

# Sustainability Report 2023



**SYSTRA**

**Take action for the climate and the environment**

*Page 6*

**Get involved for communities and regions**

*Page 12*

**Build with our employees**

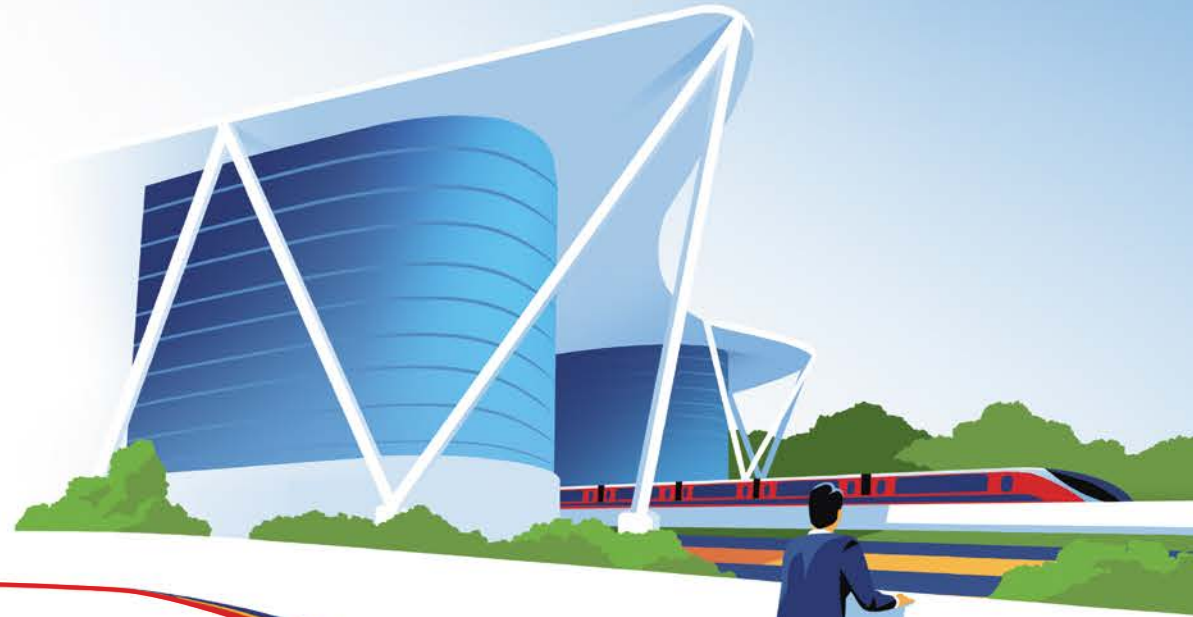
*Page 16*

**Progress with our clients, partners and shareholders**

*Page 20*

**Manage our risks**

*Page 24*







## A message from Pierre Verzat

Chief Executive Officer

***“The main asset of our sustainable approach is the in-depth knowledge we have of local requirements, wherever we operate.”***

Our Group remains on a growth path, and this would not be possible without powerful commitments in relation to our stakeholders – particularly our employees and the communities that we serve throughout the world. Our position as a responsible market leader is acknowledged and is solid. It is underpinned by our compliance with ethical requirements, as well as commitments to health, safety and security, all of which are vital in what we do. And since its very beginnings, SYSTRA has paid considerable attention to these factors. Today, we know that we can go even further in terms of our climate targets, as well as in our efforts to recognise diversity and be more inclusive.

SYSTRA made a huge amount of progress in implementing its sustainable strategy in 2023 – we launched our Climate Trajectory. Tackling climate change has become urgent. And as a leading engineering company, we know that we have a key role to play in the fight. Our Climate Trajectory, in keeping with our corporate responsibilities, is underpinned by two key areas: the exemplary nature of our everyday practices across the Group, and our ability to provide our clients with solutions for mitigating the effects of climate change and adapting to it.

It is crucial that these commitments be followed up with actions. That is why we have decided to ensure that their implementation is cascaded right down to the field, by producing country-specific roadmaps. So in 2023, each of our subsidiaries put forward its own plan to reduce carbon emissions, to help us reach our overall target. And we are involved in a Science-Based Targets initiative<sup>(1)</sup> (SBTi) approach to reduce our emissions in the short term. Meanwhile, our community of leaders also demonstrated its collective determination to change things at our first Climate Conference. And as far as our projects are concerned, we have continued to support our clients, helping them to become more sustainable by deploying our sustainable design and construction methodologies.

Each and every member of the SYSTRA family honours these commitments on a day-to-day basis, and we are keen to share them with the new employees who have joined us in the wake of our recent acquisitions. This collective momentum will be crucial in the long-term for enabling us to provide people with increasingly sustainable mobility solutions.

(1) A global initiative designed to enable companies to set ambitious emissions reduction targets based on the latest scientific climate data.





## Interview with Christelle Chichignoud

Vice President Sustainability

There is no silver bullet when it comes to energy transition and adapting to climate change: SYSTRA needs to continue capitalising on the experience it has acquired, listening to its clients and local communities. Christelle Chichignoud, SYSTRA's Sustainability Vice President, looks back at a year during which sustainability became firmly rooted in our practices, and details the priorities that will guide the Group in the years ahead.

### What are the key takeaways for SYSTRA regarding sustainability in 2023?

The year was all about reasserting our firmly held beliefs as a company: we can take action, we need to take action, and we are taking action. For me, 2023 was about the positive impact of our activities. This impact is real, first and foremost because of the nature of our projects: our employees acknowledge – and even proclaim – the fact that working for SYSTRA is a way to help improve the circumstances in which communities and regions find themselves. As an engineering company specialised in mobility, we make a positive impact with initiatives to better manage both our environmental footprint and that of our clients – not just in terms of reducing carbon emissions, but also in terms of protecting biodiversity and facilitating societal progress.

### What flagship achievements spring to mind?

We have been proud to witness the commitment of our employees to local communities, particularly through their involvement in aid projects. We have also stepped up our influence across the professional networks: in Australia and in the United Kingdom, for example, our employees have had the opportunity to discuss our expertise, particularly regarding digital innovation. In the field, projects delivered in extreme climates – such as Etihad Rail, which has encountered a wide range of problems, including to do with managing materials and carbon – are particularly noteworthy. The Mwanza station project in Tanzania is also designed to provide users with a high quality environment while being profitable, practically and transparently, against a backdrop of difficult climate conditions. Our employees across-the-board will need to follow a quick training course in sustainable design and construction if we are to meet our new ambitious targets, with the support of a major network of ambassadors.

### This year, the Group continued with the rollout of its Climate Trajectory: what are the key areas of progress that have been made?

Our first Climate Conference in September marked a major turning point: it brought the Group's top management together and was evidence of momentum in the growing awareness of the challenges facing us, and of our responsibility and ability to take action within the framework of our practices. First of all, we set ambitious targets in terms of our carbon emissions. The countries in which we operate are involved: they have all already shared their carbon reduction plans and their best practices – all in a spirit of collective responsibility. The second area in which we can take action is sustainable design and construction. This isn't the only solution, but it is an effective response to the challenges of mitigating and adapting to climate change. The methodology and the indicators forming part of our sustainable design and construction framework enable teams to adapt it to the type of project and specific local features, and highlight the positive impact regarding biodiversity, materials, air quality and water management.

### What will be SYSTRA's priorities for 2024 regarding sustainability?

We need to maintain the momentum... and pick up the pace. As far as Diversity, Equity and Inclusion are concerned, we know that our employees have high expectations. We have defined a Charter which has been applied across the Group and put in place a governance system, and we are now working on developing actions that are specific to local contexts, and on defining shared indicators. Furthermore, the challenge for 2024 will be to continue aligning the technical solutions used with the impacts of our projects and our clients' vision, factoring in local needs and standards.

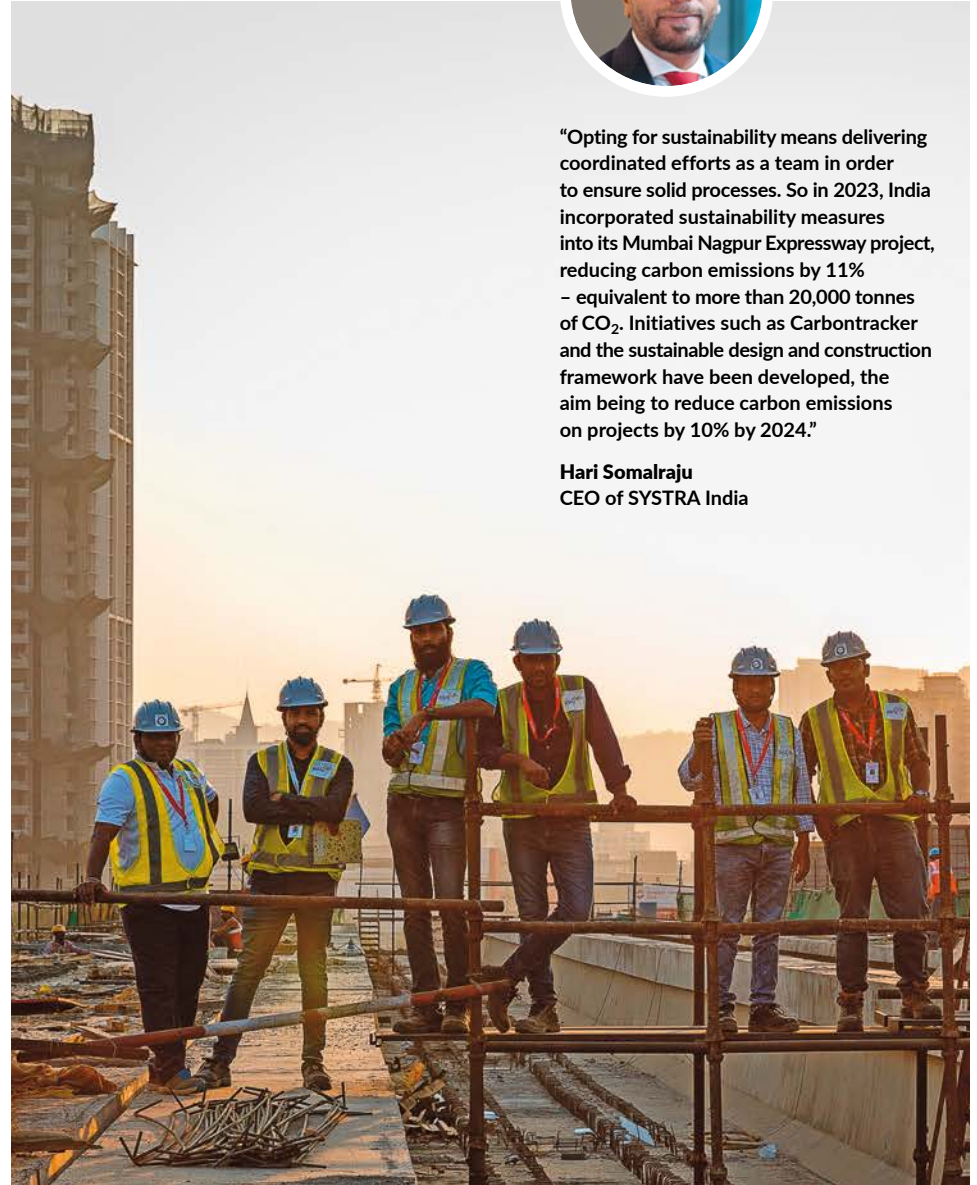


# Sustainability according to SYSTRA



"Climate change is real, and it needs to become a key criterion in making decisions about projects. In 2023, we set up a special department for environmental, social and governance criteria at SYSTRA Brazil: in addition to continuing to reduce emissions resulting from its activity, SYSTRA has a responsibility to recommend eco-friendly methods to its clients - starting in the initial project phases. Carbontracker or sustainable design are key tools for doing this."

