie Vanbremeersch**  
Manager, Talent Acquisition



**Guillaume Carpentier**  
Director of International Relations and Engineering at Builders, École d'ingénieurs (graduate school of civil engineering)

## PEOPLE-FOCUSED PARTNERSHIPS WITH SCHOOLS OF ENGINEERING

### How do partnerships with these schools put people at the heart of engineering?

**Guillaume:** Setting up a partnership is first and foremost about creating a close human relationship. It is also about exchanging technical and soft skills, which builds a real sense of belonging. It's a long-term commitment. Artelia takes part in academic life, and in return we contribute to its development. The aim of the teaching provided by Artelia's staff members is to build this bond with the young generations, by instilling certain values and giving them a tangible introduction to the world of work - at Artelia, and in the engineering professions

on a broader level. This direct contact between working people and students puts people at the heart of the profession.

**Valérie:** Unlike the various manufacturing sectors, engineering is a people business: the brain power of our engineers in action. So there's no engineering without people, and that's a conviction we share with BUILDERS École d'ingénieurs, one of our longest-standing partner schools. Over the years we have built up a relationship of trust that enables us to work hand-in-hand on developing new skills - both for the school and Artelia.

### What stance is Artelia taking as a player committed to developing relations between the academic and business worlds?

**Guillaume:** Artelia's commitment involves supporting the school's development, being on hand to provide information, attending all our student and careers fairs, and playing an active role on our board of directors. BUILDERS École d'ingénieurs and Artelia maintain this close relationship by remaining in contact on a weekly basis, whether to collaborate on defining course curricula to ensure that they match market expectations in the years to come, or to train students on various key subjects, such as CSR.

**Valérie:** Artelia puts students to work on meaningful, rewarding projects throughout their studies. As a stakeholder in developing the "complex engineering" research chair that we have been coordinating for the past three years, we have built some strong links between BUILDERS École d'ingénieurs - an engineering school with international reach - and Artelia managers and experts.

### What are the concrete outcomes of this partnership?

**Guillaume:** We meet on a regular basis to discuss best professional practices and the latest developments in the sector. But our partnership enables us to go much further. For example, Artelia was our main partner when we developed our Master of Science (MSc) in Coastal and Marine Engineering and Management (in association with the Universities of Caen, Genoa and Catalonia and the Norwegian University of Science and Technology (NTNU)). This is the highest-level European Mundus master's course in its field. Artelia is also the only engineering firm to have a seat on the school's board of directors. In addition, the Group supports our international development through its many subsidiaries, such as the one in Vietnam, where we are hoping to set up a preparatory class for our entrance exams.

**Valérie:** The real strength of our relationship with BUILDERS École d'ingénieurs lies in the bonds it forges between committed people. The outcomes of this academic/business partnership go beyond the number of people we recruit or the number of hours taught; we have a real desire to work together. We recognise each other's respective values, and that's what makes it so strong. Having partner schools with whom we can talk openly also enables us to engage with young people, who are not afraid to challenge us on our own contradictions.

# CAREER PATHS WITHIN THE GROUP

Employee career development is a priority for Artelia, and a mainstay of our HR strategy. We strive to propose support tailored to each individual's needs, including access to training and opportunities to build a diverse career path through transfers within the Group.

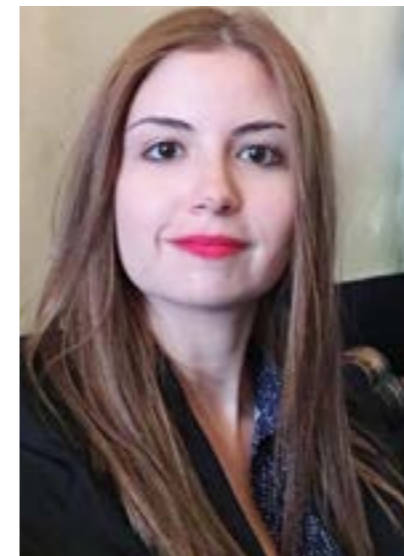


*The Academy: from project to reality*

This initiative stemmed from a desire to promote our leadership and specialist career paths while tying in with the Group's strategic vision, especially in regard to our clients' expectations. Our innovative academy will comprise a system of campuses in our main countries of operation, run as a network with support from a steering committee. This reflects our desire to guarantee the very best of our expertise and communicate our core identity to our clients and partners.

## THE ACADEMY IN PRACTICE

Several staff members have already completed the Academy's leadership development training and are putting it into action.



**Eya Khammari**  
Director of Artelia Philippines



*"Innovation and Leadership" training*

I trained as an architect, and joined the Artelia Group in Vietnam in 2016 as a Project Manager. Since then I have had opportunities to work in several roles and build my career through transfers to several different countries (the UK, Denmark and the Philippines). In doing so I have gained a wide range of skills including project management, work site supervision, participation in bid invitations, business development, strategy, and - of course - learning about and adapting to different cultures.

Philippines, as of January 2023, I was given the chance to complete the Artelia Innovation and Leadership programme. The training took place over a six-month period between September 2022 and February 2023 and culminated in the presentation of an "Innovative Asset Management" project. It was a real springboard for my future role. The topics included personal development, in addition to the technical aspects. I was able to meet some talented colleagues, and learn a lot more about the Group and its values.

With a view to taking up my new position as director of Artelia



**Vincent Lhote**  
Hauts-de-France and Belgium branch office director, Buildings, French Regions & Equipment BU



*"Innovation and Leadership France" training*

In 2022 I had the chance to join the French version of the "Artelia Innovation & Leadership" training programme ("AED"). I was one of 16 managers from across mainland and overseas France, Belgium, and a variety of business lines and business units. Over a period of several weeks, AED develops an entrepreneurial culture among future senior managers in line with the Group's strategy for 2025.

mutual support, complementarity and empowerment, which all our colleagues deserve to benefit from.

