

ESG PERFORMANCE REPORT



SYSTRA

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MESSAGE FROM
JEAN-CHARLES VOLLERY
Chief Executive Officer of SYSTRA

In 2024, SYSTRA embarked on an ambitious transformation dynamic. Bringing in new shareholders fits into our growth strategy, supported by strong commitments that we remain determined to pursue.

As an engineering firm specialising in transport and mobility, the positive impact we generate for territories and communities is based on our proactive actions in favour of sustainability. Integrating all its components to address our clients' expectations is an undeniable asset that enhances our performance. Changes in regulations have emphasised the need for a thorough monitoring of sustainability issues in the management of our activities and projects. Within this context, we have continued to make progress by structuring an effective process, thanks to a pragmatic approach and measurable results.

This year reminded us that the increasing number of extreme climate events requires the systematic integration of resilience in our risk analysis, in our technical solutions, and in the management of all our projects. I am convinced that a well-designed project fully integrates environmental challenges while also ensuring cost control. We support our clients by enabling them to choose solutions that foster this balance and by integrating the social and environmental acceptability of projects. This token of confidence requires an intangible and daily commitment from our teams. I am pleased to witness the involvement of the women and men of the Group, united worldwide by a shared culture of responsibility.

More than ever, our commitments to safety and ethics are at the heart of our action. I assert it firmly: there can be no compromise on health and safety. Our top priority remains ensuring the protection of our teams, our partners, and the projects we are commissioned for. The upcoming steps are clear: sustain our growth and the integration of new companies and talents, while further strengthening our impact. In this momentum, our teams around the world are our greatest strength: without them, nothing would be possible. Together, we will maintain our commitment to responsible and sustainable engineering, serving the transformation of territories and the common good.

Sustainability Department and Communications Department
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DEVELOP sustainable performance

Sustainability is at the heart of the growth strategy and collective commitments of SYSTRA. As a transport engineering firm, we strive to benefit both populations and territories by shaping mobility solutions that respect the environment and serve future generations.

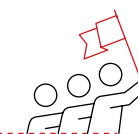
As key players in the design and delivery of infrastructure projects, we can integrate and promote the principles of sustainability at every stage. Far beyond an imperative, sustainability is a lever for performance and growth, inseparable from our operational excellence.

This vision relies on the richness of our talents and the diversity of our professions and cultures. Driven by engaged and connected teams, our commitment to sustainability enhances the success of our projects, their social and environmental acceptability, and maximises their positive impact on communities.

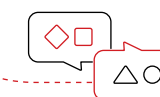
Our actions are based on demanding standards in Health, Safety, Security (3S), ethics, environment, diversity, equity and inclusion. These commitments are the pillars of the trust-based relationship that we have with our stakeholders. In a context of increasing regulation, we anticipate the transition to the European CSRD directive. Our local approach, crucial to implementing this strategy, is based on local governance and structured around decentralised Business Units to ensure a fine-tuned adaptation to the specificities of each country.

SUSTAINABILITY AT SYSTRA

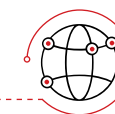
1 A GROUP CONVICTION



2 A DIVERSITY OF PROFILES, CAREERS, AND MISSIONS



3 COMMITTED AND CONNECTED TEAMS



SERVING PERFORMANCE

ACT for a sustainable future



- Climate Trajectory
- Resilience – Sustainable design and construction
- Adaptation – Mitigation
- Decarbonisation and energy transition
- Environmental services
- Innovation and R&D

SECURE our practices

- Health, Safety, Security (3S)
- Ethics
- Duty of care
- Risk mapping
- Double materiality analysis



OPERATIONS & CORPORATE RESPONSIBILITY

COMMIT to communities and future generations

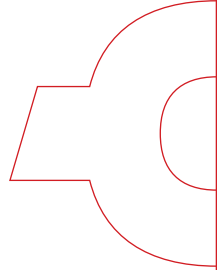
- Designing public transport infrastructure and sustainable mobility solutions for an enhanced territorial service
- Social and environmental acceptability



INSPIRE AND CONNECT our teams around inclusiveness and solidarity initiatives

- Training and awareness
- Diversity, Equity, and Inclusion
- Bridges to Prosperity
- Engineering 4 Kids
- International Women's Day – Blue November – Sustainable Development Week

2024
HIGHLIGHTS



ACT FOR A SUSTAINABLE FUTURE

WORLD IDENTIFYING AND ANTICIPATING CLIMATE ISSUES

Climateplus, the application that anticipates climate change evolution based on climate models, is advancing with a second version. Objective: incorporate data from the Copernicus programme and IPCC-validated models to encompass a wider geographical area, including Europe, Africa, the Middle East, Australia, and Asia. Climateplus 2 allows for the visualisation of the evolution of several climate indicators – temperatures, precipitation, extreme winds – up to 2100, in just a few minutes. For France, Climateplus integrates data from the DRIAS programme.

2024 IN ACTION

SYSTRA's positive impact relies on its activities: designing and delivering efficient and resilient transport infrastructures to sustainably transform regions and the lives of the communities served, by ensuring them easy access to essential services. Beyond that, our Group culture is founded on shared values, the drive to promote sustainability, solidarity, and social progress, each at their own level. In 2024, our actions illustrated these commitments. Here's an overview.

CANADA DEVELOPING A DECARBONISED SUPPLY CHAIN

SYSTRA Canada is participating in the creation of the first 100% carbon-neutral supply chain between Quebec and Montreal, as part of a research and development project funded by the Ministry of Economy, Innovation, and Energy. This programme explores new technological solutions to reduce emissions related to freight transport and experiments with sustainable practices on a large scale.

