

Our value creation model

We draw on our assets...

... in all of our operations...

... by creating shared value for our stakeholders

OUR HUMAN CAPITAL

— **8,250** employees (9% growth in workforce between 2020 and 2021)

— **83%** of employees subscribe to SYSTRA's values: excellence, connected teams and bold leadership

— **24%** share of women in the total workforce

OUR CUTTING-EDGE EXPERTISE

— **65 years** of expertise in mobility projects

— **3** international networks of experts across the Group

— **1** internal innovation challenge

OUR ORGANISATIONAL STRUCTURE

— A dozen key countries account for 88% of our total revenue

— A foothold in more than **80** countries

— **10** centres of expertise

OUR FINANCIAL STABILITY

— An independent group supported by **2** long-term majority shareholders (SNCF and RATP)

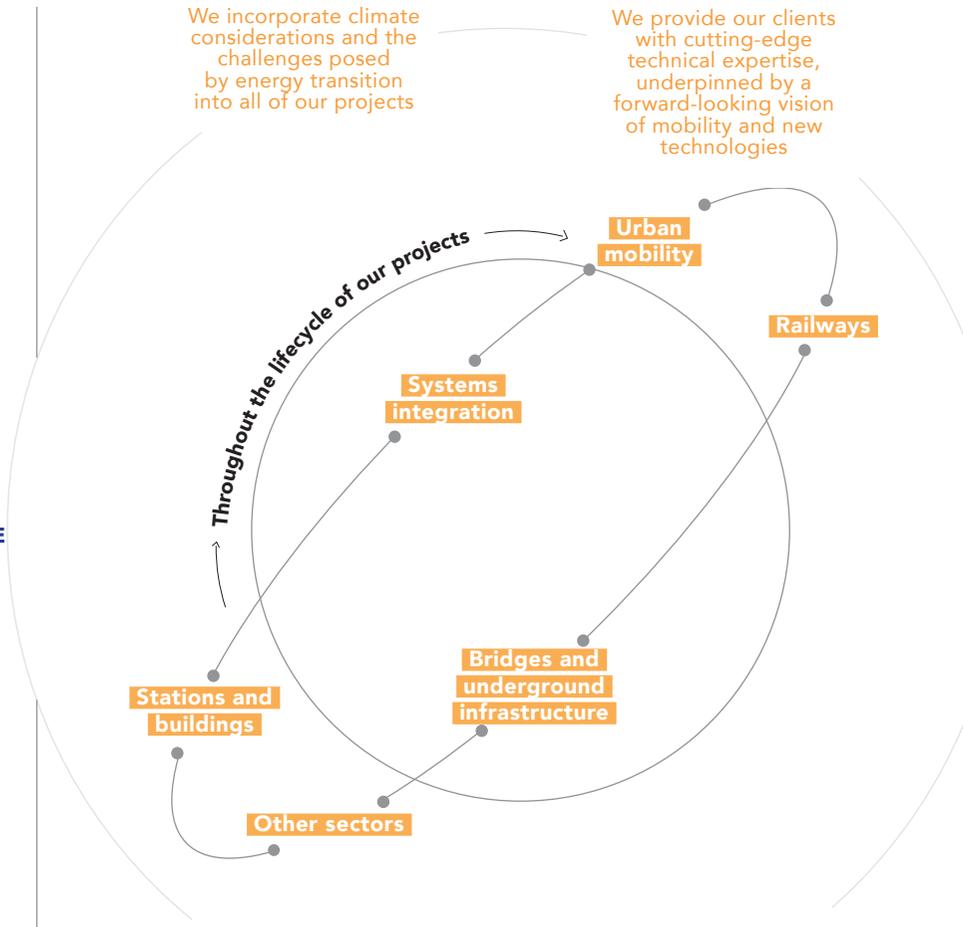
— Orders representing one and a half years' worth of turnover

OUR CONTRIBUTION TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS



We incorporate climate considerations and the challenges posed by energy transition into all of our projects

We provide our clients with cutting-edge technical expertise, underpinned by a forward-looking vision of mobility and new technologies



We use and design digital tools to maximise our efficiency and more effectively support our clients in the choices they make

We apply the highest safety and ethical standards

FOR OUR CLIENTS

→ Promote innovative solutions for sustainable mobility

— **98%** of our clients would recommend SYSTRA
— SYSTRA has been awarded quality (ISO 9001), health and safety (ISO 45001), environmental (ISO 14001) and anti-corruption (ISO 37001) certification

FOR OUR EMPLOYEES

→ Develop an inspirational, fair and inclusive culture underpinned by SYSTRA's three values: excellence, connected teams and bold leadership

— SYSTRA features in Glassdoor's top **25** French employers
— Equal opportunities index: 86/100 (SYSTRA France)
— **84%** would recommend the Group as a good company to work for
— **84%** say they are proud to work for SYSTRA

FOR THE ENVIRONMENT

→ Speed up work on aligning what we do with the Paris Agreement

— See the graphic showing scope 1, 2 and 3 carbon emissions (page 23)

FOR OUR COMMUNITIES AND REGIONS

→ Commit to developing in the long-term the regions in which we operate

— **87%** of employees have received training on the anti-corruption code of conduct
— **100%** of top management has reasserted its commitment to the Group's ethical principles

FOR OUR SHAREHOLDERS

→ Improve our financial performance for profitable and sustainable growth

— **€762.6m** turnover in 2021