For me, AED was first and foremost a chance to meet colleagues from a diverse range of backgrounds - the men and women who make up the Artelia Group and its array of business lines, career paths, clients, issues and ambitions. It builds a lasting spirit of cohesion,

It's also a chance to take time out to think personally and collectively about the role managers will play in the future. We decided to give them the title "Leader and Entrepreneur" and compiled a charter setting out the key pillars of management for ourselves and our teams. For me personally, this "AED France 2022" adventure taught me a lot about innovation, courage and confidence. I would also like to highlight the spirit of camaraderie and goodwill among the Class of 2022, which continues to this day.



## INTERNAL MOBILITY

Artelia's internal mobility rate rose by 35% compared with 2021.

GEOGRAPHICAL



28%

PROMOTION



36%

FIELD/BUSINESS LINE



36%



**Fatimé Djourkidang**  
Business Development Manager



### *My career path within the group*

After two years at Artelia working in a support function, I felt a need to explore other areas and get involved in projects in a more tangible way. So I decided to apply for the position of Business Developer - and was successful. In this new role I am involved in getting projects off the ground and helping to grow our business. I'm

fortunate to be supported by some committed, caring people who are helping me develop the skills I need. I'm working in a stimulating environment, where sharing and discussing ideas is encouraged. There are lots of opportunities at Artelia, thanks to all the projects it implements around the world.



### *My career path within the group*



**Charles Bouhelier**  
Water and Environment Manager for South-East Asia

I was fortunate to join Artelia in April 2014 at the recommendation of a friend, and carried out an assignment as a Volunteer for International Experience (VIE). I developed and coordinated environmental and social studies in Myanmar, where the development of infrastructure was creating lots of opportunities. I could never have imagined the doors that assignment would open for me. After two extremely rewarding years as a VIE I was appointed director of Artelia-Myanmar, our brand-new subsidiary, and became its very first employee. Working with our talented local team and thanks to our kind, supportive colleagues in the Asia-Pacific region and France, we won several

contracts and substantially expanded our local presence. Sadly the dramatic social and economic upheavals that shook Myanmar in February 2021 forced us to scale down our activities in that country, to which I still feel a strong attachment. Now I am focusing my efforts on developing our activities in the water and environment field from my base in Bangkok in Thailand, covering the Indo-Pacific region in collaboration with our subsidiaries and business units. Mobility lies at the heart of the Group's HR strategy. Artelia gave me responsibilities and trusted me to embrace them, offering me an exciting career path that is helping me achieve my personal development goals.

# CONTRIBUTE TO DEVELOPMENT AND SOCIAL PROGRESS



Contributing actively to scientific advances in regional development and supporting philanthropic actions, mainly related to environmental causes and assistance for vulnerable population groups, are the two main thrusts of Artelia's commitment to civic and humanitarian causes. The former is underpinned by a streamlined organisation centred resolutely on innovation and research, and the latter by the heightened ambitions of our Foundation.

We have continued reorganising and enhancing the oversight of our R&D work. We wholeheartedly encourage our teams to develop their own initiatives, and these have provided inspiration for twelve foundational actions addressing social needs aligned with our business lines, such as GHG assessments of cities, the circular economy in the building construction sector, and the search for nature-based solutions to protect coastlines. We have also stepped up our efforts to forge additional partnerships with graduate schools of engineering and create research



Pierre Carlotti  
Artelia's Scientific Director

Armelle Valentin  
Chair of the Artelia Foundation

chairs enabling us to share our experience, while at the same time getting young people interested in our professions and in science. The Oxalia chair, created in 2022 with a focus on river and coastal erosion issues, is one major step in this direction.

In addition, through the Artelia Foundation, volunteer Group staff members on skills-based philanthropy assignments have shared expertise with some thirty non-profit organisations working in the field in France, Cambodia, Ivory Coast, the Philippines, Rwanda and Thailand. Improving access to water, developing spaces for living and

working, passing on knowledge and supporting people into employment are the key challenges we are helping to meet. In the framework of our "Climate Contribution" approach, launched in 2021, we issued two initial calls for projects centred on the circular economy and the protection of marine - or "blue carbon" - ecosystems. The year was also marked by a number of special events that gave Artelia staff members opportunities to get involved in initiatives bringing people together in support of the common good.

## RESEARCH AND INNOVATION

*to drive sustainable development*

Every year, Artelia devotes nearly €20m to research and innovation activities with a focus on sustainable development. The Group funds internal programmes by supporting initiatives taken by staff members. It also forms partnerships with other companies and with research institutions, by supporting doctoral work in particular.



### CLIMATE CHANGE RESILIENCE

#### Designing more efficient hydraulic structures and protecting coastlines

In partnership with Artelia, Fondation Grenoble INP has just launched a new Chair for Industrial Excellence called Oxalia. It is backed by the Laboratory of Geophysical and Industrial Flows (LEGI) for the research aspect, while the teaching aspect is being developed within the Grenoble INP – Ense3 school of transition engineering, within Université Grenoble Alpes.

The research will focus on the dynamics of multiphase flows, in other words water flows containing solid particles or air bubbles, which play a key role in the erosion of hydraulic infrastructure, rivers and coasts. The aim is to create cutting-edge numerical models to aid the design of more efficient hydraulic structures and solutions to prevent such erosion.

In the face of climate change and rising sea levels, the stakes related to these subjects are huge. They relate to the durability of river development works, the climate resilience of infrastructure exposed to extreme events, and coastline change at a regional or even national scale.



### ENERGY TRANSITION

#### ÉPOPÉE

Artelia is developing an innovative energy modelling tool to simplify the definition of energy efficiency retrofitting scenarios for property portfolios. It meets the challenges posed by the need to retrofit buildings on a massive scale by managing a variety of constraints such as incomplete data, building stock in varying states of repair, or limited time to complete studies. It draws on recent advances in large-scale parametric modelling and neural networks.