INDIA A MEMORANDUM OF UNDERSTANDING ON SUSTAINABILITY AND CLIMATE

SYSTRA India has signed a Memorandum of Understanding (MoU) in Corporate Social Responsibility (CSR) with the Indian Institute of Technology Delhi (IIT Delhi), an institution specialising in academic excellence and research innovation. Among the key focuses of this collaboration is the consideration of risks associated with climate change in the design of the country's infrastructure.

SECURE OUR PRACTICES

WORLD RAISING AWARENESS OF CLIMATE CHANGE ISSUES

SYSTRA, in partnership with AXA Climate School, is deploying a programme to increase awareness among all Group employees about climate change issues. This e-learning programme is available in 19 languages and has already been followed by more than 3,100 employees in over 30 countries. This three-cycle course allows for a better understanding of climate change issues to learn how to act effectively, internally, and in our interactions with clients and partners. Beyond theory, it also offers concrete action plans as well as realistic and pragmatic initiatives, while emphasising the importance of carbon footprint assessments carried out by the teams, for all our activities.



UNITED KINGDOM OUR SITES' SAFETY AWARDED

Our 3S and site supervision teams have received awards for the safety of their projects, thanks to the measures implemented and their exemplary nature. The British operator Network Rail honoured SYSTRA at the 2024 SHEL Awards, recognising projects that stand out in terms of Safety, Health, Environment, Leadership, and Team. SYSTRA UK & Ireland received the Construction Safety Award for setting up a 4D planning and visualisation tool for construction operations in the Transpennine Route Upgrade east (TRUe) modernisation programme.

WORLD HEALTH AND SAFETY AT WORK: A DEDICATED AWARENESS DAY

On 25 April, SYSTRA organised the 3S Day, an initiative to raise awareness on health, safety, and security risks. This day was marked by a conference organised by the 3S Department and interactive activities aimed at improving accident prevention on our construction and operational sites. This initiative contributed to strengthening a culture of safety among our employees.

INSPIRE AND CONNECT OUR TEAMS

WORLD SUSTAINABLE DEVELOPMENT WEEK: SHAPING THE FUTURE

In September 2024, the Sustainable Development Week, themed "Shaping the Future", brought together 1,500 participants around several conferences focused on the challenges we will collectively face in the coming years. Two major issues were discussed: the growing influence of regulations redefining the role of sustainability in corporate strategies, and water resource management, between scarcity and extreme events.

2024
HIGHLIGHTS

RWANDA
**BRIDGES TO PROSPERITY:
AN ENGINEERING CHALLENGE,
A HUMAN ADVENTURE**

For the seventh consecutive year, 10 volunteer SYSTRA employees – engineers or not – from 8 different countries have dedicated their expertise and commitment to a unique project initiated by the NGO Bridges to Prosperity. Completed in just two weeks, the Baraje-Rubiro bridge is a suspension bridge built on flat land with pylons and represents an exception among the structures usually built by the association. It now allows the 6,600 inhabitants of the Rusizi district to cross the Rubiro River without detours and without the risk of drowning, as was previously the case due to the river flow and sudden floods. Residents and livestock can now safely use the bridge to reach markets.

FRANCE AND BRAZIL
**BLUE NOVEMBER: UNITED
AGAINST MALE CANCERS**
SYSTRA SA and SYSTRA France launched an awareness campaign in partnership with the Gustave Roussy Institute to support the prevention of male cancers. As part of a walking challenge, 300 participants collectively covered 18,219 kilometres, or nearly 23 million steps, allowing SYSTRA to make a substantial donation to the Institute. In Brazil as well, employees committed to the prevention and early diagnosis of prostate cancer, the second most common cancer among men in the country.

WORLD
**WOMEN’S DAY:
A STRONG MOBILISATION**

Committed to an inclusive work environment, SYSTRA highlighted portraits of female engineers in the Group, who are acknowledged in their field, or have earned distinctions for their unique expertise. Several local initiatives took place on this international day in different countries. For example, in Australia and New Zealand, the “Count Her In” initiative emphasised the importance of providing women with equitable access to skills development and leadership positions. In Brazil, the HR team invited employees to a collective reflection on the role of women in engineering.

**COMMIT TO
COMMUNITIES
AND FUTURE
GENERATIONS**

BRAZIL AND CHILE
**EXPERTISE AND INNOVATION,
CODESIGNING TOMORROW’S
INFRASTRUCTURES**

SYSTRA leverages its expertise to accelerate the transition to sustainable infrastructures. In Brazil, we co-organised a meeting with the GRI Club, bringing together public and private actors to highlight solutions that optimise resource use, enhance infrastructure resilience to climate change, and improve quality of life. In Chile, we participated in a seminar organised by the Santiago Metro, illustrating how digital transformation is revolutionising the design and operation of rail infrastructures.

DENMARK
**MODERNISING RAIL
INFRASTRUCTURES**
In Denmark, the renovation of the East Line (Østbanen) represents a significant advancement for the residents of the East Zealand region. This essential transport corridor, used by many commuters, is undergoing a complete modernisation to ensure a more efficient, reliable, and sustainable rail service. SYSTRA is contributing to the implementation of new technical solutions, thereby ensuring better mobility for users and a more resilient network.



SAUDI ARABIA
**PLANNING THE TRANSPORT
SERVICE OF THE URBAN AREA**

SYSTRA is playing a central role in developing the future transport network of Mecca, a structuring project for millions of pilgrims and residents that will optimise access to strategic sites. By integrating best practices in sustainable urban planning, this ambitious infrastructure aims at streamlining travel, reducing urban congestion, and limiting the carbon footprint of local transport.

UNITED STATES
**PROMOTING ACCESSIBILITY
AND DAILY MOBILITY**

In New York, SYSTRA teams are contributing to enhancing accessibility across the entire transport network. For example, the Tremont Avenue subway station in the Bronx is becoming fully accessible with the addition of three elevators and two staircases, facilitating daily access and transit for thousands of users on this busy line.