**Marc-Olivier Mailleraud**  
CEO of SYSTRA Brazil



"Opting for sustainability means delivering coordinated efforts as a team in order to ensure solid processes. So in 2023, India incorporated sustainability measures into its Mumbai Nagpur Expressway project, reducing carbon emissions by 11% - equivalent to more than 20,000 tonnes of CO<sub>2</sub>. Initiatives such as Carbontracker and the sustainable design and construction framework have been developed, the aim being to reduce carbon emissions on projects by 10% by 2024."

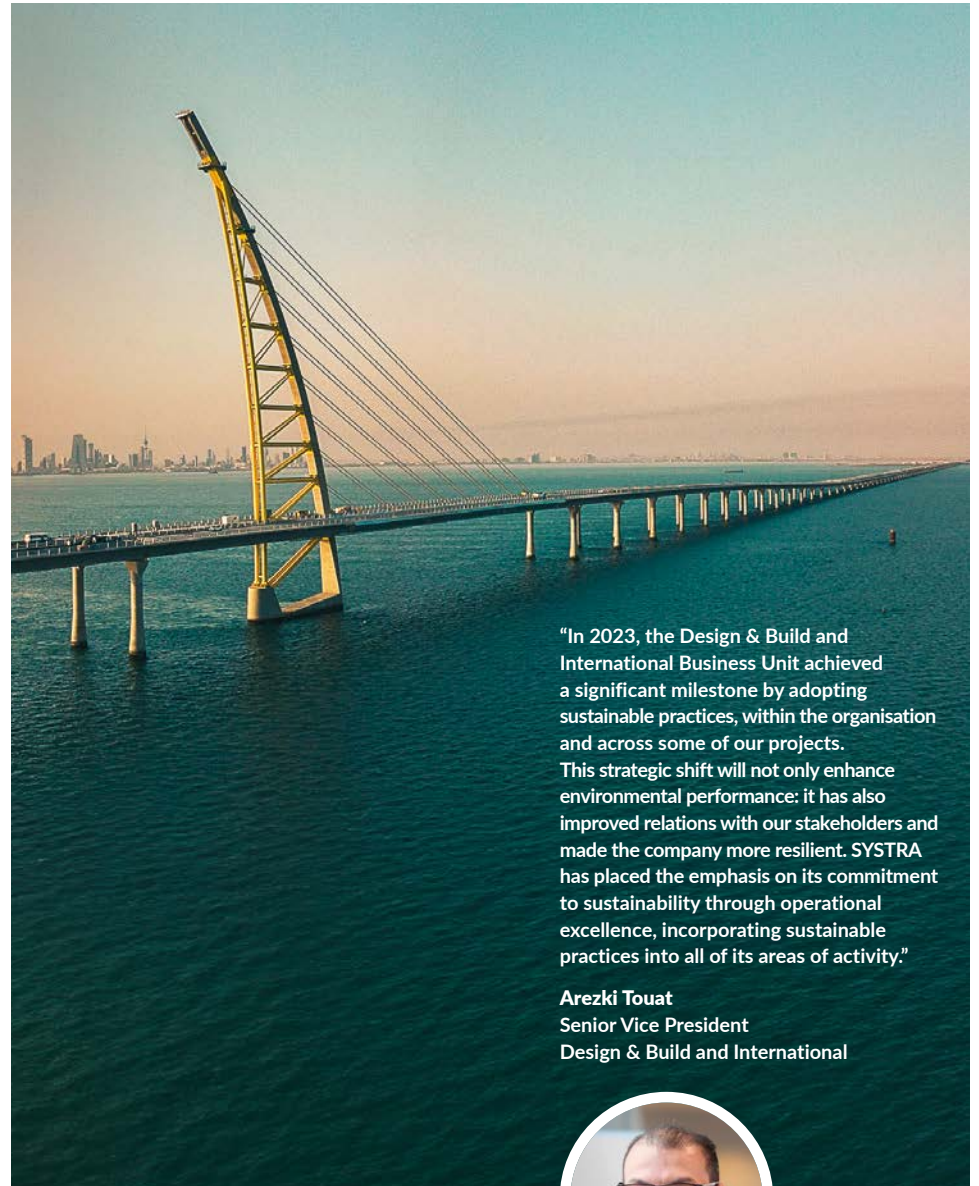
**Hari Somalraju**  
CEO of SYSTRA India





"As far as sustainability is concerned, we believe in it completely, and it goes beyond SYSTRA: every decision that we make is influenced by our need for everybody to have a sustainable future. I am proud that in 2023, we formalised our commitment to net zero via the Science-Based Targets initiative (SBTi), and we adopted the sustainable design and construction framework; our teams are already geared up to do even more in 2024. We can achieve so much together."

**Nick Salt**  
CEO of SYSTRA  
United Kingdom and Ireland



"In 2023, the Design & Build and International Business Unit achieved a significant milestone by adopting sustainable practices, within the organisation and across some of our projects. This strategic shift will not only enhance environmental performance: it has also improved relations with our stakeholders and made the company more resilient. SYSTRA has placed the emphasis on its commitment to sustainability through operational excellence, incorporating sustainable practices into all of its areas of activity."

**Arezki Touat**  
Senior Vice President  
Design & Build and International

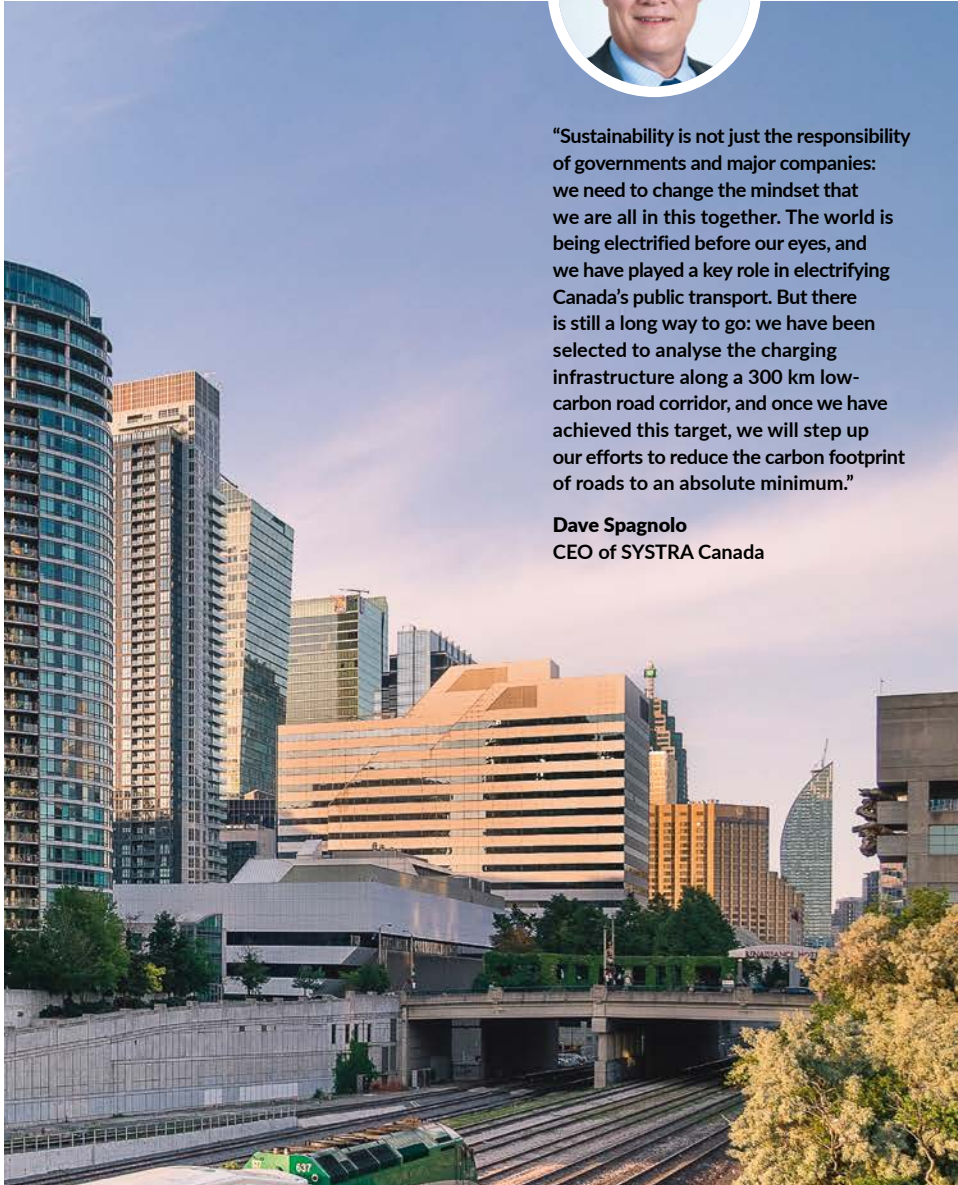






“Sustainability is not just the responsibility of governments and major companies: we need to change the mindset that we are all in this together. The world is being electrified before our eyes, and we have played a key role in electrifying Canada’s public transport. But there is still a long way to go: we have been selected to analyse the charging infrastructure along a 300 km low-carbon road corridor, and once we have achieved this target, we will step up our efforts to reduce the carbon footprint of roads to an absolute minimum.”