## SUSTAINABLE USE OF RESOURCES

### Low-carbon concrete pipes

In the context of a project to build a large underground pipe, Artelia - the principal contractor - is overseeing and coordinating the implementation of prefabricated pipes made in ultra-low carbon reinforced concrete. This is the first operation on this scale in Europe involving this type of structure. The Group is collaborating with the design offices and laboratories of the public works contractors concerned to develop a design and testing methodology specific to this type of material. Manufacturers and users will eventually seek a form of certification or a set of standards for these new products, because reducing the environmental impact of concrete, a construction material which remains indispensable today but emits large quantities of carbon, is a key issue if carbon neutrality targets, especially those set by the EU, are to be met.



## ADVANCED INDUSTRIAL FACILITIES

### Recovering the hydrogen derived from industrial production

Teams from Artelia carried out studies for a project aiming to recover, purify and store the hydrogen present in the gaseous effluents obtained through sodium methoxide production at the EnviroCat Atlantique site in La Rochelle. This is a highly tangible example of how coproduced hydrogen, which is usually released into the atmosphere, can be recovered and reused. More than a tonne of hydrogen should eventually be recovered each day in this way at the site.



## REGENERATION OF THE BUILT ENVIRONMENT

### Simplifying access to environmental data via DigiScade

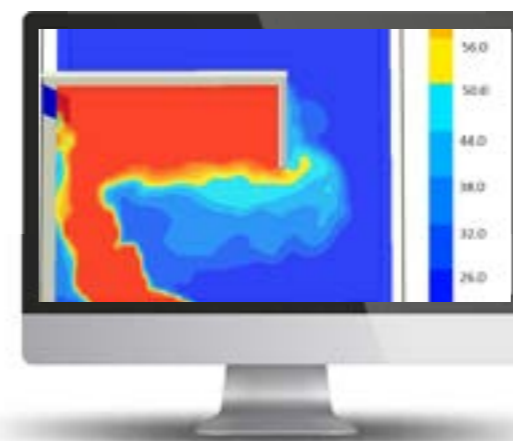
Artelia has channelled its wealth of knowledge, experience and project references into a database dedicated to environmental studies such as life-cycle and GHG emissions assessments. This new tool will enhance the support we provide for our clients right from the project design phase, in terms of reducing project impacts and obtaining environmental accreditation.



## MORE LIVABLE CITIES

### Promoting a low-tech urban bioclimatic solution

Artelia is developing a "low-tech" urban bioclimatic approach which harnesses natural levers (the ground, water, wind, sun, vegetation), draws on eco-design methods (conservation of materials, accessibility for as many people as possible, environmental and social co-benefits) and pays close attention to the life cycle of the potential solutions. This approach was awarded Novabuild accreditation in 2022.



## MULTIMODAL MOBILITY

### Optimising smoke control in railway and metro stations

Designing a ventilation system to extract smoke from a metro station in the event of a fire is a time-consuming process. The objective of the thesis entitled "Innovative smoke control for railway and metro stations" is to shorten this part of the preliminary design phase. 3D numerical simulations are performed in various configurations in order to conduct a parametric and semi-empirical study and determine the air flow rates to be extracted and the positions of the extraction vents, in order to keep users safe in the event of a fire.





## ARTELIA FOUNDATION

*Taking action at grass-roots level thanks to Artelia's skilled employees*

The Artelia Foundation forges relationships with local communities and organisations, enabling it to help local populations by supporting humanitarian, social and environmental projects. Artelia employees participated in group initiatives and individual assignments in 2022, both in the field and remotely.

Helping young adults with disabilities to integrate socially and professionally (Cambodia)

**€80k**

Two calls for projects representing a total budget of €80k



**28**

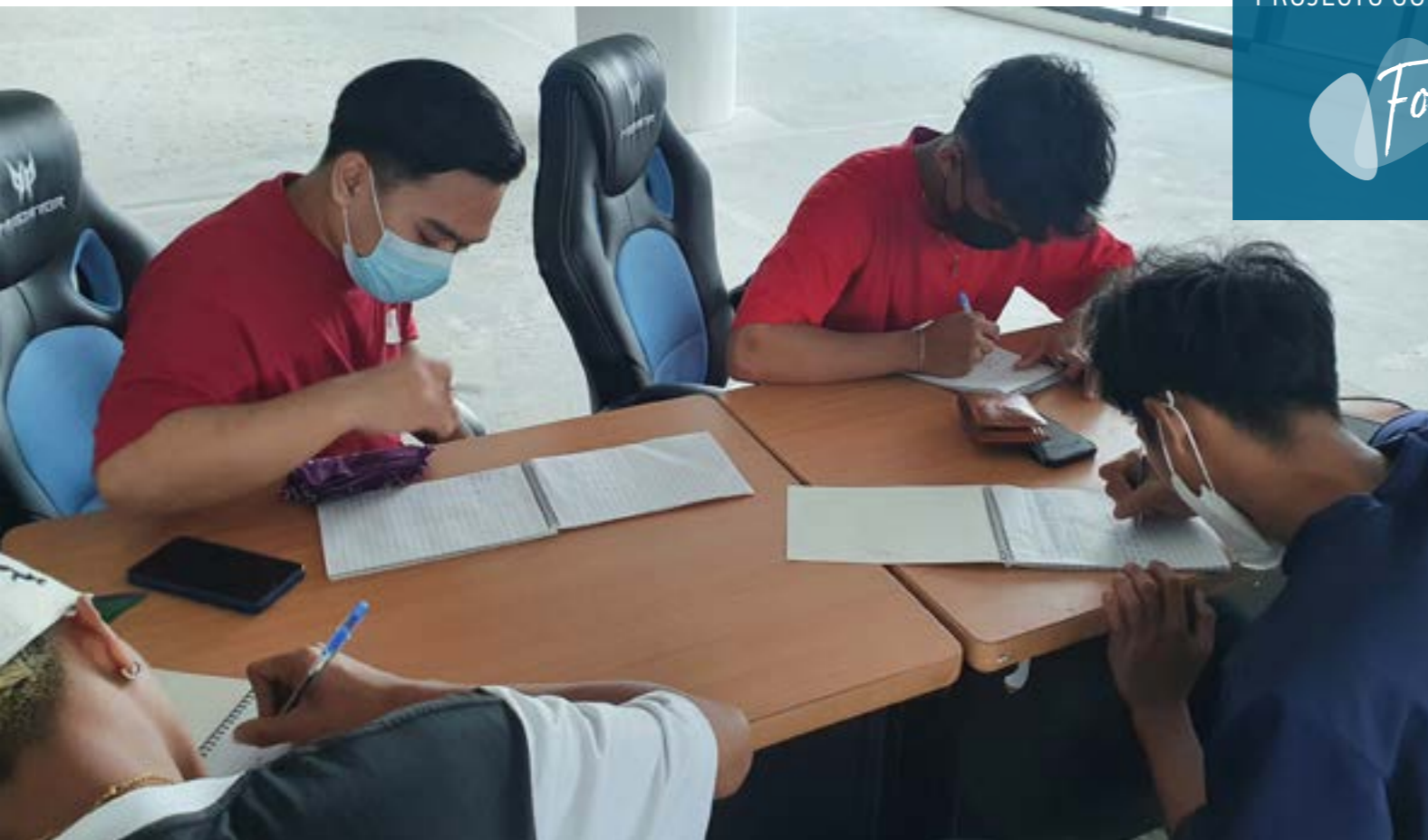
non-profit organisations supported in 15 countries worldwide