ITALY
**ANTI-CORRUPTION
MANAGEMENT SYSTEM
CERTIFICATION**

The ISO 37001 certification for the Group is being rolled out across different countries: SYSTRA Italy successfully passed the surveillance audit of its anti-corruption management system, a certification it has held since 2020. The audit was concluded without any non-conformities, confirming the effectiveness of our anti-corruption processes.

OUR VALUE creation model

OUR RESOURCES

OUR HUMAN CAPITAL

- **10,515** employees: Europe 49%, Asia and India 27%, Middle East 7%, Africa 5%, Latin America 5%, North America 4%, Australia and New Zealand 3%
- **+40%** growth in workforce over the past 5 years
- **110** nationalities
- **28%** share of women in the total workforce
- **92/100**: gender equality index⁽¹⁾

OUR CUTTING-EDGE EXPERTISE THROUGHOUT THE PROJECT LIFECYCLE

- **More than 65 years** of expertise in mobility projects
- Cross-functional and connected international technical networks

OUR ORGANISATION FOCUSED ON OPERATIONAL PERFORMANCE

- **13 home countries** accounting for **90%** of our total turnover
- Operational presence in **80 countries**
- **10** centres of expertise

OUR FINANCIAL STABILITY

- **€1,250.9 million** turnover in 2024 (of which 39.5% from rail or high-speed projects, 28.4% from urban mobility projects, and 32.1% from other types of projects)
- An order book representing **15 months** of sales

OUR MISSION

DESIGNING SAFE AND SUSTAINABLE TRANSPORT SOLUTIONS FOR THE BENEFIT OF COMMUNITIES

REFERENCE PURE PLAYER in mobility markets



- Rail
- Urban transit
- Systems engineering
- Bridges and tunnels
- Stations and buildings



50%
of high-speed lines
in service worldwide

ENR RANKING⁽²⁾ 2024

No. 2
in Mass Transit & Rail

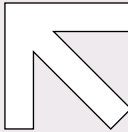
No. 3
in bridges

No. 6
in transport

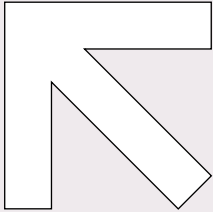
1 metro out of 2
in service worldwide
designed by SYSTRA

No. 22
in International
design firms

Services that tackle THE CHALLENGES OF SUSTAINABLE MOBILITY



- Planning and consulting
- Design
- Project management and construction
- Testing and commissioning
- Digital engineering
- Asset management
- Cybersecurity



The drivers of OUR DAILY ACTION

- Our 3 core values guide our work: excellence, connected teams, and bold leadership
- A strategy based on risk and opportunity analysis, driven by responsible governance
- A commitment to sustainability supported by our requirements in Health, Safety, Security (3S), Ethics, Environment and Climate Trajectory, Diversity, Equity, and Inclusion

For more than 65 years, SYSTRA has positioned itself as a pure player and one of the world leaders in engineering and consulting for public transport and mobility solutions. Its decentralised structure in country-specific Business Units provides an in-depth knowledge of local markets and needs.

OUR POSITIVE IMPACT

FOR OUR CLIENTS

- Promoting innovative solutions for sustainable mobility
- **99%** of our clients would recommend SYSTRA
 - **2.6/3**: overall satisfaction rating given by our clients

FOR OUR EMPLOYEES

- Developing an inspirational, fair, and inclusive culture
- **92%** of employees have received training on the anti-corruption code of conduct
 - **87%** of employees have followed the "9 Life-Saving Rules" training programme
 - **~9 hours** (France), **~15 hours** (SA), **~6 hours** (India) of training per employee⁽³⁾
 - **0.61**: frequency rate of occupational accidents

FOR THE ENVIRONMENT

- Speed up work on aligning our Climate Trajectory with the Paris Agreement and the European CSRD directive
- **Carbon footprint** on scopes 1, 2, and 3: see details on page 10

FOR COMMUNITIES AND TERRITORIES

- A long-term commitment to developing the territories in which we operate
- **100%** of top management has reasserted its commitment to the Group's ethical principles
 - **471 million inhabitants**: population impacted by operational metro networks to which SYSTRA has contributed⁽⁴⁾
 - **10,000 bridges** to which SYSTRA has contributed since its creation. Participation in about 200 projects per year

FOR OUR SHAREHOLDERS

- A trajectory towards 2030 supported by promising markets
- **7% EBIT** in 2024

OUR CONTRIBUTION TO THE UN SUSTAINABLE DEVELOPMENT GOALS



(1) SYSTRA SA.
(2) Engineering News-Record 2024.
(3) Scope: SYSTRA SA, France, India.
(4) Scope excluding China and Taiwan.

TAKE ACTION for the climate



Our ambition to reconcile performance, resilience, and sobriety guides our corporate responsibility and project management worldwide. Our employees play a key role in this transformation by integrating climate issues into their work and practices. In 2024, we have reached new milestones to enhance our positive – and measurable – impact in terms of carbon emissions monitoring, sustainable design and construction, and climate change adaptation.

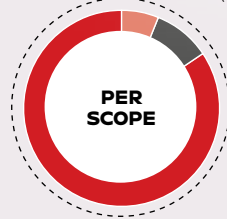
the GHG Protocol and structuring our action plans. SYSTRA conducts an annual carbon footprint assessment for the entire Group, based on real data from different countries and following the GHG Protocol methodology. These annual results allow for the follow-up of the carbon emission reduction plans of each country, and set priorities for the entire Group.