**Dave Spagnolo**  
CEO of SYSTRA Canada



“At SYSTRA Australia and New Zealand, we believe that our role is to do more than design and engineer excellent infrastructure solutions. We also have to help create a better, more sustainable and more resilient future. Alongside our employees, our partners and our clients, we are determined to create a more sustainable future for the communities in which we operate. As far as social responsibility is concerned, we are committed to creating a safe, inclusive and united workplace which values the well-being and safety of our employees.”

**Alana Newbrook**  
CEO of SYSTRA  
Australia and New Zealand







# ***Take action for the climate and the environment***

→ In 2023, a number of significant milestones were reached in our Climate Trajectory, the purpose of which is to reduce the carbon footprint of our own sites, as well as our operations, while actively helping our clients with their own transition.

With one firmly held belief: protecting the climate isn't just about reducing carbon emissions, and it is up to us to use all the means at our disposal.





## Jean-Charles Vollery

Chief Operating Officer

**“In the face of climate change and the increased scarcity of natural resources, opting for sustainable design and construction in our projects is the best solution.** To support our clients with their own sustainability targets, we use our sustainable design and construction framework and deliver training programmes to help our teams adopt it rapidly. These dedicated training sessions are focused on projects and involve discussion about experiences with technical solutions. So in Dubai, for example, we have launched a special training programme, integrating all of our activities, that can be adapted to any stage of a given project. It involves practical workshops and sharing methodologies experiences, tools and performance indicators. The sessions lined up for 2024 will expand this knowledge base with new case studies.”



## Arnaud Jeudy

Chief Finance and Administration Officer

**“This year, we have continued to clarify our responsible approach and implement concrete initiatives,** such as conducting carbon assessments and putting together action plans in several countries. We have formalised our costed targets and our priorities regarding carbon emissions and submitted our letter of intent to the Science Based Targets initiative (SBTi). Our approach sets out to be pragmatic, using key indicators to manage the impact of our direct actions at our sites, while being mindful of the fact that the projects that we deliver is where our primary action lies. We are at the start of a promising path, with the desire to keep building, innovating and positively contributing to our society and our environment.”

### Our carbon commitments for our sites

SYSTRA committed to contribute to the collective effort towards carbon neutrality, with an ambition to reduce its carbon emissions by:

**-42%**  
Scopes 1 and 2  
by 2030

**-25%**  
Scope 3  
by 2030  
based on 2022  
as a reference year

# Implement concrete actions

We are determined to act with consistency in our capacity as a responsible company. To this end, we have produced an annual carbon assessment for the whole Group focusing on the three scopes, and have continued measuring our carbon emissions in the main countries in which we operate. We have also launched an approach based on the Science Based Targets initiative (SBTi). At the same time, we are continuing to support our clients with sustainable solutions.

## Collectively align ourselves with our ambitions

In 2023, our Climate Trajectory made a significant breakthrough. The Climate Conference represented mobilisation and alignment, with shared priorities and commitments. Increased efforts have gone into producing carbon assessments in the countries in which we operate, there has been greater involvement on the part of subsidiaries, and dedicated coordinators have been appointed. These various measures have enabled us to consolidate our assessment at Group level. In 2024, we will continue with this initiative and bolster it: SYSTRA is committed to playing its part in the collective effort to contribute to global carbon neutrality and is aiming to reduce its own carbon emissions by 2030.

## Provide custom solutions

Throughout the world, our clients and all our stakeholders are increasingly aware of climate issues – even though their definitions and perimeters are not the same. Sustainability is therefore intrinsically associated with our activities and our growth. Being able to connect sustainable design and construction with our technical expertise and the knowledge we have of our clients is a strength: for each project, we can open up a dialogue so as to understand local needs, present effective examples and ultimately, provide pragmatic solutions without systematic additional costs, which do more than just comply with sustainable standards. In 2024, we will strengthen our approach by appointing local ambassadors, and we will systematise it with the aim of incorporating sustainable design and construction into 30% of our new infrastructure projects for our design missions.

## Our Group carbon assessment in 2023

**31,646 tCO<sub>2</sub>eq<sup>(1)</sup>**  
for our 10,700 employees

**3 tCO<sub>2</sub>eq**  
on average per employee

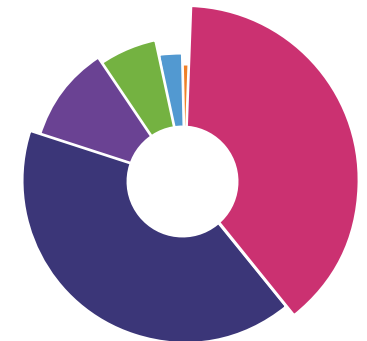
### → Breakdown of emissions per scope



**5.9%** Scope 1: 1,848 tCO<sub>2</sub>eq  
**7.4%** Scope 2: 2,352 tCO<sub>2</sub>eq  
**86.7%** Scope 3: 27,446 tCO<sub>2</sub>eq

### → Breakdown of emissions per category

**40.8%** Business travel and commuting: 12,905 tCO<sub>2</sub>eq  
**39%** Purchases of goods and services: 12,354 tCO<sub>2</sub>eq  
**11%** Energy consumption: 3,466 tCO<sub>2</sub>eq  
**7.4%** Capital goods: 2,351 tCO<sub>2</sub>eq  
**1.5%** Waste: 475 tCO<sub>2</sub>eq  
**0.3%** Direct fugitive emissions: 95 tCO<sub>2</sub>eq



**1,785 tCO<sub>2</sub>eq**  
Digital footprint  
(equipment and use)

(1) Except for carbon emissions from our clients generated by the projects that we implement. tCO<sub>2</sub>eq: tonnes of CO<sub>2</sub> equivalent.



# Deploy sustainable design out in the field: a diverse range of projects

Sustainable design and construction can be applied to a wide range of extremely different projects at various stages of design. It involves reducing negative impacts and maximising positive impacts as part of a high-performance and economic viability approach and covers a range of different areas. Let's take a look at some of the year's iconic projects.

## United Kingdom Grovehurst Road, net gain in biodiversity, a reality

The improvements to the Grovehurst Road interchange are designed to reduce traffic jams and support Kent's growth. By adopting a holistic approach to managing the landscape and ecology, the project is breaking new ground in achieving not only zero negative ecological impacts but an impressive 15% net gain in biodiversity. The solutions put forward include the creation of indigenous wooded zones – which serve as habitat for local wildlife, including bats. Rainwater is also innovatively managed.

## India Carbontracker in action on the Nagpur-Mumbai expressway project

Carbontracker can measure, manage, and optimise carbon emissions, starting in the design phase, thus ensuring the environmental sustainability of projects. On this project, a comprehensive analysis of 155 assets and 26 different types of component resulted in a 10% reduction in carbon emissions: 72% for the expressways and 28% for the structures. The carbon footprint of the earthworks and roadways, of the polytetrafluoroethylene (PTFE), of the concrete and of the steel was significantly reduced. Here, value engineering is an innovative approach: by identifying alternative design solutions, it increases project performance, sustainability, and profitability.

## France Transforming the Anne-de-Bretagne Bridge

The Anne-de-Bretagne Bridge project in Nantes includes a significant sustainable design and construction component, with the emphasis on planted areas and biodiversity, making economic use of resources and reducing the impacts of the construction phase. By transforming a road bridge into a multifunctional area, an ecological link is created across green spaces and climate challenges are addressed. The approach used involves reusing materials and procuring them via the river, and logistics that minimise disruption. Reusing the existing bridge avoided having to destroy 4,250 tonnes of concrete and 1,300 tonnes of steel, thus preventing 6,000 tonnes of CO<sub>2</sub> equivalent from being released.



## Italy Environmental performance targets as levers for sustainable design

Taranto's new multimodal exchange hub aspires to being exemplary. In addition to adhering to the DNSH<sup>(1)</sup> principle, three major environmental certifications guarantee the project's sustainability: LEED<sup>(2)</sup>, the Envision Protocol and the Italian CAM<sup>(3)</sup> certification. To ensure that the project was awarded the certifications, our teams adopted a high environmental performance approach – from design right through to operation. The restructuring, designed using a building information modelling system (BIM), also sets out to preserve local resources, minimise visual impacts and reduce construction waste, while factoring in climate vulnerability and enabling strategies for adapting to climate change.

- (1) DNSH: Do No Significant Harm.
- (2) LEED: Leadership in Energy and Environmental Design.
- (3) CAM: Criteri Ambientali Minimi.

## United Arab Emirates Promoting energy efficiency in desert surroundings

The Etihad Rail project seeks to improve transport and connectivity in the United Arab Emirates between now and 2024. The goal? Design modern trains and suitable maintenance facilities, while reducing energy consumption by 17%. The technical solutions used include CO<sub>2</sub> sensors for ensuring optimum air quality and making minimum use of water, as well as passive strategies, such as using shadowing and high-reflective materials for thermal comfort. The project also gives preference to recycled materials, thus reducing waste. A vulnerability assessment was conducted to anticipate specific local conditions and increased climate risks.



# Innovate to adapt to climate change

To go even further with our technical solutions and the pooling of our expertise, SYSTRA has forged partnerships to better anticipate, understand, and react to the challenges posed by climate change. Internally, our teams have continued to innovate and develop sustainable solutions.

## Promote collaboration to stimulate internal creativity

Innovate, together: this year, the aim of SYSTRA's Bridges & Tunnels Value Engineering Challenge was to encourage teams to put forward innovative solutions to address the complex challenges posed by a major railway project in the Middle East. 41 members of the "Bridges & Tunnels" expert community divided themselves into 11 international teams and put forward 13 innovative structural design solutions. The teams with the best proposals were awarded with a visit to the Etihad Rail project site.

## Transform a project into a solution in the field

The drone-assisted asset management project, which won an award in the 2022 internal SPARK Challenge, has made progress out in the field. The idea behind it? Bolster the performance and safety of construction projects by enabling these remote-controlled aircraft systems to perform site surveying, mapping and surveillance.