An emergency fund amounting to €50k was released to support victims of the conflict in Ukraine.

The Artelia Foundation is supporting Kampuchea Sela Handicap (KSH) on projects to help young adults with intellectual disabilities integrate socially and professionally into Cambodian society. Two women from Artelia took volunteer leave to perform an architectural feasibility study and draw up a technical programme to optimise the works required to develop the KSH jam factory and training centre and bring them into line with current health and safety standards. The Artelia Foundation provided additional support in the form of a grant enabling the recommended works to be launched.



PROJECTS SUPPORTED IN 2022



### Supporting disadvantaged young people in the San Andres Bukid shanty town by providing them with training (Philippines)

In collaboration with the Artelia Foundation, Artelia Philippines organised training sessions which were attended by 25 young people. A number of our staff members volunteered to contribute to this initiative by leading the sessions and sharing precious skills with the youngsters to prepare them for their future. The topics covered included planning a career, preparing to look for a job, interpersonal skills, and basic office computing.

One of the Foundation's ambitions is to help impoverished young people develop their skills and discover their potential, because these are the foundations of their personal and professional development.



### Restoration and sustainable management of two severely degraded mangrove areas (Madagascar and Mayotte)

As part of its "climate contribution" approach, the Artelia Foundation launched its first two calls for projects dedicated to combatting climate change in February 2022. By focusing on protecting blue carbon ecosystems (seagrass beds, salt marshes, mangroves, etc.) and promoting the circular economy, the chosen themes resonate with the Group's business lines and aim to limit CO<sub>2</sub> emissions and capture carbon.

Six winning projects received financial support from the Artelia Foundation, out of a total budget allocation of €80,000. Three of them will also receive technical support from Artelia Group employees. In particular, the project

to restore the Ampakahabe and Tsimkoura mangroves with local civil society, initiated by the French committee of the IUCN with non-profit organisations Mangrove Environnement and Tsaratanana, aims to rehabilitate two sites covering 15 hectares where mangroves have been severely degraded, leading to coastline erosion and endangering a number of villages in Madagascar and Mayotte. The project is fostering a sustainable approach to managing the two sites by securing the involvement of the local population through training and awareness-raising actions.







## Redevelopment of working spaces for employees on integration programmes with Emmaüs Défi (France)



Artelia volunteers completed a skills-based philanthropy assignment on behalf of Emmaüs Défi to redevelop the working spaces used by employees on work integration programmes. The 210 m<sup>2</sup> social innovation laboratory run by Emmaüs Défi in Paris, which is striving to combat severe social exclusion, will soon be fitted out with new offices, meeting rooms, a training room and discussion areas. The partnership between the Artelia Foundation and Emmaüs Défi is continuing in 2023 with the launch and supervision of the redevelopment works.



## *Artelia maintains its commitment*

The Palladio Foundation was created in 2008 to tackle one of the key challenges of the twenty-first century: building cities.

This unique body, operating under the aegis of Fondation de France, mobilises and brings together all the sectors and professions concerned with real estate and urban issues, such as public authorities, non-profit organisations, researchers and the media. To pursue its goal of making cities more people-focused, sustainable and inclusive, the Palladio Foundation works hand-in-hand with the players shaping them now and in the future, by creating the support tools they need to make a collective commitment, gain some hindsight, prepare the transition, and anticipate the future. The Foundation is striving to create conditions ensuring that all the players designing and developing cities are better equipped to meet the major challenges of today and tomorrow.

This year, Artelia took part in several group initiatives:

- deploying the low-tech philosophy in buildings right from the design stage;
- creating an adaptation and resilience focus group within Gustave-Eiffel University;
- creating the first “HQT” (“high temporal quality”) district in Bercy-Charenton (Paris);
- setting aside 20% of premises on the ground floors of buildings for the social and solidarity economy in areas of high demand.