MEASURE TO BETTER REDUCE: OUR CARBON FOOTPRINT

In 2024, SYSTRA refined its Climate Trajectory with ambitious targets aligned with a Science-Based Targets initiative (SBTi) trajectory: we are moving forward with our commitment to contribute to the collective effort towards carbon neutrality with an ambition to reduce our carbon emissions by –42% on scopes 1 and 2, and by –25% on scope 3 by 2030. Amidst the Group's expansion and the integration of new countries, we have strengthened our approach by harmonising data collection around

EMISSIONS BREAKDOWN

(29,857 tCO₂eq)



43.7%
Business travel and commuting: 13,057 tCO₂eq

35.2%
Purchases of goods and services: 10,507 tCO₂eq

13.7%
Energy consumption: 4,078 tCO₂eq

6%
Asset purchases: 1,789 tCO₂eq

0.8%
Other emissions including fugitive emissions: 231 tCO₂eq

0.6%
Waste: 195 tCO₂eq

29,857

tCO₂eq for our 10,515 employees

2.84

tCO₂eq on average per employee

OUR CARBON COMMITMENTS⁽¹⁾

-42%

Scopes 1 and 2 by 2030

-25%

Scope 3 by 2030

(1) Based on a 2022 reference year.

IN THE FIELD

INDIA

Teams committed to reducing carbon and environmental impacts

The carbon footprint of a project is mostly determined from the design phase. In India, our teams have set an ambitious goal to reduce the carbon footprint of their projects by an average of 10% through the implementation of sustainable design and construction with our digital solution Carbontracker. This objective was achieved with the proactive deployment of this approach on nearly 40 projects!

DUBAI

Blue Line: sustainability, and resilience for urban connectivity

SYSTRA has been appointed to conduct civil engineering studies for the Blue Line of the Dubai Metro. This is a LEED Platinum certified project integrating sustainable practices in material, water, and energy management, as well as monitoring and limiting environmental impact. Dubai's green building code, Al Sa'fat, will be applied to achieve Silver certification on unoccupied buildings. An ambitious policy of anticipating and managing climate risks will also enhance the infrastructure's resilience.

AUSTRALIA

Cutting-edge technology

SYSTRA is supporting Queensland Hydro in providing underground technical services and management services for the construction of exploratory tunnels for the Borumba Pumped Hydro Project. Pumped storage is a vital technology for Australia's energy transition, offering a proven and reliable solution for

storing excess energy and providing electricity on demand. This project contributes to strengthening renewable energy infrastructure, offering significant benefits and opportunities for the region and beyond.

FRANCE

Environmental performance serving regional transformation

SYSTRA is now involved in 4 of the 7 project management contracts launched by the European Metropolis of Lille. Developed with a comprehensive sustainable design and construction approach that will lead to High Environmental Quality (HQE) Sustainable Infrastructure certification, the Extramobile programme is structured around 4 new public transport lines (2 trams and 2 Bus Rapid Transit lines), along with 2 maintenance and storage sites (MSS) for the tram lines, and a project management mission for all operating systems common to the tram and bus lines.

ITALY

A cross-border tunnel with multiple technical and environmental challenges

The Brenner transboundary tunnel is an ambitious 64 kilometres railway project between Fortezza and Innsbruck that will connect Italy and Austria. Its role: to reduce the impact of road transport by shifting freight to rail. It stands out for its technical and regulatory complexity in terms of interoperability, notably with the implementation of specific seismic detection systems and precise monitoring of environmental data in a highly constrained and sensitive environment.

SWEDEN

Adapting cities to environmental and economic issues

Our teams are supporting the municipality of Halmstad in sizing its rail, road, and water management networks. The sustainability of the constructions is crucial for the safety of the communities and the development of this port area. In a region where the rise of sea level due to climate change is already a reality, it is key to relocate and reinforce a dike capable of containing powerful waves.

SAUDI ARABIA

Qiddiya, a climate-adapted landscape architecture

Our preliminary studies for the new city project of Qiddiya account for the specific geographical location of the region, in the desert mountains of Tuwaiq. The landscape architecture will thus be designed to allow a functional integration, but also an attractive one, from a social and economic perspective, into the local environment. This design, adapted to the climate and incorporating endemic plants, will optimise resource use and improve both connections and the quality of life on site.

BUILD

with our employees

With 110 nationalities represented and as many cultures, we adapt to the specific needs of our clients worldwide. To achieve this, we draw on the energy and expertise of our teams, ensuring that they can bring these to life daily through local and supportive initiatives. At the heart of our corporate responsibility lies our commitments to the health, safety, and security of our employees.

HEALTH, SAFETY, AND SECURITY AS PRIORITIES

This year, we have consistently demonstrated our commitment to providing a secure work environment for our employees, serving as a foundation of trust for our partners and clients. Safety is a cornerstone of our operational efficiency. Whether on our construction sites, in our offices, during our travels, or wherever our employees operate, everyone contributes to this corporate priority.

PROMOTING SKILLS AND DIVERSITY OF CAREERS

Within a rapidly growing group like SYSTRA, it is crucial to nurture, on a daily basis, a sense of belonging among all employees, that is closely attuned to their concerns. This is achieved primarily through their involvement in projects that have a significant positive impact. Additionally, SYSTRA supports them in their career paths, enabling them to continuously enrich their skills through a variety of missions and international interactions. Training is also an essential element for everyone to progress, according to their aspirations and the company's evolution.



10,515
employees

110
nationalities
represented across
5 continents

77%
of our employees
followed a training
programme in 2024
for SYSTRA SA,
100% for SYSTRA
India, and 59%
for SYSTRA France

~15
hours of training
on average
per employee for
SYSTRA SA, 6 hours
for SYSTRA India,
and 9 hours
for SYSTRA France

87%
of employees
completed the
"9 Life-Saving Rules"
training programme

COMMITTED AND CONNECTED

SPAIN, CANADA

Our employees engaged for mental health

In the context of World Mental Health Day, SYSTRA Ibérica offered a series of activities and awareness actions aimed at dismantling taboos and reminding us that mental well-being is a shared responsibility. Meanwhile, SYSTRA Canada emphasised that psychological health is a priority on par with physical safety. Throughout the year, SYSTRA Canada adopts a proactive approach by integrating mental health into its management practices and by strengthening support systems.