Developed by a Canadian team, in just a few months, this solution has most definitely become international in scope. Used on digital twin projects, hydrological surveys and site monitoring operations as far afield as India and France, the technology has proven itself: it delivers both a competitive advantage and it supports project teams. Every year, the SPARK Challenge incubates innovative projects put forward by employees which create value and help set us apart from our competitors.

## Demonstrate the concrete benefits of mobility

SYSTRA's teams in the United Kingdom and Ireland have been awarded the "innovation project of the year" prize for a study undertaken with Nexus. The study focused on an assessment of the positive social impact of Newcastle upon Tyne's Tyne & Wear metro: in particular, it demonstrated the benefits of the transport network for local residents and the environment. The prize was presented by the Chartered Institution of Highways & Transportation (CIHT) North-East & Cumbria, which represents transport and infrastructure companies across 12 UK regions.



India

## A university partnership for research into materials

SYSTRA has signed a memorandum of understanding with the Indian Institute of Technology Roorkee Development Foundation (IIT RDF) to use UHPFRC<sup>(1)</sup> on sustainable infrastructure projects. The project will investigate blending parameters, areas for improvement and conditions for testing.

(1) UHPFRC: Ultra High-Performance Fiber Reinforced Concrete.



Australia

## A cutting-edge initiative for energy transition

In Australia, SYSTRA has joined the First Movers initiative. This is a global coalition of companies that promotes supply and demand of low-carbon emissions technologies and collaborates with the Facet – the Franco-Australian Centre for Energy Transition. This is a cutting-edge initiative, spearheaded by both countries' ministries for foreign affairs. The Facet was set up to run joint activities in the fields of innovation, research, education, and training, placing the emphasis on energy transition, informed leadership, the production of low-carbon energy and decarbonising the supply chain.

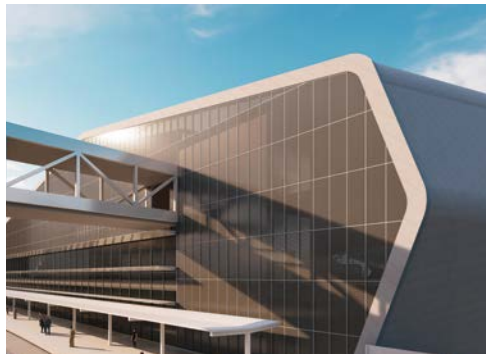


# Base our global approach on environmental expertise

When it comes to sustainability, preserving the planet's natural resources is a key component of our approach. The Group has specific expertise in this area – in the same way as it does for social and environmental acceptability. And we capitalise on this expertise through the projects that we manage throughout the world.

## Develop bioclimatic design

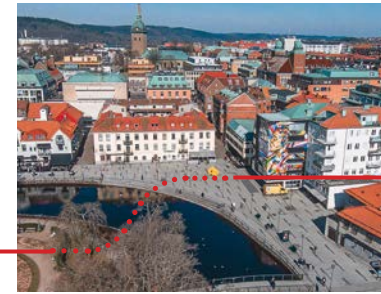
Envisaged as a sustainable model integrated into its open environment, the Mwanza station project in Tanzania fully embraces the principles of bioclimatic design and effective water management. Throughout the design phase, our experts sought to minimise the station's environmental impact and reduce the use of drinking water by using – for example – permeable surfaces to promote the replenishing of the water tables and natural management of rainwater. This approach effectively manages run-off and helps mitigate the urban heat



island effect. Our experts have also given preference to using indigenous plants for the project's landscaping. This encourages biodiversity and reduces irrigation and fertilisation requirements.

## Sustainability criteria – a lever for dialogue with stakeholders

Projects which get international funding are increasingly subject to strict and measurable environmental and societal sustainability criteria. For SYSTRA, these expectations are a major lever for establishing close dialogue with all stakeholders and ensuring that projects are monitored throughout their lifecycle – during the preparatory phase, as well as the construction phase. This holds true in particular for the proposed high-speed line in Egypt, significant funding for which comes from a European banking consortium. Our teams have put in place special management structures, an action plan made up of 120 inputs, regular external audits, and a dedicated reporting system, as well as dialogue with local stakeholders.



India

## Sustainability becomes part of supervision missions

In October, our teams organised a half-day event all about Supervision & Sustainability. It was attended by nearly 300 people and was an opportunity to focus on sustainable design and construction during the works phase as part of supervision missions. The focus was ultimately broadened to include all aspects of sustainability. This approach was formalised in a document for the teams, in order to facilitate the follow-up of supervision tasks and dialogue with builders, clients and financiers.

Sweden

## A special type of design to recreate biodiversity

The project to build a new bridge in the centre of the city of Borås will involve replacing the existing Nybro bridge, which is not suitable for traffic. The way it is designed prevents any negative ecological impacts and does not damage biodiversity.



"International financial institutions now give priority to compliance with strict norms regarding the environment and workers' well-being, as well as benefits for surrounding communities, among other things. The social impacts on local economies, land acquisition practices, preserving the local heritage and biodiversity are now all factored in. This demanding setting encourages us to develop dedicated environmental and social action plans, in coordination with the other stakeholders involved in the project."

Marc Seffacene  
Executive Project Director, Egypt



# ***Get involved for communities and regions***

— By improving accessibility and mobility and by sustainably optimising transport infrastructure, our projects contribute to regional development and to the improvement of the daily lives of residents. Our employees also strive for this every day, out in the field.



# Enhance the appeal of regions and improve access to essential services

What we do is deeply linked to the positive impact of our infrastructure projects. By making it easier for people to move around and facilitating access to essential services, they serve local communities and contribute to the economic development of our regions. In 2023, in numerous world regions, we continued to lead projects designed to improve global connectivity and make daily commuting easier for people.

## Improve connectivity

In South America, we helped to renew and extend the public transport network. In Chillán (Chile), for example, we were involved in designing a new train maintenance workshop as part of the “Chile sobre rieles”<sup>(1)</sup> project, the aim being to triple the country’s railway capacity by 2027. In addition to reducing maintenance costs, the project will help with the city’s industrial development and will provide its residents with a safer network and improved services. In Santiago, SYSTRA is playing its part in urban mobility with AVO2, a tunnel construction project that will improve connectivity between key neighbourhoods. In Peru, we are conducting detailed impact studies for construction of the Lima metro system. We have also been working in the Middle East,



in Egypt: we took part in a major high-speed railway line project designed to unclench the country’s urban areas and more effectively connect them up.

## Showcase railway heritage

Being able to maintain, showcase and renew existing networks is also fundamental for sustainability. This year, we have undertaken work to modernise and maintain the historic railway heritage, securing its longevity and enabling its operation for future generations. In India, for example, SYSTRA has been involved in modernising Mumbai’s Chhatrapati Shivaji Maharaj terminus, a Unesco World Heritage site. And in France, we are modernising the historical infrastructure used by the Train Jaune in the Catalan Pyrénées.

(1) “Chile sobre rieles”: Chile on track.



Brazil

## A metro system to connect São Paulo to its outlying districts

To meet the needs of residents and local authorities, the metro’s new line 22 will connect the 19 stations between Sumaré and the town of Cotia. It will have capacity for 650,000 passengers per day, and will serve key areas, such as São Paulo University and various densely populated neighbourhoods, as well as improving connections with existing metro and train networks. Our teams are conducting preliminary studies of the line. These will focus in particular on gauging its environmental impact, as well as geology and urban integration. Their results will be used to determine the best engineering solution for the line: either a traditional railway system or a monorail system.



Denmark

## Improve information and the passenger experience

SYSTRA has won a consultancy contract for traffic information from Denmark’s rail infrastructure operator. To improve the passenger experience, SYSTRA Denmark will be involved in creating new information solutions about rail traffic for Danish stations and platforms. The aim is to modernise displays and announcements in stations with the help of reliable digital screens and better sound systems.



“SYSTRA has been operating in Spain and Portugal for more than twenty years and strengthened its roots in these highly dynamic countries in 2023. Working alongside our public and private clients, our teams are involved in developing the high-speed network, modernising the metros, generating hydroelectric energy and improving road connections.”

**Joan Serrano**  
SYSTRA Ibérica Entity Director

# Get our employees involved in the field, and for the future

In 2023, SYSTRA teams demonstrated their commitment to the communities they serve through actions out in the field, and by taking part in various challenges and events alongside students from schools and universities, as well as young graduates. A concrete and human way to get ready for tomorrow with future generations.

## Encourage and cultivate a culture of helping one another

Our employees are committed through their professional responsibilities. But they are also committed on a personal basis. Across our various local entities, they have the opportunity to dedicate some of their time and energy to community assistance projects. In Australia, for example, each of our employees spends a day helping the community. During volunteering week, the People & Culture team joined forces with their colleagues in Melbourne to support Our Big Kitchen – a charity which provides vulnerable people with meals.

## Share and disseminate knowledge

Education is key to supporting future generations. At an event called “Feria de Caminos”<sup>(1)</sup>, for example, SYSTRA’s employees in Spain were able to help train young people and support them with their professional

development, providing them with apprenticeship opportunities in underground engineering and mining, as well as transport engineering and consultancy. In France, our teams have coached more than 640 promising future engineers as part of the “Défi Étincelles” organised by the ESTP<sup>(2)</sup>: it provided them with support at innovation and collective intelligence sessions and gave them the opportunity to pitch new ideas.

## Discover the mobility of the future

Our 2023 summer internship programme took eight students from seven different schools at SYSTRA USA. They got to meet top management, learn about our company, and find out about the mobility challenges of the future. Furthermore, scholarships were awarded thanks to contributions from SYSTRA and SYSTRA USA employees.

(1) Feria de Caminos: the railway festival.  
(2) École spéciale des travaux publics.



Australia

## A programme to train the engineers of the future

Young engineers on the 2023 Graduate Programme got to attend careers guidance workshops, meet top managers, and visit Sydney Trains’ railway operations centre. Designed with help from the Australasian Railway Association, this eighteen-month course is based on a mentoring scheme, and enables young people to learn about SYSTRA’s engineering jobs through our world network. At the end of it, students can get a diploma from the University of Deakin, and then pursue a career at SYSTRA.

India

## Education and solidarity

Education can change people’s lives. Our teams demonstrated that reality this year by joining forces with Blessings, an NGO in India which helps local communities build a better future by supporting projects to promote education and healthcare. Our employees got to meet teams from the NGO and provided them with funds by purchasing what they produce.