# INDICATORS



TOPICS	INDICATORS	GENERAL POLICY	2019	2020	2021	2022
EMPLOYMENT	Total number of office locations		55 in France	<b>55 (France) and 40 (world)</b>	<b>55 (France) and 40 (world)</b>	<b>55 (France) and 40 (world)</b>
	Total workforce (Group)		5907	6079	6659	7339
	Total workforce (France)		3634	3680	3766	3918
	Breakdown of registered employees by age group in % - Group - (worldwide except Nordics)		24 and - = 6.0% 25-29 = 14.3% 30-34 = 16.1% 35-39 = 16.9% 40-44 = 13.7% 45-49 = 11.0% 50-54 = 10.4% 55-59 = 7.9% 60 and + = 3.8%	24 and - = 5.1% 25-29 = 14.1% 30-34 = 16.6% 35-39 = 16.7% 40-44 = 14.2% 45-49 = 11.3% 50-54 = 10.3% 55-59 = 7.8% 60 and + = 4.0%	24 and - = 4.2% 25-29 = 14.8% 30-34 = 16.1% 35-39 = 17.7% 40-44 = 14.5% 45-49 = 11.2% 50-54 = 9.4% 55-59 = 8.1% 60 and + = 4.0%	24 and - = 4.4% 25-29 = 15.7% 30-34 = 16.2% 35-39 = 17.2% 40-44 = 14.4% 45-49 = 11.0% 50-54 = 8.7% 55-59 = 8.4% 60 and + = 4.0%
	Number of employees by geographical area - Group -		France: 3634 Vietnam: 531 Italy: 201 United Kingdom: 103 Germany: 52 United Arab Emirates: 46 Spain: 53 MOE Denmark: 826 Philippines (MOE + Artelia): 128 Madagascar: 53	France: 3680 Vietnam: 466 Italy: 185 United Kingdom: 97 Germany: 48 United Arab Emirates: 36 Spain: 42 Thailand: 43 Denmark (MOE): 885 Norway (MOE+OO): 125 Philippines (MOE + Artelia): 121 Madagascar: 50	France: 3766 Vietnam: 687 Italy: 181 United Kingdom: 106 Germany: 63 United Arab Emirates: 38 Spain: 43 Thailand: 120 Denmark (MOE): 1009 Norway (MOE+OO): 134 Philippines (MOE + Artelia): 177 Madagascar: 44	France: 3918 Vietnam: 851 Italy: 197 United Kingdom (UK + ANG): 133 Germany: 110 United Arab Emirates: 37 Spain: 55 Thailand (Cornerstone + Engineering): 152 Denmark (MOE+LBP): 1172 Norway (OO): 128 Philippines (Artelia+PTS): 219 Madagascar: 44
	Breakdown of employees by gender - Group -		Women: 32.45% Men: 67.55%	Women: 31.98% Men: 68.02%	Women: 31.78% Men: 68.22%	Women: 31.83% Men: 68.17%
WORK ORGANISATION	Total workforce, by type of contract (permanent or temporary) and by gender - Group -		Not calculated	Not calculated	Permanent contracts: 1934 women / 3906 men Temporary contracts: 182 women / 637 men	<u>Permanent contracts:</u> 2157 women / 4212 men <u>Temporary contracts:</u> 179 women / 791 men
	Total number of employees, by type of employment (full time and part time) and by gender - Group -		Not calculated	Not calculated	Part time 340 women / 203 men Full time 1776 women / 4340 men	<u>Part time</u> 345 women / 215 men <u>Full time</u> 1991 women / 4788 men
	Total workforce, by type of contract (permanent and temporary) and by region - Group -		<u>2021:</u> France: Permanent: 1258 W / 2454 M - Temporary: 19 W / 35 M Europe (excluding France and Scandinavia): Permanent: 150 W / 260 M -Temporary: 15 W / 21 M Scandinavia: Permanent: 360 W / 756 M - Temporary: 11 W / 16 M Africa - Middle East: Permanent: 36 W / 106 M -Temporary: 14 W / 65 M Asia - Oceania: Permanent: 101 W / 248 M - Temporary: 106 W / 465 M Americas: Permanent 1 W / 0 M - Temporary: 16 W / 22 M	<u>2022:</u> France: Permanent: 1316 W / 2556 M - Temporary: 16 W / 30 M Europe (excluding France and Scandinavia): Permanent: 203 W / 318 M - Temporary: 20 W / 22 M Scandinavia: Permanent: 430 W / 856 M - Temporary: 5 W / 9 M Africa - Middle East: Permanent: 28 W / 99 M - Temporary: 11 W / 55 M Asia - Oceania: Permanent: 174 W / 374 M - Temporary: 122 W / 663 M Americas: Permanent 1 W / 0 M - Temporary: 10 W / 21 M		
	Rate of absenteeism		2.37%	3.10%	2.83%	2.94%