UNITED ARAB EMIRATES

Protecting against heat stress

During intense heat episodes in the United Arab Emirates, SYSTRA committed to ensuring the safety and well-being of its employees. A "heat stress awareness" campaign was organised to promote preventive practices in these challenging conditions.

NORWAY

Training our teams in first aid

Each year in Norway, 3,000 people suffer a cardiac arrest outside of a hospital. In an emergency, every minute counts to increase the chances of survival. SYSTRA is actively committed to raising awareness and training its teams in first aid techniques. These skills, integrated into our work environments, contribute to enhancing prevention, collective safety, and saving lives.

WORLD

3S Leadership Passport: raising awareness of specific technical risks

In 2024, we integrated a new module into our "3S Leadership Passport" training programme. Designed to enhance awareness on the specific technical risks

associated with our professions, this new module fully contributes to improving the safety of our projects. The first sessions successfully conducted in Poland mark the beginning of a global roll-out planned in 2025.

NEW ZEALAND

Encouraging scientific studies with educational kits

Several employees participated in a volunteer day supporting House of Science, a STEM (Science, Technology, Engineering, and Mathematics) organisation. This initiative, centred on providing interactive educational kits, strives to demystify and make scientific culture appealing to children.

WORLD

Engineering 4 Kids: inspiring younger generations

Engineering 4 Kids (E4K) was developed at the initiative of SYSTRA employees. This unique interactive game is crafted to share the passion for engineering with children aged 5 and up. This project explains and makes our professions accessible in a concrete and fun way through three packs (Infrastructure, Systems, Consulting). Engineering 4 Kids has already been deployed in 23 countries and has reached 800 children. In France, the game was presented to teachers during an orientation meeting, while in Brazil, an E4K session was integrated in the programme for SYSTRA employees' Children's Day.

ITALY

Women Engineers: highlighting the essential role of women in engineering

Although women are less represented in engineering than men, they play an increasingly decisive role in projects. On the International Women in Engineering Day, SYSTRA Italy highlighted their essential contributions by sharing inspiring testimonies and career paths.

Beyond stereotypes, the challenge is to further open the industry to female talents and emphasise the importance of diversity in our sector.

BRAZIL

Promoting social inclusion through sports

Supporting diversity, fostering an environment where everyone can thrive and excel, and engaging with local communities: these are the values of the Brazilian association Abratop (Associação Brasileira de Triathlon Olímpico e Paralímpico). Values which resonate with ours. In 2024, SYSTRA established a strong partnership with this association, and we had the honour of welcoming the athletes to our São Paulo offices for the official handover of their uniforms for the Paris Paralympic Games.



PROGRESS

with our clients



Beyond simply fulfilling our clients' expectations, we aim to proactively anticipate their needs and establish strong, enduring relationships. As a trusted partner, we place listening, innovation, and ethics at the heart of our projects to offer solutions tailored to the challenges of mobility and territorial development.

A CLIENT ENGAGEMENT CLOSELY ALIGNED WITH LOCAL NEEDS

For SYSTRA, Client Engagement is an essential prerequisite for client satisfaction and the creation of long-lasting relationships. It also ensures the growth and sustainability of our

activities. It is rooted in consistent and careful listening to our clients' needs, an alignment of our processes, and an in-depth understanding of the local challenges they face.

ENSURING OUR ETHICAL PRINCIPLES

Our commitment to ethics, which is a cornerstone of the trust our clients place in us, ensures that we maintain fair and transparent business practices. Our corporate culture relies on ethics, promoting dedication and impeccable conduct, not only among our employees but also among all stakeholders involved in the projects we undertake.

99%
of our clients would recommend us

80%
public sector and 20% private sector clients

92%
of employees received training on the anti-corruption code of conduct

WITH CONFIDENCE

DUBAI Strengthening our presence in rapidly expanding regions

Addressing the growing urban mobility challenges in major metropolises, SYSTRA participated in the MENA Transport Congress and Exhibition, a key event for sustainable mobility in the Middle East and North Africa. During strategic discussions with industry players, our experts shared our vision of tomorrow's infrastructures and promoted the technical solutions we offer to address the challenges faced by rapidly transforming cities.

UNITED KINGDOM Creating measurable social value for our clients

SYSTRA UK & Ireland is strengthening its commitment to an engineering with positive impact by creating measurable social value. This approach aims to maximise benefits for local communities by aligning transport projects with societal and environmental concerns. Through close collaboration with local stakeholders, we support more inclusive and sustainable economic growth, while ensuring that infrastructures meet the needs of future generations.

FRANCE Supporting the energy transition of ports

Alongside Citepa, SYSTRA France was commissioned by the DGITM and Ports de France to assess the transformation of the economic model of port infrastructures in light of decarbonisation challenges. This strategic study will be the groundwork for the upcoming national port policy on clean energy and emissions reduction. With its expertise in energy transition and sustainability, SYSTRA reaffirms its role in providing strategic guidance to the stakeholders of territorial development.

ASIA Evaluating road assets for optimised management

Metro Pacific Tollways Corporation (MPTC) selected SYSTRA Philippines and SYSTRA MVA Singapore for advisory and due diligence missions on its toll road networks in the Philippines, Indonesia, and Vietnam. This contract covers 16 road infrastructures. Our expertise in asset management and traffic modelling allows us to support this major actor in the operation and maintenance of the region's infrastructures.