## Beyond the professional commitment

This year, several of our entities observed Breast Cancer Awareness Month. In France, nearly 500 employees divided into more than 100 teams took part in a charity event that saw them walking, taking part in various challenges and doing quizzes every day throughout October. Together, they completed more than 30 million steps, exceeding our targets. Consequently, SYSTRA was able to make a donation to the “Ruban Rose” (Pink Ribbon) charity which raises awareness and funds research into breast cancer.



# Bridges to Prosperity, embody our beliefs

The partnership with Bridges to Prosperity illustrates the beliefs we hold as a company and the individual commitments made by our employees. By helping to build bridges that have a positive impact on the daily lives of thousands of people, their professional expertise takes on a whole new meaning. We take a look at these very human experiences.

## Facilitate access to essential services

Throughout the world, huge numbers of people are deprived of access to safety and essential services – because of a lack of transport infrastructure. Bridges to Prosperity (B2P) has a positive impact on their everyday lives and their more long-term future. By the end of 2024, 220 bridges will have been built by B2P in Rwanda, safely and reliably connecting some 660,000 people to essential services.



## A technical and human challenge

In November 2023, ten SYSTRA volunteers from seven different countries travelled to the Rulindo district in Rwanda to help build this footbridge. It is the seventh bridge that the Group's employees have helped to build. They spent two weeks working alongside the construction team and people from local communities. This 59-metre suspension bridge was opened in November, and it means that 4,000 people can now safely cross the Nyirakibuye river.

## → Rwanda, Shyagari Bridge: a look back at the 2022 edition

In Rwanda, the river that the Shyagari Bridge crosses floods on a regular basis, making it impossible or extremely dangerous to cross for the residents. Now, an 80-metre footbridge, opened in November 2022, is being used by more than 2,600 members of communities throughout the rural Muhanga district. The bridge connects them to the nearest hospital, as well as to administrative services, markets, and schools. The result? 965 more pupils can now go to school safely, 271 more women have access to maternity care, and the average income for women is up by more than 30%.



"This bridge has transformed the everyday lives of numerous school pupils, workers, and traders, making the river crossing safer. Being involved in this project alongside an international and multidisciplinary team has been particularly rewarding. But the biggest reward are the smiles on faces of the residents who cross the bridge every day."

**François Mortier**  
Communications Officer, Group



"This project started off as a way for us to give, but we ended up receiving a great deal in return. I loved sharing fun moments with the children, particularly during visits to the school!"

**Dipak Jadav**  
Lead Engineer Water Infrastructure, India



"Given the major difficulties that these residents are up against, it was important to take action and share our expertise. It was very rewarding to live and work alongside members of the local team who helped build the bridge, and to learn about their culture, as well as their language and their traditions. It was also fantastic to work with SYSTRA colleagues from all over the world, linking our teams together."

**Nizar Awad**  
Technical Director, United Kingdom



"Building a suspension bridge was a first for me. As an engineer, I am accustomed to managing teams, but not installing the main cable, pouring concrete or crossing the rebars manually on a bridge project! We all learned a lot from one another. This project involved a combination of civil engineering knowledge, interpersonal skills and a sense of solidarity."

**Camille Le Pen Sénéchal**  
Bridge Engineer, France



# *Build with our employees*

→ Our employees' commitment is the cornerstone of our sustainability actions. To help them, we showcase their involvement so they can flourish, enabling them to acquire new skills and experiences as they go through their careers, and cultivate their feeling of belonging.



# Give meaning to our employees

In 2023, we continued with our work to retain and motivate our talent... and attract the talent of the future. To do this, we help our employees acquire new skills and develop in their careers. We deploy local initiatives to help the company open up to the rest of the world, particularly for the youngest.

## Encourage opportunities internally

As a growing company operating in a dynamic market, SYSTRA capitalises on its resources and talents, placing the emphasis on engineering professions. In 2023, we bolstered our communication concerning internal development opportunities – mobility, training courses, apprenticeship possibilities, diversity and inclusion initiatives – with job forums, HR live streams and a dedicated intranet page.

## Place the emphasis on the employee experience

To improve employees' career prospects and increase our technical excellence through the acquisition of new skills, we have continued to invest in training, particularly in home countries. For this, we have created new synergies and pathways and capitalised on the passing on of knowledge. A local initiative, for example, resulted in 11 SYSTRA SWS geotechnician engineers in Italy – with support from the subsidiary's senior

experts – getting a master's degree in the sustainable design of geotechnical infrastructure and tunnels, awarded by the Turin Polytechnic Institute.

## Global People Survey, the second edition, and actions

The idea behind this three-year survey is that it measures the changing perceptions of our employees. The action plans put in place following the first survey are continuing and are being expanded. Numerous events were held in 2023 to share our strategic aims and get employees involved. At SYSTRA France, for example, a number of regional conventions were attended by employees. And in Brazil, Australia, Canada, the United States and the Nordic countries, discussions with subsidiary managers were held throughout the year.

9 out of 10 employees

say that they are proud to work for SYSTRA

88% of employees

would recommend the Group as an employer

81% of employees

consider that SYSTRA is committed to sustainability

89% of employees

subscribe to SYSTRA's values (Excellence, Connected Teams, Bold Leadership)



"The Graduate Mobility pilot project represents the promise of our Connected Teams. It boosts intercultural exchange that is central to our model."

**Prisca Flattot**  
Vice President Business Lines & Production, Group

## A whole new Graduate Mobility programme

The Graduate Mobility programme is designed to give impetus to the careers of talented young people and encourage collaboration and skills development. It is an initiative of the Business Lines & Production department and will enable seven participants to work for between six and twelve months internationally. Supervised by tutors in their home and host countries, the programme bolsters integration and competitiveness, and enhances the resilience of our teams throughout the world.



69% of employees

followed a training programme in 2023 for SYSTRA SA, SYSTRA France, SYSTRA India and SYSTRA United Kingdom and Ireland

31 HOURS of training on average for SYSTRA SA

14 hours for SYSTRA France  
3 hours for SYSTRA United Kingdom and Ireland  
2 hours for SYSTRA India

10,700 employees

106 nationalities

represented across 80 countries

# Take action to promote diversity, equity, and inclusion

Regarding Diversity, Equity and Inclusion (DEI), the year was marked by teams across the company mobilising and their desire to extend, formalise and structure our actions at Group level, with a dedicated committee, and in the subsidiaries with dedicated initiatives.

## Special governance structure

In June 2023, we launched SYSTRA's first ever DEI committee, made up of representatives from Operations and various cross-functional roles. Its role is to define a strategy for the Group and a rollout plan in the countries in which we operate, as well as supporting and monitoring local programmes, and providing opinions and resources if required to implement concrete actions.

## Promote equity, protect women's rights throughout the world

Every year, SYSTRA marks International Women's Day on 8 March. This year, to support the #EmbraceEquity theme, nearly 200 employees took part in a photo campaign. People honour this commitment for the rest of the year as well: for example, SYSTRA Australia and New Zealand now has a management team made up of equal numbers of women and men, people can take extended maternity/paternity leave, and it has introduced a training programme on sexual harassment and gender discrimination aimed at all employees. These initiatives have resulted in the company being awarded "Work180" certification, which recognises us as a great workplace for all women.

**34%**  
of women  
on the Global  
Leadership Team

**2.84%**  
of employees  
have a disability  
at SYSTRA France



"Regarding Diversity, Equity & Inclusion, our collective commitment – and our success – is underpinned by our teams and by the efforts made by management: by bolstering their ability to take action and raising their awareness, we can foster diversity, drive change, and inspire growth."

Cécilia Clerwall  
HR Operations Director, Group

United States

## Showcase women empowerment

In the United States, Kimberly Slaughter, CEO of SYSTRA USA, took part in the "When women lead" webinar – a conversation about ways of building gender-equal teams, and making women more visible in the transport industry.

London

## A training programme on upholding human rights

SYSTRA, alongside Balfour Beatty and Vinci Construction, has joined the purposes of building the Old Oak Common station in London. This programme, coordinated by RESPECT International, sets out to change people's behaviour in the construction sector, tackling people trafficking and modern slavery. It includes a behavioural training programme for all employees, supervised by a dedicated team.

France

## Inclusion: everyone committed

SYSTRA France has set itself the task of tackling all forms of discrimination and guaranteeing the best possible working conditions for employees with disabilities. This year, Disability Employment Week served as an opportunity to raise people's awareness of the importance of inclusion, with the emphasis on invisible disability (since 80% of disabilities are hidden). Various events were held to encourage people to learn and change their way of looking at things.





# Safeguard the health and safety of employees and partners

Providing a safe working environment for all our employees and partners is a priority, as much as a factor helping to ensure our operational excellence. With the help of tools and training programmes, we want to reduce risk, guarantee our regulatory compliance, and create a powerful 3S (health, safety and security) culture at all levels of our organisation.

## 3S strategy: a reasserted commitment

Our 3S teams got together for a seminar featuring roundtable discussions about best practices and workshops on risk management, and the result was a new roadmap. The aim of our 3S strategy is to ensure the safety of our transport systems, users, operators and maintenance personnel, as well as third parties. It seeks to protect the mental and physical well-being of our employees and subcontractors during their journeys and when they are working on sites that we supervise. It does this by continually raising people's awareness of the need to adhere to prevention and protection rules. Our 3S strategy also features a crisis management component. The idea is to be ready in the event of a crisis thanks to proactive anticipation and drills.

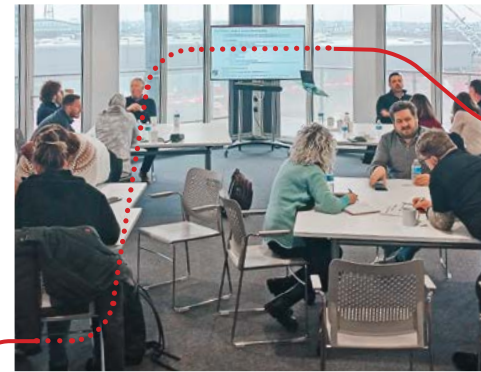
## Campaigns, partnerships: improved tools

To inform our employees and strengthen our 3S management system, we have continued to bolster our digital tools. These include a tool designed to make it easier to escalate information about events (positive observations,

improvement initiatives, incidents), analyse them and monitor them. We have entered into a partnership with Crisis24 to facilitate the assessment of risks associated with our employees' travel and overseas assignments against a backdrop of – at times – geopolitical uncertainty (advanced safety risk management, making travel safer, etc.). We have also continued with the successful deployment of our 3S Passport training programme focused on leadership for all managers. Finally, we have launched a new campaign about the 9 Life-Saving Rules, the foundation of our 3S culture on a day-to-day basis.