TOPICS	INDICATORS	GENERAL POLICY	2019	2020	2021	2022
<b>INTERNAL MOBILITY</b>	Number of internal job transfers (geographic mobility and/or position changes) - Group -		121	112	141	180
<b>HEALTH &amp; SAFETY</b>	Workplace health & safety conditions	- <a href="#">Health &amp; Safety Policy</a> Specific procedures: - System for reporting and addressing complex situations - Management of harassment cases - Protocol for managing cases of alcohol or substance addiction	Pages 78-79 of the 2019 EFPR	Pages 32-33 of the 2020 EFPR	Pages 40-43 of the 2021 EFPR	Pages 54-57 of the 2022 EFPR
	Frequency rate (FR) and severity rate (SR) of workplace accidents		FR: 3.24 SR: 0.11	FR: 3.06 SR: 0.09	FR: 0.93 SR: 0.05	FR: 2.28 (France + Principia) SR: 0.06 (France + Principia)
	Work-related illnesses		0	1	0	1 (France)
	OHSAS 18001 - OHSAS 18001 - Group -		France: 74.55% Group: 63%	France: 73.62% Group, not incl. MOE: 61%	France: 74.35% Group, not incl. MOE: 59.19%	France: 69.48% Group, not incl. MOE: 52.41%
	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.	13	4 for the Industrial Facilities Business Unit + 100 employees in the Environment skills network across 12 sites	4 for the Industrial Facilities Business Unit + 100 employees in the Environment skills network across 12 sites	4 for the Industrial Facilities Business Unit + 100 employees in the Environment skills network across 12 sites
<b>LABOUR/ MANAGEMENT RELATIONS</b>	Organisation of social dialogue	Agreements negotiated and signed with staff and management representatives in 2022: - Agreement on the Promotion of Social Dialogue and the Organisation of Staff Representative Bodies - Agreement on Electronic Voting for the Election of Members of Staff Representative Bodies - Pre-electoral memorandum of understanding of CSE members for the Artelia Eco & Soc Unit companies - Minutes concerning the three-year Artelia Group Eco & Soc Unit agreement on remuneration - Agreement on the Establishment and Functioning of the Artelia Group Committee for 2022 - Agreement on the Appointment of Local Representatives for 2022 - Addendum no. 1 to the Agreement on the Artelia Group Saving Plan - Addendum no. 1 to the Agreement regarding payment for the Artelia PERECO (retirement savings scheme)	86 meetings: 2 Group Committee 15 Soc & Eco Committee (& formerly Central Works Council) 2 Works Council (disappeared in March 2019) 3 WHSC 25 staff rep (and formerly WHSC) 18 commissions 21 negotiations	95 meetings: 2 Group Committee 15 Soc & Eco Committee 9 WHSC 32 staff rep. committees 20 commissions 17 negotiations	101 meetings: 5 Group Committee 14 Soc & Eco Committee 8 WHSC 28 staff rep. committees 31 commissions 15 negotiations	France excl. Ind. Facilities / ADS / Principia: 98 meetings: 4 Group Committee 16 Soc & Eco Committee 8 WHSC 29 staff rep. committees 26 commissions 15 negotiations
	Summary of collective agreements	- Agreement on the integration of the SECOA company into the agreement on the organisation and working relations of the Artelia Eco & Soc Unit signed on 15 January 2020 and its addendum no. 1 dated 15 December 2021 Addendum no. 2 to the agreement on the compulsory personnel profit-sharing plan applicable in 2021-2022-2023 Addendum no. 2 to the agreement on the optional personnel profit-sharing plan applicable in 2021-2022-2023	7 agreements signed	12 agreements signed	11 agreements signed	France excl. Ind. Facilities / ADS / Principia: 15 agreements signed
	Percentage of positive opinions obtained during annual consultation and negotiation processes between management and workforce	- Agreement on the harmonisation of the social provisions of the Principia company with those applicable within the Artelia Eco & Soc Unit - Agreement on the harmonisation of the social provisions of the Artelia Digital Solutions company with those applicable within the Artelia Eco & Soc Unit - Agreement on the establishment of the Value Sharing Bonus ("PPV") - Minutes concerning the three-year Artelia Group Eco & Soc Unit agreement on remuneration	97%	100%	90.5%	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.	Page 77 of the 2019 EFPR	Pages 52 to 54 of the 2020 EFPR	Pages 56 to 59 of the 2021 EFPR	Pages 66-67 of the 2022 EFPR
	Total number of training hours		29049	27309	38205	40,011 (France excl. Principia)
	Percentage with access to the training		62.70%	49.15%	72.13%	65.02% (France excl. Principia)
	Percentage with access to skills development actions - Group			80%	80%	82%
	Percentage of personal professional and development actions that met the defined objectives		97%	91%	90%	91%

TOPICS	INDICATORS	GENERAL POLICY	2019	2020	2021	2022																								
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 70-71 of the 2019 EFPR	Pages 48-51 of the 2020 EFPR	Pages 52-53 of the 2021 EFPR	Pages 59-61 of the 2022 EFPR																								
	Gender equality index	<p><u>Index calculation details:</u>                      Indicator 1: Gender pay gap                      Indicator 2: Gap between individual pay rises                      Indicator 3: Gap in promotions                      Indicator 4: Number of employees receiving a pay rise on returning from maternity leave                      Indicator 5: Gender equality amongst the ten highest salaries</p> <table border="1"> <thead> <tr> <th></th> <th>SCORE ARTELIA UES</th> <th>SCORE ARTELIA INDUSTRIE</th> <th>SCORE PRINCIPIA</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>39/40*</td> <td>37/40**</td> <td>38/40*</td> </tr> <tr> <td>2</td> <td>20/20**</td> <td>20/20**</td> <td>35/35**</td> </tr> <tr> <td>3</td> <td>15/15**</td> <td>15/15*</td> <td>35/35**</td> </tr> <tr> <td>4</td> <td>15/15</td> <td>15/15</td> <td>not calculable /15</td> </tr> <tr> <td>5</td> <td>0/10*</td> <td>0/10*</td> <td>0/10*</td> </tr> </tbody> </table> <p>* gap favouring men ** gap favouring women</p>		SCORE ARTELIA UES	SCORE ARTELIA INDUSTRIE	SCORE PRINCIPIA	1	39/40*	37/40**	38/40*	2	20/20**	20/20**	35/35**	3	15/15**	15/15*	35/35**	4	15/15	15/15	not calculable /15	5	0/10*	0/10*	0/10*	88 / 100	Artelia Eco & Soc Unit index: 88/100 Artelia Ind. Facilities: 78/100	Artelia Eco & Soc Unit: 88/100 Artelia Ind. Facilities: 83/100	Artelia Eco & Soc Unit: 89/100 Artelia Ind. Facilities: 88/100 Principia: 85 /100
		SCORE ARTELIA UES	SCORE ARTELIA INDUSTRIE	SCORE PRINCIPIA																										
	1	39/40*	37/40**	38/40*																										
	2	20/20**	20/20**	35/35**																										
	3	15/15**	15/15*	35/35**																										
	4	15/15	15/15	not calculable /15																										
	5	0/10*	0/10*	0/10*																										
	Percentage of women in senior management positions - Group -	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: <b>Commitment no.1:</b> 40% of Artelia's senior management roles held by women by 2027	23%	France: 23% Group: 20.75%	France: 24% Group: 29%	France: 24% Group: 22%																								
	Percentage of women in project management positions - Group -	<b>Commitment no. 2:</b> Encourage recruitment and promotion of women into management and executive positions	24%	25%	France: 27% Group: 26%	France: 27% Group: 27%																								
Percentage of women in project management/leadership positions - Group -	<b>Commitment no. 3:</b> Promote the gender dimension at all stages of our clients' projects  Here, the Group indicators take into account the following countries: France, Denmark, UK, Italy, Vietnam			France: 26% Group: 24.4%	France: 26% Group: 25.5%																									
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 2-27 of the 2019 EFPR	Pages 48-49 of the 2020 EFPR	Pages 50-51 of the 2021 EFPR	Pages 59-61 of the 2022 EFPR																									
Number of people with disabilities hired		1	5	12	19																									
Percentage of employees with disabilities		2.79%	2.84%	2.94%	2.85%																									
Number of people with disabilities supported in the workplace		38	41	38	43																									
Rate of training for people with disabilities		40.3%	37%	42%	55%																									
Anti-discrimination policy		Pages 70-73 of the 2019 EFPR	Pages 48-51 of the 2020 EFPR	Pages 49-53 of the 2021 EFPR	Pages 59-61 of the 2022 EFPR																									