WORLD Ethics Day: a 5th edition, a daily commitment

On 7 November, SYSTRA celebrated the fifth anniversary of its Ethics Day, an annual event highlighting the Group's commitments to integrity and professional ethics. For this special edition, members of the Group management team shared the progress made and the challenges ahead through video messages. In each of the Group's Business Units, Ethics Day was an opportunity to highlight the theme of conflicts of interest and to emphasise the importance of everyone's involvement in the strict application of rules and the careful monitoring of indicators and best practices.



MANAGE our risks

In 2024, we overhauled our risk management strategy to better integrate environmental, societal, and regulatory issues. By structuring a new risk map rooted in our operational realities, we enhance our ability to anticipate and respond to the challenges we face.

A SHARED AND COORDINATED RISK MAP

Developed in collaboration with the different entities of the Group, the ambition of our new risk map is to make risk management a driver of our operational efficiency and an opportunity to improve our performance. Risk integration is now conceived as an effective management tool. Each entity holds responsibility for identifying, assessing, and managing risks, with increasingly precise diagnoses and a level of detail tailored to the specificities of each context. Managers and governance play a key role in spreading and adopting this common vision. Additionally, a new Internal Control System Charter has been introduced to strengthen the common framework and the dedicated monitoring for risk analysis.

OVER 300
new control activities
established to better
manage identified risks

200
top managers
worldwide involved
in the development of the
Group's risk mapping

BETTER ASSESS HISTORICAL RISKS, ANTICIPATE EMERGING ONES

The long-identified risks, around which a culture has developed (Health, Safety, Security (3S), and Ethics), are now seen as opportunities for continuous improvement. Our risk map also incorporates emerging risks related to new markets, the Group's growth, and the enhancement of requirements for technical risk management at the core of our design missions.

INTEGRATING ENVIRONMENTAL AND CLIMATE RISKS

Finally, we pay particular attention to emerging environmental challenges (such as biodiversity and pollution), as well as climate-related issues, which are increasingly significant in our risk assessment and business opportunities. The evolution of regulations, the omnipresence of these concerns in our projects, and the necessity for greater resilience in our infrastructures are incorporated into our comprehensive strategy to ensure more sustainable and responsible development.



OUR CONTRIBUTION TO THE UN SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

GOALS AND MEANINGS FOR SYSTRA

WHAT SYSTRA IS DOING TO INTEGRATE THIS GOAL IN RELATION TO ITS STAKEHOLDERS

PERFORMANCE INDICATORS FOR SYSTRA



Take action
to promote
diversity, equity,
and inclusion

- **For employees:** create an environment in which everyone can flourish professionally, encouraging diversity, equity and inclusion so as to strengthen everybody's engagement
- **For local communities:** improve living conditions by supporting projects

- Share of women in the Group's workforce
- Gender equality index
- Share of women making up the Global Leadership Team, the Supervisory Board, and the Group's top 100 managers
- Percentage of people with disabilities



Build an
inspirational
culture which
encourages
employee
engagement
and guarantees
everybody's
health and safety

- **For employees:**
 - create a rewarding and stimulating working environment
 - help employees do their jobs fairly and responsibly
 - guarantee health and safety at sites and on projects
- **For partners and clients:** work fairly and ethically with partners, and guarantee health and safety at sites and on projects
- **For civil society:** undertake to ensure decent work for everyone and guarantee health and safety for all stakeholders

- Number of training hours per employee
- Percentage of people who have completed the online course on the "9 Life-Saving Rules"
- Number of potentially serious incidents which resulted in or could have resulted in the death or permanent disability of our employees (including those which did not have any actual consequences)
- Frequency rate of detected accidents
- Percentage of people who have completed the online course on the anti-corruption code of conduct
- Percentage of letters confirming compliance with the Group's ethical principles returned
- Employee engagement barometer



Leverage
our innovation
to serve
sustainability

- **For employees:** raise employees' awareness and train them on climate issues so they can share information about the best sustainable design practices
- **For partners and clients:**
 - put forward solutions that encourage sensible use of natural resources, energy efficiency and reduced greenhouse gas emissions
 - ensure that the projects in which we are involved are accepted from a social and environmental perspective

- **For civil society:** take part in working parties in organisations such as the International Association of Public Transport and the Syntec-Engineering Federation on issues such as climate, energy, and sustainable mobility



Promote
innovative
solutions
for sustainable
mobility

- **For clients:** promote a sustainable design approach to our projects and design robust and sustainable infrastructure, supporting our clients with innovative solutions for energy transition
- **For civil society:** help local communities tackle the challenges facing them, working in synergy with the organisations in the countries in which we operate, through philanthropic initiatives and employee engagement

- Societal initiatives to help local communities



Speed up work
on aligning
our activities
with the Paris
Agreement

- **For partners and clients:** put forward solutions and services to encourage energy efficiency and reduce CO₂ emissions and help achieve net zero by 2050
- **For employees:** limit the environmental impact of our sites throughout the world
- **For civil society:** foster the emergence of a low-carbon economy to help us achieve net zero by 2050
- **For the regulatory authorities:** participate in public debate on climate change

- Carbon footprint of our sites for scopes 1, 2 and 3, emissions reduction targets based on a pathway that is aligned with the Science-Based Targets initiative
- Tracking of projects initiated with a sustainable design approach or deployment of the Carbontracker tool

OUR GLOBAL REPORTING INITIATIVE (GRI STANDARDS) INDICATORS

Sustainability is at the heart of what we do. We want to be transparent and exceed the requirements of European regulatory frameworks, and we are determined to measure, guide and better manage our impact. Our approach is based on the 79 standards and indicators of the Global Reporting Initiative (GRI Standards) – an international independent body – and the 2010 ISO 26000 standard.