**63%**  
of employees  
have followed the  
9 Life-Saving Rules training  
programme since it was  
launched

**1.63**  
Frequency rate of  
occupational accidents  
in France (SYSTRA SA  
and SYSTRA France)



## France Targeted 3S initiatives

In France, the year was marked by the creation in the first quarter of a network of Psychosocial Risk coordinators, managed through quarterly workshops. More than 120 people were trained and awarded a 3S Manager Passport. Training programmes on railway-related risks featuring practical 2D and 3D exercises in virtual reality were also featured. And posters were displayed to raise people's awareness of best practices regarding Health and Quality-of-Life and Conditions in the Workplace. The themes tackled included team spirit, the right to log off at the end of the day, and working in shared spaces.

## India A health and well-being awareness-raising day

On 28 April 2023 – World Day for Safety and Health at Work – SYSTRA India organised an initiative all about health and well-being. The programme included sessions on equipment and comfort in the working environment.



"This year, we have seen more and more exemplary behaviour from our employees regarding safety, and we want to highlight this. This shows the collective progress we have made in relation to 3S, as well as each and every person's commitment to ensuring the safety of everybody engaged in our activities."

**Edwige Vieille**  
Quality, Health and Safety Director, France



"Extending and renewing the 3S culture in an ever growing company involves strengthening our management system. All over the world, in order to deliver its projects, each and every employee must also be able to access all the required information, details of best practices and tools. This is an ongoing challenge, and we must not compromise."

**Mario Capitanachi**  
Vice President Health, Safety and Security, Group



# *Progress with our clients, partners, and shareholders*

— On each project, we strive to build long-term relationships with our clients and partners, underpinned by transparency, integrity, and proximity. To strengthen these ties, we have developed tools and processes that help us meet their expectations.



# Ethics at the heart of our practices

Our ethical approach ensures fair and transparent commercial practices for all stakeholders involved. It is embodied by our corporate culture and can be seen in our robust and structured processes. This year, we remained vigilant and proactive, keeping our culture rooted in an ethical mindset, questioning our experience, and updating our procedures.

## Ethics and compliance: intangible pillars

Irrespective of the technical challenges that we are addressing or the competitors on our markets, we are committed to adhering to strict ethical norms across the Group, as well as in our interactions with our clients, suppliers, and partners all over the world. To be able to do this, we have a solid framework, and we provide our employees with the tools, training and procedures needed to consistently and effectively apply the principles and rules detailed in our code of ethics and in our anti-corruption code of conduct. Each employee must therefore behave faultlessly and take part in the prevention programme within the framework of their activities.

## An international ethical structure

Our international organisational structure enables us to effectively tackle influence peddling, fraud, and anti-competitive and coercive practices. Tackling corruption is one of our main priorities: this year, capitalising on the maturity of our practices and our knowledge of risk, we updated our anti-corruption code of conduct and our whistleblowing scheme. And we renewed our ISO 37001 certification on "Anti-corruption management systems" for a further three years in France, India, the UK and Ireland and Italy. We will continue with these efforts into 2024, focusing in particular on auditing and bolstering our procedures.

**88%**  
of employees have received training on the anti-corruption code of conduct

**100%**  
of top management reasserted its commitment to the Group's ethical principles



"More than ever, ethics is central to SYSTRA's priorities. This commitment was bolstered in 2023 with the introduction of a new anti-corruption code of conduct, the extension of our whistleblowing system and the appointment of more people to the Group Ethics Department. SYSTRA is committed to an ongoing improvement process, and as such 2024 will see numerous changes to our programme so that it covers more ethical risks and our methods are more effective."

Jérôme Hernot  
Group Compliance Officer



India

## A local compliance officer to implement the ethics programme

Under the impetus of its management team, SYSTRA India is committed to applying the strictest ethical standards: a local compliance officer has therefore been appointed, tasked with implementing the ethics programme, and tackling corruption in particular.



## Ethics Day 2023: raising people's awareness

Launched in 2020, Ethics Day informs employees and raises their awareness of SYSTRA's ethics issues, the aim being to cultivate our status as a "trusted partner" for our clients, service providers and stakeholders. This year, the emphasis was on the new anti-corruption code of conduct and the associated e-learning module. Tackling corruption is something that the Executive Board is focused on at the highest level, and it is very much involved in organising Ethics Day.

# Client engagement to meet their local needs

At SYSTRA, Client Engagement is key to maximising their satisfaction and ensuring that the relationship lasts over time. That way, we can grow our business and ensure its long-term existence. It involves actively listening to our clients on a regular basis, and showcasing the best local initiatives so they can be deployed across the Group.

## Improve client relations on an ongoing basis

Client Engagement is what enables us to improve the quality of our relationships with them, as much as matching our processes to their needs. It is underpinned by our in-depth knowledge of local issues and by our desire to create trust. It is also solidly built on our ethical principles, our approach to risk management and our technical expertise. In 2023, we continued with our drive to strengthen our “client-centric”

99% of clients recommend SYSTRA

2.5 out of 3 Overall satisfaction rate in 2023

38% of clients replied to the survey

80% public stakeholders, 20% private stakeholders among our clients

culture. As part of this, we conducted another of our annual satisfaction surveys and awarded trophies internally to the best local initiatives to promote a client-centric approach. Our aim is to use training and promotion tools to identify and replicate best practices.

## Get people involved internally in client engagement

This year, we introduced a series of webinars focusing on client engagement as a way of speeding up growth for SYSTRA. We also set up a “Client Engagement Community” for our sales teams.



“In an increasingly volatile, complex, and competitive world, constantly seeking to optimise client relations is crucial if we are to stay in the lead. A solid client-centric culture is fundamental. That is why we have spent the last two years developing a strategy to strengthen it: in 2021, we overhauled our client satisfaction campaigns; in 2022, we launched our client-centric training programmes to continue with this drive; and in 2023, we introduced our Level Up Awards as the next stage in this initiative.”

Avril Tourmen  
Vice President Strategy Development, Group

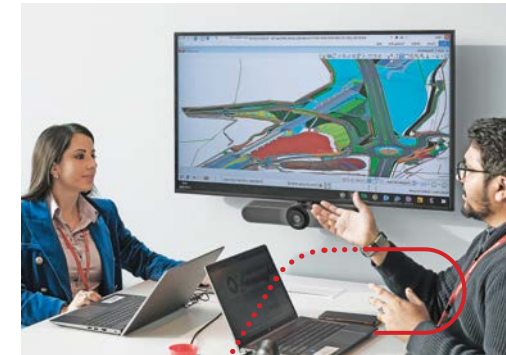


“To craft a compelling proposal that immediately captures the client’s interest, a proper understanding of the clients challenges and issues they encounter is vital, as well as a thorough understanding of the project context. Having a client-centric approach enables us to place the emphasis on their crucial needs, showcase the factors that set us apart from our competitors and develop an appropriate bidding strategy.”

Sarah Madjedi  
Vice President International Tenders and Services, Group

## A Project Management community to maximise our efficiency

Project management guarantees the high quality with which our services are provided, and it is key to ensuring good client relations. To support its essential role, SYSTRA has created a support service and a dedicated community, together with tools and networks for sharing experiences. In 2023, the Project Management Group coordinated the community of project management experts to encourage collaboration, the sharing of practices and the creation of standards, and to support professional development in this area.



## The Level Up Awards – the first client culture awards

This year, SYSTRA had its first Level Up Awards, celebrating our excellent client relations. In a highly competitive sector, this challenge seeks to showcase initiatives which strengthen team engagement, creating long-lasting client relations. 38 applications from 12 Business Units competed against one another in three categories: best business initiative (strengthen or increase our client knowledge), best project initiative (promote a win-win dialogue), best cross-functional initiative (when several Business Units were involved).



# Anticipate needs and trends

To help ensure the sustainability of our clients' activities, and address the challenges posed by climate change and energy transition, we anticipate the associated technical requirements. We have therefore decided to showcase our expertise more effectively across our ecosystem so as to emphasise our expertise and our understanding of sectoral challenges.

## A "test and learn" approach to be shared

As far as sustainability is concerned, the "test and learn" approach when applied to our activities involves learning, testing and continually adapting. This year, SYSTRA was keen to step up its involvement in professional associations and international working groups, thus contributing to collective discussions about the role played by sustainability in engineering. Our ethos? Sharing expertise and methods and identifying common methodological platforms enables



us to improve practices and feed discussion among our clients and partners. Some of the issues discussed include energy, environment, climate and making sense of the regulatory changes with international scope, such as the Green taxonomy and the CSRD.

## Major contributions across the ecosystem

This year, SYSTRA became the first engineering company to be appointed to the presidency of the Industry division of the International Association of Public Transport. Our teams gave a presentation of our expertise at the UITP fair in Barcelona, one of the sector's flagship events. We are also involved in a number of working groups managed by the UITP focusing on energy transition for rail and bus transport, and on resilience to climate change. This involvement has resulted in the publication of a report on energy transition, and the production of a guide on infrastructure resilience. In 2023, we took part in more than 50 trade fairs and events throughout the world. These included the prestigious TransMEA show in Cairo and 3 conferences on tunnels (in Canada, France and Colombia). We also contributed to *The Infrastructure Podcast*.

**28**  
participations in  
trade shows in 2023



"Sometimes our clients refer to the idea of sustainability, but without going into detail or saying what they really mean. It is up to us to make sense of their requirement or to guide them in their understanding, in light of the lessons we have learned. It is our responsibility to provide them with our "sustainable prism", with a proactive and optimistic approach, together with custom solutions perfectly suited to what we know about them, and the specific local contexts in which we operate."

**Andrea Della Corte**  
Head of Sales, Italy



"Sustainability is at the heart of everything we do. Whether it's for new transport networks, developing innovative infrastructure solutions or increasing biodiversity, our aim is always to minimise the impacts on the environment and maximise the benefits for our clients and their own users. By combining global expertise with local sensitivities, we are able to provide each and every client with the very best of SYSTRA's expertise in all our projects."

**Mike Muldoon**  
Business Development Director,  
United Kingdom and Ireland

## → Digitalising and decarbonising at the Asia Pacific Rail conference

SYSTRA took part in the Asia Pacific Rail conference, a major event for the transport sector. Once again, it was attended by clients and service providers and tackled issues such as decarbonisation and digitalisation. Specialists from Singapore, Hong Kong and Korea engaged in discussion and debate, reminding one another of the importance of factoring in specific local contexts. Discussions at the SYSTRA stand touched on adapting to climate change and the need for high-level engineering to provide sustainable solutions for tackling climate change and urban congestion.