TOPICS	INDICATORS	GENERAL POLICY	2019	2020	2021	2022
<b>GENERAL ENVIRONMENT POLICY</b>	ISO 14001 - Group -		Eight ISO 14 001-certified sites and subsidiaries: Echirolles, Lille, Lyon, Saint Denis, Italy, Spain, Gulf States, UK	Eight ISO 14 001-certified sites and subsidiaries: Echirolles, Lille, Lyon, Saint Denis, Italy, Spain, Gulf States, UK	Eight ISO 14 001-certified sites and subsidiaries: Echirolles, Lille, Lyon, Saint Denis, Italy, Spain, Gulf States, UK	Ten ISO 14 001-certified sites and subsidiaries: Echirolles, Lille, Lyon, Saint-Ouen, Italy, Spain, Gulf States, UK
	Resources devoted to preventing environmental risks and pollution - Group -	Our activity generates no environmental risks and little pollution (mainly through travel). <u>We offer our clients a range of environmental expertise:</u> 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.	See pages 58 to 67 "Climate change resilience" and "Energy transition" pages 14 to 23	Pages 58-67 of the 2020 EFPR	Pages 60-77 of the 2021 EFPR	Pages 40-51 of the 2022 EFPR
	Environmental performance actions incorporated in our clients' projects - Group -	<u>Commitments in the CSR policy:</u> • Systematically promote environmental performance actions in the context of our design and works supervision assignments. • Consider the impact of our clients' projects in terms of CSR using a labour, social, ethics and environmental assessment grid.	Not available	Pages 59 to 62 1,646,000 m <sup>2</sup> of buildings certified for their environmental quality during the design and operation phase	See 2021 indicators from the CSR policy page 8	See 2022 indicators from the CSR policy page 8
<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 Group sites. IT and electronic waste is systematically collected and recycled by an external service provider.	Not available	100% of paper and electronic waste recycled	100% of paper and electronic waste recycled Pages 75 to 77 of the 2021 EFPR	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	The last GHG emissions assessment was performed in 2023 for the reporting year 2022. It recommends a series of measures to reduce Artelia's carbon footprint. The 2022 GHG emissions assessment includes France and Artelia's subsidiaries: UK, Denmark, Italy and Vietnam, and eight additional ones*, in order to cover 95% of our overall emissions. This is the reason for the difference between the 2021 data and the 2022 data.  * Germany, Norway, Indonesia, Madagascar, Spain, Philippines, Thailand, United Arab Emirates	Pages 82-83 of the 2019 EFPR	Pages 63-65 of the 2020 EFPR	Pages 72-74 of the 2021 EFPR	Pages 44-48 of the 2022 EFPR
	Number of km travelled on business trips - Group -	Distances travelled by plane, train and car (Artelia fleet + short-term rental)	46,657,199	27,366,125	32,502,000	42,485,000
	Number of vehicles in fleet		990	1002	1027	1021
	Number of litres of fuel consumed by the company fleet		71,086	105,008	203,556	340,879