	ASPECT	GLOBAL REPORTING INITIATIVE	DESCRIPTION	ISO 26000	TCFD ⁽¹⁾	REFERENCE PAGES
PEOPLE	EMPLOYMENT	401-1	Hiring of new employees			8 and 20
	TRAINING	404-1	Average number of training hours per year per employee	✓		9, 12, and 20
	DIVERSITY AND EQUAL OPPORTUNITIES	405-1	Diversity in governance bodies and among employees			20
		405-2	Base salary ratio and remuneration of women and men			8 and 20
HEALTH, SAFETY, SECURITY (3S)	HEALTH AND SAFETY IN THE WORKPLACE	403-1	Occupational health and safety management system	✓		12 and 13
		403-2	Identification of hazards, assessment of risks and investigation of undesirable events	✓		16
		403-4	Participation and consultation of workers and communication concerning occupational health and safety	✓		12 and 13
		403-5	Training of workers on occupational health and safety	✓		20
		403-8	Workers covered by an occupational health and safety management system	✓		12 and 13
		403-9	Workplace accidents	✓		20
ETHICS	ETHICS AND BUSINESS COMPLIANCE	205-1	Assessment of risks pertaining to corruption (operations)	✓		16
		205-2	Training on policies and procedures for tackling corruption	✓		9 and 20
		206-1	Anti-competitive, anti-trust behaviour and monopoly practices			16
		408-1	Operations and suppliers with a significant risk of forced or child labour			16
		409-1	Operations and suppliers with a significant risk of forced or mandatory labour			16
		412-2	Training of employees on policies and procedures to do with human rights	✓		16

	ASPECT	GLOBAL REPORTING INITIATIVE	DESCRIPTION	ISO 26000	TCFD ⁽¹⁾	REFERENCE PAGES
ENVIRONMENT	ENERGY	302-1	Energy consumption			10 and 20
		302-4	Reduced energy consumption	✓	✓	10 and 20
	WATER	303-5	Water consumption	✓	✓	10
	BIODIVERSITY	304-2	Significant impact of activities, products, and services on biodiversity			10
	EMISSIONS	305-1	Direct GHG emissions (scope 1)	✓	✓	10 and 20
		305-2	Indirect GHG emissions (scope 2)	✓	✓	10 and 20
		305-3	Other indirect GHG emissions (scope 3)	✓	✓	10 and 20
		305-4	Intensity of GHG emissions		✓	10 and 20
		305-5	Reduced GHG emissions	✓	✓	10 and 20
LOCAL COMMUNITIES	LOCAL COMMUNITIES	413-1	Activities involving the local community (impact and programmes)	✓		6 and 7
SYSTRA GENERAL INFORMATION	PROFILE OF THE ORGANISATION	102-1	Name of the organisation	✓		22
		102-2	Activities, brands, products, and services	✓		8 and 9
		102-3	Geographical location of head office	✓		22
		102-4	Geographical location of activity sites	✓		8 and 9
		102-6	Markets served	✓		8 and 9
		102-40	List of groups of stakeholders	✓		9
	STAKEHOLDER ENGAGEMENT	102-42	Identification and selection of stakeholders	✓		9
		102-43	Approach to involving stakeholders	✓		9, 10 to 15
	REPORTING PRACTICE	102-46	Definition of report content and issue scopes	✓		21
		102-47	List of relevant issues	✓		8 and 9
		102-49	Modifications pertaining to reporting	✓		21
		102-50	Reporting period			21
		102-51	Most recent report date	✓		21
		102-52	Reporting cycle	✓		21
		102-54	Reporting statement in compliance with the GRI standards			18 and 19
		102-56	External audit	✓		21

(1) Task Force on Climate-Related Financial Disclosures.

INDICATORS MAPPING TABLE

	2022	2023	2024
SYSTRA GENERAL INFORMATION			
Turnover (€M)	901.8	1,071.6	1,250.9
EBIT rate	5.3%	6.6%	7%
Share of turnover in our home countries	92%	90%	90%
Share of turnover in rail or high-speed projects	48%	43.5%	39.5%
Share of turnover in urban mobility projects	29%	23%	28.4%
Share of turnover in other types of projects	23%	33.5%	32.1%
ENVIRONMENT			
SYSTRA's carbon footprint (tCO ₂ eq)	37,278 ⁽¹⁾	31,646	29,857
Direct GHG emissions (scope 1)	4.9%	5.8%	6.3%
Indirect GHG emissions (scope 2)	7.3%	7.4%	9.3%
Other indirect GHG emissions (scope 3)	87.8%	86.7%	84.4%
Share of purchases of goods and services	57.6%	39%	35.2%
Share of business and commuting trips	24.3%	40.8%	43.7%
Share of energy for buildings	10%	11%	13.7%
Share of asset purchases	5.8%	7.4%	6%
Share of waste	1.7%	1.5%	0.6%
Share of other emissions	0.5%	0.3%	0.8%
Average tCO ₂ eq per employee	3.8	3	2.84
Digital footprint (tCO ₂ eq)	2,046	1,785	1,521
HUMAN CAPITAL			
Number of employees	8,900	10,700	10,515
Growth in workforce	+8%	+20%	-2%
Women in the workforce	25%	26%	28%
Women in the Global Leadership Team	27%	34%	30%
Percentage of employees who received training	+60%	61% (SA) / 57% (France) / 54% (UK&IRL) / 73% (India)	59% (France) / 77% (SA) / 100% (India)
Average number of training hours per employee	23 h (SA) / 16 h (France)	31 h (SA) / 14 h (France) / 3 h (UK&IRL) / 2 h (India)	~9 h (France) / ~15 h (SA) / ~6 h (India)
Gender equality index	82 (SA)	85 (SA)	92 (SA)
Percentage of people with disabilities (SYSTRA France)	3.09%	2.84%	3.41%
HEALTH, SAFETY, SECURITY (3S)			
Share of employees who have received training on the "9 Life-Saving Rules"	79%	63%	87%
Frequency rate of occupational accidents	0.39	1.63	0 (Brazil, SA, UK&IRL) / 0.2 (India) / 1.88 (France)
High-potential incidents affecting our staff	8	3	3
CLIENT-CENTRIC APPROACH			
Clients who would recommend SYSTRA	100%	99%	99%
Average overall satisfaction rating awarded by our clients (out of 3)	2.5	2.5	2.6
Private stakeholders among our clients	20%	20%	20%
Public stakeholders and network managers among our clients	80%	80%	80%
ISO 14001 environmental certification	Yes	Yes	Yes
ISO 37001 anti-corruption certification	Yes	Yes	Yes
ISO 45001 health and safety certification	Yes	Yes	Yes
ISO 9001 quality certification	Yes	Yes	Yes
ETHICS AND BUSINESS COMPLIANCE			
Employees trained in the anti-corruption code of conduct	82.3%	88.3%	92%
Top management that has reasserted its commitment to the Group's ethical principles	100%	100%	100%