# **Manage** *our risks*

→ Our sustainability approach is clear: it impacts our strategy and our decisions at each and every stage of our projects, and here is an ongoing desire to reconcile performance and sustainability, and to identify new growth levers.



# Manage our risks so we can act confidently

In 2023, our efforts in risk management, control and governance helped us to become more mature and transparent. We focused on bolstering our three lines of defence: operational activities, risk management and control, and internal audit. Incorporating company risk management into our basic operations means not just compiling a list of the most critical risks and preventing them: it also means identifying new opportunities for sustainable growth.

## A new integrated approach

Our Integrated Management System (IMS) is the cornerstone of our risk management approach: by breaking down silos, it improves the decision-making process in terms of governance, strategy, target-setting and day-to-day operations. In 2023, we reviewed our process mapping in order to conduct an in-depth analysis of our primary activities, identify and prioritise risks, aligning the necessary controls with our business targets.

## Build a solid risk culture

Creating libraries of controls has enabled us to bolster our internal audit procedures. At the same time, putting in place management routines, particularly SYSTRA's annual

Red Book self assessments (the document which defines the rules and texts applicable to all the Group's entities), supports our risk management approach at all levels of the organisation and encourages ongoing improvement. The purpose of these tools is to establish a robust risk culture across SYSTRA. Going forward, risk management will not just apply to our operations: it will be extended to our corporate strategy, and will align with our mission statement and vision. Our aim? Help each operations unit achieve its strategic and commercial targets through efficient management of the primary risks in the areas of ethics, security, cybersecurity, the environment, and human capital.



"2023 heralds the start of the Internal Control roadmap. It will be deployed across the whole Group throughout 2024. The new approach which draws on tried and tested approaches that have been used internationally, is aligned with the Group's strategic priorities, while being tailored to meet the everyday needs of our Business Units."

**Petra Ghanem**  
Vice President Internal Control and Risks, Group



## Assess key risks

In each of our Business Units, we have put in place processes for assessing key risks based on probability criteria, as well as impact and the level of control assessed collectively. The effectiveness of this specific classification is underpinned by action plans implemented to avoid these risks. They are also reassessed on a regular basis, since they are forever changing.

## Factors taken into account

- Organisational culture.
- Systemic and emerging risks, as well as other external factors, such as macroeconomic and geopolitical factors, regulatory changes and compliance, climate change, environmental sustainability, digital growth, new technologies and AI.



## What are the key risks for our Business Units

- Events likely to compromise the capacity of our Business Units to achieve their business targets.
- The most important risks for long-term success, which might lead to damage or a significant loss in value.

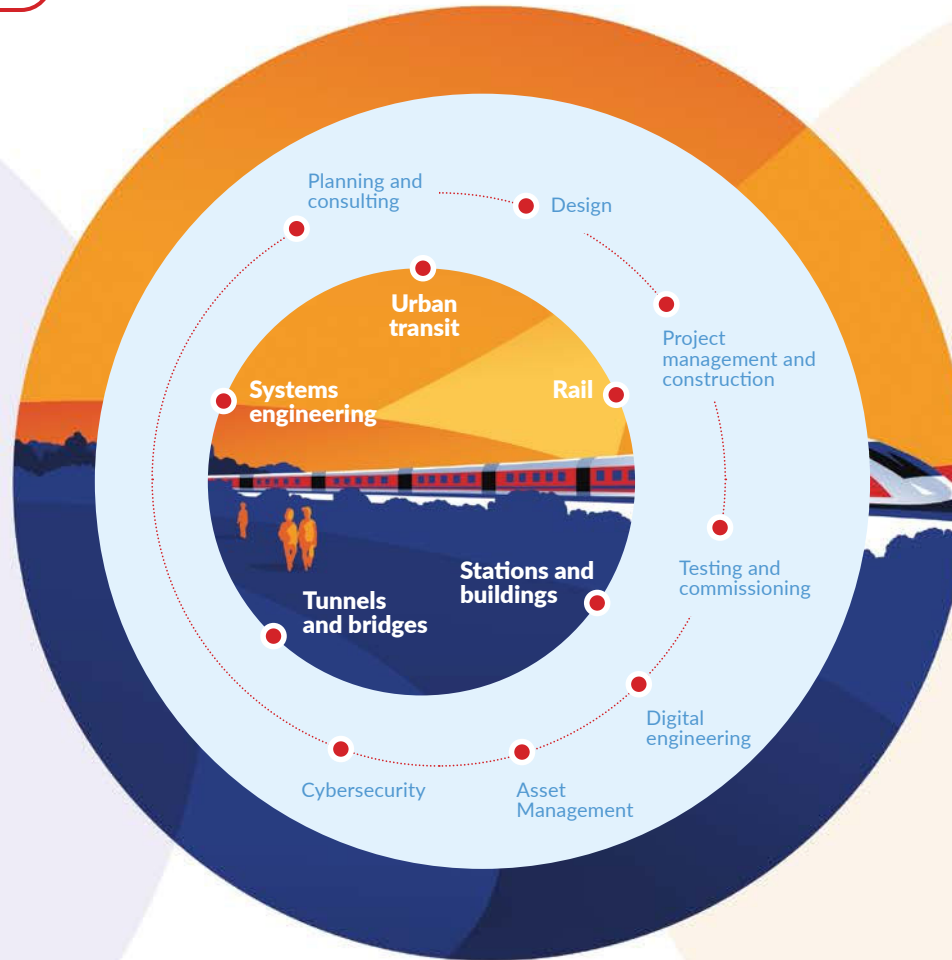
# Our value creation model

**We draw on our assets...**

- Our human capital**
  - 10,700 employees
  - +20% growth in workforce between 2022 and 2023
  - 89% of employees subscribe to SYSTRA's values: Excellence, Connected Teams and Bold Leadership
  - 26.5% share of women in the total workforce
- Our cutting-edge expertise**
  - More than 65 years of expertise in mobility projects
  - 4 international networks of experts across the Group
  - 1 internal innovation challenge
- Our organisational structure**
  - A dozen key countries accounting for 90% of our total turnover
  - Operational presence in 80 countries
  - 10 centres of expertise
- Our financial stability**
  - An independent group
  - €1,071.6 million turnover in 2023 (of which 43.5% from rail or high-speed projects, 23% from urban transit projects and 33.5% from other types of projects)
  - An order book representing 16 months of sales
- Our ENR<sup>(1)</sup> ranking**
  - No. 3 in Mass Transit & Rail
  - No. 4 in Bridges
  - No. 8 in Transport
  - No. 24 in International Design Firms

(1) ENR: Engineering News-Record 2023.

**... across all of our activities...**



**... by creating shared value for our stakeholders**

- For our clients**
  - Promote innovative solutions for sustainable mobility
  - 99% of our clients would recommend SYSTRA
- For our employees**
  - Develop an inspirational, fair and inclusive culture
  - Gender equality index: 85/100 (SYSTRA SA)
  - 83% employee engagement rate
  - 88% would recommend the Group as a good company to work for
  - 89% say they are proud to work for SYSTRA
- For the environment**
  - Speed up work on aligning what we do with the Paris Agreement
  - Graphic showing scopes 1, 2 and 3 carbon emissions: see details on page 8
- For our communities and regions**
  - A long-term commitment to developing the regions in which we operate
  - 88% 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
  - €1,071.6 million turnover in 2023
- Our contribution to the Sustainable Development Goals**
  - SYSTRA has been awarded quality (ISO 9001), health and safety (ISO 45001) and anti-corruption (ISO 37001) certification. SYSTRA has been awarded ISO 14001 certification in recognition of its environmental practices and by the OPQIBI (professional body for assessing infrastructure engineering, buildings, and industry) for a certain number of specialities.





# Our contribution to the Sustainable Development Goals

<p>🔗 Targets and meaning for SYSTRA</p>	<p><b>5 GENDER EQUALITY</b></p>  <p>Take action to promote diversity, equity and inclusion</p>	<p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p>  <p>Build an inspirational culture which encourages employee engagement and guarantees everybody's health and safety</p>	<p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p>  <p>Leverage our innovation to serve sustainability</p>	<p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b></p>  <p>Promote innovative solutions for sustainable mobility</p>	<p><b>13 CLIMATE ACTION</b></p>  <p>Speed up work on aligning what we do with the Paris Agreement</p>
<p>🔗 What SYSTRA is doing to integrate this target in relation to its stakeholders</p>	<ul style="list-style-type: none"> <li>• <b>For employees:</b> create an environment in which everyone can flourish professionally, encouraging diversity, equity and inclusion so as to strengthen everybody's engagement.</li> <li>• <b>For local communities:</b> improve living conditions by supporting projects.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>For employees:</b> <ul style="list-style-type: none"> <li>- Create a rewarding and stimulating working environment - Help employees do their jobs fairly and responsibly</li> <li>- Guarantee health and safety at sites and on projects</li> </ul> </li> <li>• <b>For partners and clients:</b> work fairly and ethically with partners, and guarantee health and safety at sites and on projects</li> <li>• <b>For civil society:</b> undertake to ensure decent work for everyone and guarantee health and safety for all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• <b>For employees:</b> raise employees' awareness and train them on climate issues so they can share information about the best sustainable design practices</li> <li>• <b>For partners and clients:</b> 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.</li> <li>• <b>For civil society:</b> 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</li> </ul>	<ul style="list-style-type: none"> <li>• <b>For clients:</b> promote a sustainable design approach to our projects and design robust and sustainable infrastructure, supporting our clients with innovative solutions for energy transition</li> <li>• <b>For civil society:</b> 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 through employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>• <b>For partners and clients:</b> put forward solutions and services to encourage energy efficiency and reduce CO<sub>2</sub> emissions and help achieve net zero by 2050</li> <li>• <b>For employees:</b> limit the environmental impact of our sites throughout the world</li> <li>• <b>For civil society:</b> foster the emergence of a low-carbon economy to help us achieve net zero by 2050</li> <li>• <b>For the regulatory authorities:</b> participate in public debate on climate change</li> </ul>
<p>🔗 Performance indicators for SYSTRA</p>	<ul style="list-style-type: none"> <li>• Share of women in the Group's workforce</li> <li>• Women/men equality index</li> <li>• Share of women making up the Global Leadership Team, the Supervisory Board and the Group's top 100 managers</li> <li>• Percentage of people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of training hours per employee</li> <li>• Percentage of people who have completed the online course on the 9 Life-Saving Rules</li> <li>• 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)</li> <li>• Frequency rate of detected accidents</li> <li>• Percentage of people who have completed the online course on the anti-corruption code of conduct</li> <li>• Percentage of letters confirming compliance with the Group's ethical principles returned</li> <li>• Employee engagement barometer</li> </ul>		<ul style="list-style-type: none"> <li>• Societal initiatives to help local communities</li> </ul>	<ul style="list-style-type: none"> <li>• 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 target initiative</li> <li>• Tracking of projects initiated with a sustainable design approach or deployment of the Carbontracker tool</li> </ul>