TOPICS	INDICATORS	GENERAL POLICY	2019	2020	2021	2022
<b>SUSTAINABLE USE OF RESOURCES</b>	Number of litres of diesel consumed by the company fleet		967,006	758,196	793,492	674 683
	Paper consumption in reams /employee	Here the Group indicator includes only the 5 principal subsidiaries: France, Denmark, UK, Italy, Vietnam	6.5 (France)	4.5 (France) 3.9 (Group)	3.8 (France) 3.4 (Group)	France: 3.1 Group: 2.4
	Percentage of paper bought as recycled ***		99.8%	99.5%	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. On the Echirolles site, use of renewable energy sources and energy recovery for the heat network (72%). In Denmark, 79,000 kWh of electricity are generated using solar panels.				
	Consumption of electricity in kWh/m <sup>2</sup> and MWh - Group -		72.97 kWh/m <sup>2</sup> ** (France) 4872.883 MWh ** (Group)	75.8 kWh/m <sup>2</sup> ** (France) 4904.4 MWh ** (Group)	68.5 kWh/m <sup>2</sup> ** (France) 89.9 kWh/m <sup>2</sup> ** (Group) 5841.296 MWh ** (Group)	187 kWh/m <sup>2</sup> ** (Group) Not available** (Group)
	Water consumption in m <sup>3</sup> /employee		5.6 m <sup>3</sup> **	5.3 m <sup>3</sup> **	Not available**	Not available**
	Percentage of employees made aware of eco-friendly practices		100%	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	The nature of our activity means that our main source of greenhouse gas emissions is our business trips.  The improvement of our travel policy, our new Car Policy, the launch of a Green Transport Plan for our main sites in France, and the implementation of the "Sustainable Mobility Allowance", all aim to reduce these emissions. <a href="#">The Environmental Policy</a> of the Group describes in detail all the measures taken to reduce our GHG emissions.	Pages 82-83 of the 2019 EFPR	Pages 63-64 of the 2020 EFPR	Pages 72-74 of the 2021 EFPR	Pages 44-48 of the 2022 EFPR
	GHG emissions emissions associated with our travel in t.eq CO <sub>2</sub>		Train: 30 Air: 3657 Car: 2684 Rental: 206 Total: 6577	Train: 12 Air: 830 Car: 2163 Rental: 128 Total: 3133	Train: 16 Air: 1802 Artelia car: 2143 Hire car: 1622 Total: 5583	Train: 35 Air: 2 748 Artelia car: 3 160 Hire car: 475 Total: 6 418
	Targets determined voluntarily in the medium and long term to reduce greenhouse gas emissions, and measures implemented to this end - Group -	Objectives: • Reduce our direct and indirect energy-related emissions (energy consumption by our offices and vehicle fleets) in order to comply with the '1.5°C' trajectory (scopes 1 and 2, in absolute and in intensity per employee) • Reduce our other indirect emissions (mainly travel) to meet the "Well Below 2°C" trajectory (scope 3, in absolute)	23 0693 t CO <sub>2</sub> e  4 tco <sub>2</sub> e /FTE i.e. a reduction of 26% compared to 2017	Not available because no GHG assessment performed for 2020	21 526 t CO <sub>2</sub> e  3.48 tCO <sub>2</sub> e /FTE, i.e. a reduction of 12% compared to 2019	20,273 tCO <sub>2</sub> e  2.96 tCO <sub>2</sub> e /FTE, i.e. a reduction of 27% compared to 2019

\*\* 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	2019	2020	2021	2022
ETHICS AND CORRUPTION PREVENTION	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 28-29 of the 2020 EFPR	Pages 30-31 of the 2022 EFPR	Pages 28-29 of the 2022 EFPR
	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.	Code of Ethics	Code of Ethics	Code of Ethics	Code of Ethics
	Total number of concerns expressed, type of poor conduct identified, percentage of concerns processed, resolved or declared baseless - Group -		Not available	2 potential cases of corruption identified, 100% processed (1 case declared baseless, 1 case of proven but unrealised risk)	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
	Total number of sites assessed in terms of risks associated with corruption and identified risks - Group -	<b>Risks identified:</b> Underestimation of ethics risks by an employee due to a lack of training Failure to identify employees exposed to corruption Employee who does not realise that they or Artelia are in a conflict of interest situation Falsifying a document to comply with a request from a client/partner Pressure from a third party resulting in reduced standards or vigilance by an employee during works supervision Acceptance procedures: pressure from the Client to modify the list of outstanding works Failure to comply with free competition rules Remuneration of a partner without checking the services and without an invoice Failure to perform an ethics assessment on a partner Conflict of interest during analysis of a bid from a company to which we provide services through other routes	100% of sites evaluated	8 Business Units assessed in other words 100%	8 Business Units assessed (100% of BUs)	8 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	96.2% of employees have completed and validated the ethics training	97.3% of employees have completed and validated the ethics training	97.3% 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	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	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	2019	2020	2021	2022	
<b>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 sites in France	55 sites in France	55 sites in France 40 in the world	55 sites in France 40 in the world	
	Number of new employees hired (exc. workers on temporary contracts)		644	900	1674 (624 in France and 1050 elsewhere around the world)	2145 (845 in France and 1300 elsewhere around the world)	
	Percentage of Group fees allocated to R&D and innovation		4%	4%	4%	4%	
	Relations with company stakeholders and conditions of dialogue with them			Pages 34-35 of the 2020 EFPR	Pages 32-35 of the 2021 EFPR	Pages 30-31 of the 2022 EFPR	
	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 has supported 28 organisations in 2022.			0.85% of the Group's operating profit dedicated to the Artelia Foundation	0.80% of the Group's operating profit dedicated to the Artelia Foundation Pages 78-81 of the 2021 EFPR	1.11% of the Group's operating profit dedicated to the Artelia Foundation Pages 8-9 of the 2022 EFPR
	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, 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: - Procurement of intellectual services on assignments through external service providers (subcontractors and co-contractors on assignments) - "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 of general services and supplies. There were no significant changes in the supply chain in 2022.					
	Consideration of social and environmental aspects in the procurement policy	Purchase of "eco-friendly" office supplies.	45% of supplies purchased are eco-friendly	43.6% of supplies purchased are eco-friendly	42% of supplies purchased are "eco-friendly"	34% of supplies purchased are "eco-friendly"	
		Orders subcontracted to "ESAT" (social enterprises for people with disabilities) and "EA" (sheltered workshops)		57 orders to social enterprises and sheltered workshops	51 orders to social enterprises and sheltered workshops	52 orders to social enterprises and sheltered workshops + 10 orders to APF	
	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.	28.13%	84.8%	793,492	81%	
	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.	28.13%	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%	57.6%	38%	
	Percentage of EcoVadis-assessed suppliers with a score of:	EcoVadis Platinum			15.1%	15.1%	23.8%
EcoVadis Gold				24.2%	24.2%	14.3%	
EcoVadis Silver				18.2%	18.2%	28.6%	

**PLEASE REFER TO OUR OTHER ANNUAL PUBLICATIONS:**

- Essentials
- Financial statements