(1) Since the year 2022 is the reference for our Climate Trajectory, the 2022 carbon footprint baseline has been recalculated to retrospectively include the acquisitions made in 2023.

METHODOLOGY

SYSTRA is bound by its regulatory non-financial reporting obligations as provided for in ordinance no. 2017-1180 of 19 July, 2018, and in the decree enacted pursuant to ordinance no. 2017-1265 of 9 August, 2017. The Extra-Financial Performance Statement meets these obligations.

This report for 2024 presents SYSTRA's main challenges and achievements in relation to sustainability. To establish the reporting scope, it was decided to use the financial consolidation scope which includes all the SYSTRA group's subsidiaries. The quantitative information provided on social and environmental aspects concerns the Group. Key performance indicators related to human resources are presented on a limited scope (mainly the legal entity SYSTRA SA and its French subsidiary SYSTRA France, SYSTRA UK & IRL, and SYSTRA India). The scope covers 61% of the Group's workforce in 2024. The carbon footprint published in 2024 was conducted with actual data representing at least 70% of employees in each category. GHG emissions related to categories that could not be collected at certain sites or in certain countries were estimated based on the workforce. The reporting period is for the calendar year, from 1 January to 31 December 2024. There may be some methodological limitations associated with the environmental and social indicators. This is because of a lack of standardisation across definitions and local practices, and the availability of certain data over a limited scope. SYSTRA is committed to an ongoing progress and improvement approach so as to bolster its internal reporting process and increase the reliability of the data that we share. A complete reporting protocol with definitions of the indicators used, together with information about the various data collection and consolidation procedures has been updated and is shared each year with the relevant contributors.

For the fiscal year 2024, the key performance indicators published by SYSTRA which have been audited by Mazars are:

SOCIAL INFORMATION

- Group workforce and breakdown of employees by gender and geographical region.
- Gender equality index (SYSTRA SA, France).
- Share of women making up the Global Leadership Team, the Supervisory Board and the Group's top 100 managers.
- Number of hours worked during the year (SYSTRA SA, France, Brazil, India, United Kingdom and Ireland).
- Percentage of employees trained during the year (SYSTRA SA, France, India).
- Number of hours of training per employee on key issues (SYSTRA SA, France, India)⁽¹⁾.
- Number of high-potential incidents (including those which did not have any actual consequences) on our employees, manufacturers, operators, and users of transport systems in the areas of health & safety supervision, technical safety, and information security.
- Share of employees who have received training on the "9 Life-Saving Rules".

- Frequency rate (SYSTRA SA, France, Brazil, India, United Kingdom and Ireland).
- Percentage of letters returned confirming compliance.
- Percentage of employees who have followed the anti-corruption code of conduct online training module.
- Client satisfaction rate with projects.

ENVIRONMENTAL INFORMATION

- Committed to the carbon assessment initiative: Asia (China, Hong Kong, Indonesia, Malaysia, Philippines, Singapore, South Korea, Taiwan, Thailand, Vietnam), Australia New-Zeland, Brazil, Canada, Chile, Denmark, Egypt, France, India, Italy, Norway, Poland, Saudi Arabia, Sweden, United Arab Emirates, United Kingdom and Ireland, United States.
- Carbon assessment – Direct and indirect GHG emissions per country, including: purchase of furniture, purchase of IT equipment, purchase of services, purchase of cars, energy consumption (scopes 1, 2 and 3), waste, commuting trips, business trips⁽²⁾ refrigerated fluids, catering, digital uses (e-mails, OneDrive, SharePoint, Teams).
- Consumptions associated with the projects that we implement are excluded from this carbon assessment. The carbon assessments for committed countries have been undertaken on the basis of real data when it was available at the established sites, additional data has been extrapolated based on the number of employees working in the country. This same extrapolation has been calculated for the other countries (those not yet officially committed in 2024 to producing an annual carbon assessment) so as to consolidate results at Group level.
- Scope 3 emissions for upstream and downstream transport has not been calculated as it is not applicable within the framework of the Group's activities.
- The following information has been excluded as it is not applicable within the Group's activities: societal commitments to the circular economy, collective agreements concluded within the company and their impacts on the company's economic performance and working conditions, tackling food waste, tackling food poverty, ensuring animal welfare and a responsible, equitable and sustainable diet, actions to promote physical and sports activities, actions to promote the nation-army link and support engagement in reserves.

(1) The number and definition of training hours vary from one entity to another due to local regulations. However, e-learning are not counted in these training hours. (2) Business travel: for the United Kingdom and Ireland, the categorisation of journeys follows the definition of the Department for Environment, Food & Rural Affairs (Defra) and not that of Ademe. Note: our home countries are: Asia, Australia and New Zealand, Brazil, Canada, Denmark, Egypt, France, India, Italy, Saudi Arabia, Sweden, United Kingdom and Ireland, United States.



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