# Our Global Reporting Initiative indicators (GRI Standards)

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 the impact of what we do. 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 <sup>(1)</sup>	Reference pages
<b>People</b>	<b>Employment</b>	401-1	Hiring of new employees			26
	<b>Training</b>	404-1	Average number of training hours per year per employee	✓		17
	<b>Diversity and equal opportunities</b>	405-1	Diversity in governance bodies and among employees			18 and 26
		405-2	Base salary ratio and remuneration of women and men			26
<b>Health, Safety, Security</b>	<b>Health and safety in the workplace</b>	403-1	Occupational health and safety management system	✓		19
		403-2	Identification of hazards, assessment of risks and investigation of undesirable events	✓		19 and 31
		403-4	Participation and consultation of workers and communication concerning occupational health and safety	✓		19
		403-5	Training of workers on occupational health and safety	✓		19
		403-8	Workers covered by an occupational health and safety management system	✓		19
		403-9	Workplace accidents	✓		19
<b>Ethics</b>	<b>Ethics and business compliance</b>	205-1	Assessment of risks pertaining to corruption (operations)	✓		21
		205-2	Training on policies and procedures for tackling corruption	✓		21
		206-1	Anti-competitive, anti-trust behaviour and monopoly practices			21
		408-1	Operations and suppliers with a significant risk of forced or child labour			21
		409-1	Operations and suppliers with a significant risk of forced or mandatory labour			21
		412-2	Training of employees on policies and procedures to do with human rights	✓		21



	Aspect	Global Reporting Initiative	Description	ISO 26000	TCFD <sup>(1)</sup>	Reference pages
<b>Environment</b>	<b>Energy</b>	302-1	Energy consumption			8
		302-4	Reduced energy consumption	✓	✓	8
	<b>Water</b>	303-5	Water consumption	✓	✓	8
		<b>Biodiversity</b>	304-2	Significant impact of activities, products, and services on biodiversity		
	<b>Emissions</b>	305-1	Direct GHG emissions (scope 1)	✓	✓	8
		305-2	Indirect GHG emissions (scope 2)	✓	✓	8
		305-3	Other indirect GHG emissions (scope 3)	✓	✓	8
		305-4	Intensity of GHG emissions		✓	8
305-5		Reduced GHG emissions	✓	✓	8 and 30	
<b>Local communities</b>	<b>Local communities</b>	413-1	Activities involving the local community (impact and programmes)	✓		14 and 15
<b>General SYSTRA information</b>	<b>Profile of the organisation</b>	102-1	Name of the organisation	✓		34
		102-2	Activities, brands, products, and services	✓		26
		102-3	Geographical location of head office	✓		34
		102-4	Geographical location of activity sites	✓		26
		102-6	Markets served	✓		26
	<b>Stakeholder engagement</b>	102-40	List of groups of stakeholders	✓		26
		102-42	Identification and selection of stakeholders	✓		26
		102-43	Approach to involving stakeholders	✓		17, 22 and 26
	<b>Reporting practice</b>	102-46	Definition of report content and issue scopes	✓		32
		102-47	List of relevant issues	✓		26
		102-49	Modifications pertaining to reporting	✓		32
		102-50	Reporting period			32
		102-51	Most recent report date	✓		32
		102-52	Reporting cycle	✓		32
102-54	Reporting statement in compliance with the GRI standards			28 and 29		
102-56	External audit	✓		32		

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

# Indicator mapping table

	2022	2023
<b>General SYSTRA information</b>		
Turnover (€m)	902	1,071.6
Share of turnover in our home countries	92%	90%
Share of turnover in rail or high-speed projects	48%	43.5%
Share of turnover in urban mobility projects	29%	23%
Share of turnover in other types of projects	23%	33.5%
<b>Environment</b>		
SYSTRA's carbon footprint (tCO <sub>2</sub> eq)	29,363	31,646
Direct GHG emissions (scope 1)	7.3%	5.8%
Indirect GHG emissions (scope 2)	7.7%	7.4%
Other indirect GHG emissions (scope 3)	85%	86.7%
Share of purchases of goods and services	43.9%	39%
Share of business and commuting trips	32.5%	40.8%
Share of energy for buildings	12.8%	11%
Share of asset purchases	8.7%	7.4%
Share of waste	1.6%	1.5%
Share of other emissions	0.5%	0.3%
Average tCO <sub>2</sub> eq per employee	3.3	3
Digital footprint (tCO <sub>2</sub> eq)	1,647	1,785
<b>Human capital</b>		
Number of employees	8,900	10,700
Growth in workforce	+8%	+20%
Women in the workforce	25%	26.5%
Women in the Global Leadership Team	27%	34%
Employees who subscribe to SYSTRA values (Excellence, Connected Teams and Bold Leadership)	87%	89%
Employees who would recommend SYSTRA	87%	88%
Employees who say they are proud to work at SYSTRA	88%	89%
Employees who believe that SYSTRA is committed to sustainability	79%	81%



	2022	2023
<b>Human capital</b>		
Engagement rate of our employees	81%	83%
Percentage of employees who received training	+60%	61% (SA) / 57% (France) / 54% (UK and IRL) / 73% (India)
Average number of training hours per employee	23 hours (SA) / 16 hours (France)	31 hours (SA) / 14 hours (France) / 3 hours (UK and IRL) / 2 hours (India)
Women/men equality index	82 (SA)	85 (SA)
Percentage of people with disabilities (SYSTRA France)	3.09%	2.84%
<b>Health, Safety &amp; Security (3S)</b>		
Share of employees who have received training on the 9 Life-Saving Rules	79%	63%
Frequency rate of occupational accidents in France	0.39	1.63
High Potential incidents affecting our staff	8	3
<b>Client-centric approach</b>		
Clients who would recommend SYSTRA	100%	99%
Average overall satisfaction rating awarded by our clients (out of 3)	2.5	2.5
Private stakeholders among our clients	20%	20%
Public stakeholders and network managers among our clients	80%	80%
ISO 14001 environmental certification	Yes	Yes
ISO 37001 anti-corruption certification	Yes	Yes
ISO 45001 health and safety certification	Yes	Yes
ISO 9001 quality certification (France)	Yes	Yes
<b>Ethics and business compliance</b>		
Employees trained in the anti-corruption code of conduct	82%	88.3%
Top management that has reasserted its commitment to the Group's ethical principles	100%	100%

# Methodology

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

This report for 2023 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 given in the social and environment sections mostly applies to the SYSTRA SA legal entity and its French subsidiary SYSTRA France, excluding branches. This represents 2,327 employees, namely 21.7% of the Group's total workforce as of 31 December 2023. The reporting period is for the calendar year, from 1 January to 31 December 2023. 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 reporting protocol complete 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 2023, 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;
- Women-men equality index (SYSTRA France and SYSTRA SA);
- Share of women making up the Global Leadership Team, the Supervisory Board and the Group's top 100 managers;
- Percentage of employees trained during the year (SYSTRA France and SYSTRA SA);
- Number of hours of training per employee on key issues (SYSTRA France and SYSTRA SA);
- 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 France and SYSTRA SA);
- Percentage of letters returned confirming compliance;
- Percentage of employees who have followed the anti-corruption code of conduct online training module<sup>(1)</sup>;
- Client satisfaction rate with projects<sup>(2)</sup>.

## **Environmental information:**

- Committed to the carbon assessment initiative: Australia, Saudi Arabia, Brazil, Canada, Denmark AS (formerly Atkins), United Arab Emirates, United States, France, India, Italy, Norway AS (formerly Atkins), United Kingdom and Ireland, Singapore, Sweden (AB + formerly Atkins).
- 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<sup>(3)</sup> refrigerated fluids, catering, digital uses (e-mails, OneDrive, SharePoint).

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 2023 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 since it does not apply to the Group's activities: tackling food waste, tackling food poverty, ensuring animal welfare and a responsible, equitable and sustainable diet, initiatives designed to promote the practice of sport and physical activity, initiatives designed to promote ties between country and army and support commitment among reserves.

### Acquisitions of companies by SYSTRA in 2023

- SYSTRA ANZ Holding Pty Ltd purchased the following companies: SYSTRA Bamser Holdings Pty Ltd and SYSTRA Bamser Pty Ltd.
- SYSTRA Ibérica Consultoria E Ingenieria SL purchased SYSTRA Subterra Ingenieria S.L.U.
- SYSTRA SA with an Executive Board and a Supervisory Board purchased SYSTRA Danmark AS, SYSTRA Norge AS and Scandinavia Rail & Verification ApS.

(1) The data calculated was decided as of 7 November 2023 as a result of the provision online of a new version of this e-learning module.

(2) The Nordics entity was excluded for calculating this indicator.

(3) Business travel: For the United Kingdom/Ireland, journeys are classified according to the definition provided by the Department for the Environment, Food and Rural Affairs, and not the one provided by the Ademe.

Note: our Home countries are as follows: Asia, Australia and New Zealand, Brazil, Canada, Denmark, Egypt, France, India, Italy, United Kingdom and Ireland, United States, Saudi Arabia and Sweden.



Sustainability Department  
and Communications Department  
Design and Production: HAVAS Paris  
Publication: April 2024

Illustration: Levente

Photo credits: Christel Sasso (CAPA), CAPA, Getty Images  
and SYSTRA photo library.

This document has been printed on Mixte FSC-certified  
Fedrigoni X-Per paper.



***Do you have a question  
about sustainability?***



**Contact us:**  
[makeadifference@systra.com](mailto:makeadifference@systra.com)

**SYSTRA**

72-76, rue Henry-Farman  
75015 Paris - France  
Tel.: +33 (0)1 40 16 61 00  
[systra.com](http://systra.com)